19-21 JUNIO

XXXI CONGRESO

ACEDE 2022

XXXI CONFERENCE

JUNE 19th-21st

Innovación y emprendimiento en un entorno global y digital: Nuevos retos ante la crisis climática y la post-pandemia

Innovation and entrepreneurship in a global and digital environment: Emerging challenges in the context of the climate crisis in a post-pandemic world

LIBRO DE RESÚMENES/ABSTRACTS

BARCELONA
ACEDE 2022
XXXI CONGRESO INTERNACIONAL
31st INTERNATIONAL CONFERENCE

INNOVACIÓN Y EMPRENDIMIENTO EN UN ENTORNO GLOBAL Y DIGITAL: NUEVOS RETOS ANTE LA CRISIS CLIMÁTICA Y LA POST-PANDEMIA

INNOVATION AND ENTREPRENEURSHIP IN A GLOBAL AND DIGITAL ENVIRONMENT: EMERGING CHALLENGES IN THE CONTEXT OF THE CLIMATE CRISIS IN A POST-PANDEMIC WORLD

XXXI CONGRESO ACEDE
XXXI ACEDE CONFERENCE

Barcelona, 19-21 de Junio de 2022

Barcelona, June 19th-21st 2022

XXXI Congreso Internacional de ACEDE
2022 BARCELONA

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SCIENTIFIC COMMITTEE OF THE XXXI ACEDE CONFERENCE 2022

Comité Científico/Scientific Committee

El Comité Científico del XXXI Congreso ACEDE 2022 está formado por los siguientes académicos y expertos internacionales:

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The 31st ACEDE 2022 Scientific Committee is comprised by the following national and international scholars:

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BARCELONA
ACEDE 2022
XXXI CONGRESO INTERNACIONAL
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COMITÉ DE HONOR DEL XXXI CONGRESO ACEDE 2022

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D. Francesc Xavier Molina Morales, Universitat Jaume I

PROGRAMA CIENTÍFICO DEL XXXI CONGRESO ACEDE 2022

SCIENTIFIC PROGRAM OF THE XXXI ACEDE CONFERENCE 2022

PROGRAMA SINTÉTICO

Domingo, 19 de junio	IQS SCHOOL OF MANAGEMENT											
AULAS/ HORAS	Aula / Room 1106	Aula / Room 1107	Aula / Room 1207	Aula / Room 1208	Aula / Room 1206	Aula / Room 1009						
15:30–19:30	REGISTRO Y RECOGIDA DE DOCUMENTACIÓN (Mostradores en vestíbulos de planta 0) / Welcome and register (Ground floor main building)											
16:00-17:30	MARKETING		ESTRATEGIA EMPRESARIAL	RECURSOS HUMANOS								
17:30-19:00	DIRECCIÓN DE OPERACIONES Y TECNOLOGÍA	DIRECCIÓN INTERNACIONAL	EMPRENDIMIENTO	EMPRESA FAMILIAR	EMPRESA Y SOCIEDAD	ECONOMÍA FINANCIERA						
17:30-19:30	REUNIÓN JUNTA DIRECTIVA (AULA 1019) / Board Meeting (Room 1019)											
20:00-22:00	CÓCTEL DE BIENVENIDA / WELCOME COCKTAIL: Colegio Mayor Sant Jordi, ofrecido por SODEXO											

LEYENDA / Keys

REUNIONES DE SECCIONES DEPARTAMENTALES/ DIVISION MEETINGS	REGISTRO Y BIENVENIDA/WELCOME AND REGISTER

Lunes / Monday, 20 de junio	IQS SCHOOL OF MANAGEMENT											
AULA/ Room HORA / Time	Aula / Room 1312	Aula / Room 1318	Aula / Room 1106	Aula / Room 1107	Aula / Room 1207	Aula / Room 1508	Aula / Room 1019	Aula / Room 1208	Aula / Room 1206	Aula / Room 1009	Aula / Room 1105	Aula / Room 1305/1401
8:00-9:30	REGISTRO Y RECOGIDA DE DOCUMENTACIÓN (Vestíbulo de entrada de IQS SM) / Welcome and register (Ground floor main building)											
8:30-10:00	OPERACIONES Y GESTIÓN TECNOLÓGICA		EMPRENDIMIENTO 1	RRHH Y DISEÑO ORGANIZACIONAL 1	ESTRATEGIA 1	EMPRESA, SOCIEDAD Y RSC	INNOVACIÓN 1	EMPRESA & SOCIEDAD 1	MARKETING 1	FINANZAS 1	INTERNACIONALIZACION 1	SESION ESPONSORS
10:00-10:30	ACTO INAUGURAL OFICIAL DE APERTURA (Sala Multimedia. Podrá seguirse en Streaming en el aula FCC) / Conference official opening (Multimedia, it can be watched through Streaming in room FCC)											
10:30-10:45	PAUSA CAFÉ / COFFEE BREAK											
10:45-12:15	EMPRENDIMIENTO	EMPRESA Y SOCIEDAD	GESTIÓN DEL CONOCIMIENTO 1	RRHH Y DISEÑO ORGANIZACIONAL 2	ESTRATEGIA 2	EMPRENDIMIENTO	INNOVACIÓN 2	EMPRESA Y SOCIEDAD 2	OPERACIONES Y GESTIÓN TECNOLÓGICA ORGANIZACIONAL 1	GOBIERNO CORPORRATIVO & RSC 1	EMPRESA FAMILIAR 1	SESION ESPONSORS
12:15-13:15	PLENARIA / Plenary 1 KEYNOTE SPEAKER-PROFESSOR SARAS SARASVATHY: "*HOW EFFECTUAL ENTREPRENEURS COCREATE IT*" (Sala Multimedia; podrá seguirse en Streaming en el aula FCC) (Multimedia, it can be watched through Streaming in room FCC)											
13:15-14:15	SESIÓN ESPECIAL / Special session 1: MESA DE DEBATE EMPRESARIAL. "INNOVACIÓN CON IMPACTO: UNA OPORTUNIDAD PARA LA ECONOMIA Y EL PLANETA" (Sala Multimedia, Spanish)						SESIÓN ESPECIAL / Special sesión 2: MESA REDONDA. "RESEARCH IN PANDEMIC AND CLIMATE CRISIS" (BENÍTEZ; KEELING; MIKALEF) (Sala FCC, English)					
14:15-15:30	ALMUERZO / Lunch (Jardines de la casa de ejercicios. Edificio antiguo de IQS / Cloister gardens)											
15:30-17:00	GOBIERNO CORPORATIVO & RSC	INNOVACIÓN DOCENTE	EMPRENDIMIENTO 2	RRHH Y DISEÑO ORGANIZACIONAL 3	ESTRATEGIA 3	*REUNIÓN CONSEJO DE HONOR*	GESTIÓN DEL CONOCIMIENTO 2	EMPRESA Y SOCIEDAD 3	MARKETING 2	FINANZAS 2	SESIÓN EMPRESA FAMILIAR FERRER INTERNACIONAL	SESION ESPONSORS
17:00-18:30	GESTIÓN DEL CONOCIMIENTO	EMPRESA FAMILIAR 2	EMPRENDIMIENTO 3	RRHH Y DISEÑO ORGANIZACIONAL 4	*PRESENTACIÓN NUEVA IMAGEN DE ACEDE*	ESTRATEGIA	INNOVACIÓN 3	EMPRESA Y SOCIEDAD 4	OPERACIONES Y GESTIÓN TECNOLÓGICA ORGANIZACIONAL 2	GOBIERNO CORPORATIVO & RSC 2	INTERNACIONALIZACION 2	SESION ESPONSORS
19:30-21:00	ACTIVIDAD SOCIAL / Social activity: WALKING TOURS EN EL CENTRO HISTÓRICO DE BARCELONA											
21:30-23:30	CENA / Dinner: PALAU REQUESENS											

LEYENDA / Keys					
COMUNICACIONES ORALES / Oral Communications	MESA INTERACTIVA / Discussion session	TALLER DOCTORAL / Doctoral workshop	SESIÓN ESPECIAL / Special session	SESIONES PLENARIAS/ Plenaries, MESAS DEBATE, ACTOS DE APERTURA / opening Y DE CLAUSURA / closing, ENTREGA DE PREMIOS / awards, ASAMBLEA DE ACEDE	REGISTRO / registration, CAFÉS / coffee break, ALMUERZOS / lunch, ACTIVIDADES CULTURALES / social activities Y CENAS / dinners

Martes / Tuesday, 21 de junio	IQS SCHOOL OF MANAGEMENT											
AULA/ Room HORA / Time	Aula / Room 1312	Aula / Room 1318	Aula / Room 1106	Aula / Room 1107	Aula / Room 1207	Aula / Room 1508	Aula / Room 1019	Aula / Room 1208	Aula / Room 1206	Aula / Room 1009	Aula / Room 1105	Aula / Room 1305 / 1401
8:30-10:00	RRHH Y COMPORTAMIENTO ORGANIZACIONAL	EMPRESA FAMILIAR	EMPRENDIMIENTO 4	RRHH Y DISEÑO ORGANIZACIONAL 5	ESTRATEGIA 4	MARKETING E INTERNACIONALIZACIÓN	INNOVACIÓN 4	EMPRESA Y SOCIEDAD 5	OPERACIONES Y GESTIÓN TECNOLÓGICA ORGANIZACIONAL 3	FINANZAS 3	INTERNACIONALIZACION 3	
10:00–10:45	PLENARIA / Plenary 2 KEYNOTE SPEAKER-PROFESSOR KO DE RUYTER: "REIMAGINING MARKETING STRATEGY: DRIVING THE DEBATE ON GRAND CHALLENGES" (Sala Multimedia; Podrá seguirse en Streaming en el aula FCC) (Multimedia. It can be watched through Streaming in room FCC)											
10:45–11:00	PAUSA CAFÉ											
11:00-12:30	MARKETING	INTERNACIONALIZACIÓN	EMPRENDIMIENTO 5	RRHH Y DISEÑO ORGANIZACIONAL 6	ESTRATEGIA 5	RRHH Y DISEÑO ORGANIZACIONAL	GESTIÓN DEL CONOCIMIENTO 3	EMPRESA Y SOCIEDAD 6	OPERACIONES Y GESTIÓN TECNOLÓGICA ORGANIZACIONAL 4		EMPRESA FAMILIAR 3	
12:30-13:30	SESIÓN ESPECIAL / Special session 3: MESA DE DEBATE EMPRESARIAL / Business round table. INNOVACIÓN ANTE LA CRISIS CLIMÁTICA Y LA PANDEMIA (ROCA; EUROFRAGANCE;JJUAN) (Sala Multimedia; Podrá seguirse en Streaming en el aula FCC) (Multimedia; It can be watched through Streaming in room FCC)											
13:30-14:45	ALMUERZO / Lunch (Jardines de la casa de ejercicios. Edificio antiguo de IQS)											
14:45-16:15	RRHH Y COMPORTAMIENTO ORGANIZACIONAL	ESTRATEGIA	EMPRENDIMIENTO 6	RRHH Y DISEÑO ORGANIZACIONAL 7	ESTRATEGIA 6	EMPRENDIMIENTO 2	INNOVACIÓN 5	EMPRESA Y SOCIEDAD 7	MARKETING 3	INNOVACIÓN DOCENTE		
16:15-17:15	MEET THE EDITORS. Dres. Debbie Keeling (Regional Editor European Journal of Mk), José Benítez (Senior Editor Decision Support Systems), Patrick Mikalef (Associate Editor Information & Management) (Sala Multimedia; Podrá seguirse en Streaming en el aula FCC) (Multimedia; It can be watched through Streaming in room FCC)											
17:15-17:30	PAUSA CAFÉ / Coffee break											
17:30-18:30	CLAUSURA Y ENTREGA DE PREMIOS / Closing ceremony and awards (Sala Multimedia; Podrá seguirse en Streaming en el aula FCC) (Multimedia. It can be watched through Streaming in room FCC)											
18:30-19:15	ASAMBLEA GENERAL / General assembly (Sala Multimedia)											
20:30-21:30	ACTIVIDAD SOCIAL / Social activity: Visita Celler d'Espiells (Sant Sadurní d'Anoia) / Winery visit											
21:30-23:30	CENA DE GALA / Gala dinner: Cellerd'Espiells (Juvé i Camps)											

LEYENDA / Keys

COMUNICACIONES ORALES / Oral communications	MESA INTERACTIVA / Discussion session	TALLER DOCTORAL / Doctoral workshop	SESIÓN ESPECIAL / Special session	SESIONES PLENARIAS / Plenaries, MESAS DEBATE, ACTOS DE APERTURA / opening Y DE CLAUSURA / closing, ENTREGA DE PREMIOS / awards, ASAMBLEA DE ACEDE	REGISTRO / registration, CAFÉS / coffee break, ALMUERZOS / lunch, ACTIVIDADES CULTURALES / social activities Y CENAS / dinners

BARCELONA
ACEDE 2022
XXXI CONGRESO INTERNACIONAL
31st INTERNATIONAL CONFERENCE

RESUMEN DE LOS TRABAJOS PRESENTADOS EN EL XXXI CONGRESO ACEDE 2022

ABSTRACTS OF THE PAPERS PRESENTED AT THE XXXI ACEDE CONFERENCE 2022

Comunicaciones Orales, Mesas Interactivas y Talleres Doctorales
Oral Papers, Discussion Papers and Doctoral Workshops

Lunes, 20/06/2022: 8:30 – 10: 00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

EMPRENDIMIENTO I

Aula 1106

Presidente: **Dr. David Urbano**, Universitat Autònoma de Barcelona

MANAGEMENT PRACTICES IN THE ALLOCATION OF INNOVATIVE ENTREPRENEURSHIP AND INTRAPRENEURSHIP ACROSS COUNTRIES

Jairo Orozco[1,2], Coen Rigterig[3], Andreu Turro[1], David Urbano[1]

[1]Universitat Autònoma de Barcelona, Spain; [2]Universidad EAN, Colombia; [3]Utrecht University; andreu.turro@uab.cat

Relator: **Xosé Vázquez** (Universidad de de Vigo)

• Objectives: This article focuses on analyzing to what extent management practices across countries affect the mode of opportunity entrepreneurship exploitation by individuals.

• Theoretical framework: Institutional Economics.

• Methodology: Sample of 201.267 individuals across 20 countries from developed and developing countries. We use GEM Data, World Management Survey, and Hofstede Database of cultural dimensions (2014-2015-2016). A maximum-likelihood self-selection probit model is used to correct for non-random self-selection into innovative entrepreneurial activity.

• Results/Implications: The main findings highlight the fact that different combinations of management practices indicators may result in different intensities and forms of entrepreneurial activity within a country. Consequently, countries may be characterized by distinct sets of management practices that favour one type of entrepreneurial activity over another. This study contributes to the literature of management and entrepreneurship and provides useful insight for policymakers.

EVALUANDO LAS DEBILIDADES DE LAS POLÍTICAS DE APOYO PARA LA CREACIÓN DE EMPRESAS EN LOS ECOSISTEMAS REGIONALES: EL CASO DE LA EURORREGIÓN GALICIA-NORTE DE PORTUGAL

Carlos Rodríguez García, Ana I. Martínez-Senra, María Quintás, Xosé H. Vázquez Vicente

Universidade de Vigo, Spain; c.rodriguez@uvigo.es

Relator: **Sebastian Aparicio** (Universitat Autònoma de Barcelona)

Las políticas regionales de soporte al emprendimiento son una de las principales herramientas para potenciar el empleo y el crecimiento económico. Sin embargo, a menudo sufren problemas en su diseño, formulación e implantación que derivan en claras distorsiones; algunas de ellas son la inadecuada orientación, la descoordinación entre agentes involucrados, su falta de especialización, o la duplicidad de inversiones. A partir de la experiencia de implantación de una metodología de cooperación transfronteriza en la Eurorregión Galicia-Norte de Portugal, se abordan los éxitos y fracasos del proceso con el ánimo de generalizar sus resultados y extender así las lecciones aprendidas a otros espacios regionales. En primer lugar, además de confirmar las distorsiones ya apuntadas, el estudio reveló capacidades y sinergias entre ambas regiones infrautilizadas debido a su no visibilización. Más aún, un diseño basado en evidencias aportadas por un exhaustivo diagnóstico, y no en opiniones, permitiría el despliegue de una metodología de apoyo al

emprendimiento más adaptada a las realidades, capacidades y necesidades de las regiones, potenciando su crecimiento inclusivo y sostenible a través de la promoción de un emprendimiento de alto valor añadido sobre la base de fortalezas previas.

INSTITUTIONS, DESTRUCTIVE ENTREPRENEURSHIP, AND REGIONAL ECONOMIC GROWTH

Sebastian Aparicio[1], Juan Carlos Muñoz-Mora[2], David Urbano[3], Diego Martinez-Moya[4]
[1]Universitat Autònoma de Barcelona, Spain; [2]Universidad EAFIT, Colombia; [3]Universitat Autònoma de Barcelona, Spain; [4]Universidad EAFIT, Colombia; sebastian.aparicio@uab.cat
Relator: **Andreu Turro** (Universitat Autònoma de Barcelona)

Despite the importance of (productive) entrepreneurship for economic growth, there is little attention about the existence of destructive entrepreneurial activity and its influence on growth. Thus, we explore how the relationship between destructive entrepreneurship and economic outcomes is conditioned by existing formal and informal institutions. Institutional economics frames such interplays, which are assessed through 3SLS, using a sample of 1122 municipalities in Colombia. Our findings reveal that the negative effect of coca crops (as destructive entrepreneurship) on regional economic growth is mitigated thanks to institutional reinforcement and integral performance index (as formal), as well as land conflict and religious communities (as informal institutions). Theoretical and policy implications can be derived from these results.

Lunes, 20/06/2022: 8:30 – 10: 00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

ESTRATEGIA I

Aula 1207

Presidente de la sesión: **Dra. Diana Benito-Osorio**, Universidad Rey Juan Carlos

ACT OR WAIT-AND-SEE? ADVERSITY, AGILITY AND ENTREPRENEUR WELLBEING ACROSS COUNTRIES DURING THE COVID-19 PANDEMIC

Ana Pérez-Luño[1], Ute Stephan[2], Przemyslaw Zbierowski[2]
[1]Universidad Pablo de Olavide, Spain; [2]King's College Londres; anaperezluno@gmail.com
Relator: **Diana Benito-Osorio** (Universidad Rey Juan Carlos)

How can entrepreneurs safeguard their wellbeing during crises? What role do country- and firm-level adversity play? Adversity may trigger entrepreneur agility (flexible and adaptive action consisting of opportunity agility and planning agility) as a crisis response strategy. This may enable entrepreneurs to adapt positively to adversity protecting their wellbeing. We study 3,162 entrepreneurs from 20 countries during the Covid-19 pandemic. We find that more severe national lockdowns enhance the adversity that entrepreneurs encounter in their businesses and diminish their wellbeing. Entrepreneurs who combine opportunity agility with planning agility experience higher well-being.

THE PROPER MIX OF GROWTH-SEEKING STRATEGIES FOR SMEs DURING TIMES OF ECONOMIC STABILITY AND CRISIS

Diana Benito-Osorio[1], Alberto Colino[2], Luis Ángel Guerras-Martín[1], José Ángel Zúñiga-Vicente[1]
[1]Universidad Rey Juan Carlos; [2]Universidad Complutense de Madrid; diana.benito@urjc.es
Relator: **Remedios Hernández-Linares** (Universidad de Extremadura)

This study explores the potential effects of different combinations of growth-seeking strategies on performance in SMEs during times of economic stability and crisis. We test our hypotheses using a large sample of Spanish SMEs from 1994 to 2014, when the country's economy experienced one of the periods of greatest economic stability/growth in recent years (1994-2008), followed immediately by a period of severe economic-financial crisis (2009- 2014). We use dynamic panel data models to identify four combinations of growth-seeking strategies in SMEs with a positive and significant impact on performance during times of economic stability/growth: a related product strategy combined with low, moderate

or high levels of internationalization, and an unrelated one combined with a moderate level of internationalization. Meanwhile, we find only two combinations with a positive effect on SME performance during times of economic crisis: a related product strategy combined with low and moderate levels of internationalization, respectively.

THE INFLUENCE OF ENTREPRENEURIAL ORIENTATION IN DYNAMIC CAPABILITIES - PERFORMANCE RELATIONSHIP

Remedios Hernandez-Linares[1], Maria Concepcion Lopez Fernandez[2], Gema García-Piqueres[2], Miguel Pina e Cunha[3], Armènio Rego[4]
[1]Universidad de Extremadura, Spain; [2]Universidad de Cantabria, Spain; [3]Universidade Nova de Lisboa, Portugal; [4]Universidade Católica do Porto, Portugal; lopezm@unican.es
Relator: **Vesna Vlaisavljevic** (Universidad de Barcelona)

Objectives: To examine how dynamic capabilities affect firm performance, as well as the mediating role of entrepreneurial orientation on this relationship.

Theoretical Framework: RBV and Dynamic Capabilities.

Method: Regressions on a a sample of 1047 Portuguese and Spanish small and medium-sized enterprises

Results/Implications: Results suggest a partial mediation of entrepreneurial orientation in the dynamic capabilities – performance relationships. The relationship between dynamic capabilities and their consequences is complex, and thus call for further research.

OPTING FOR THE LONG VIEW, RATHER THAN COUNTING ON ANCHOR TENANTS? A GLOBAL ASSESSMENT OF ENABLERS OF GROWTH IN BIOTECH REGIONS (1978 - 2015)

Vesna Vlaisavljevic1, Marcelina Grabowska[2], Bart Van Looy[2]
[1]Universidad de Barcelona, Spain; [2]KU Leuven, Belgium; vesna.savic@ub.edu
Relator: **Ana Pérez-Luño** (Universidad Pablo de Olavide)

Over a timespan of a few decades, biotechnology evolved from an area of fundamental scientific enquiry into a variety of different application areas (ranging from pharmaceuticals/health care to agriculture, food and materials) with an ever increasing economical footprint. By using patent and publication-based indicators, we aim to address several relevant aspects of the technological performance of regions in the field of biotechnology. We examine the role of anchor tenants: is the presence of those still essential to flourish as a biotech region? Furthermore, we zoom in on the different mechanisms through which science (its multifaceted role) contributes to local technology development. Our study provides in-depth longitudinal analysis that adopts the long-term perspective of biotech globally in order to describe the enablers of regional growth. Our research confirms: the importance of first mover advantage as being a top region in the early phase of the industry sustains the progress; science quantity and quality matters; entrepreneurial orientation of universities does make a difference. Adopting the long view pays off as regions benefit from the presence of multiple firms, rather than relying on the anchor tenant as an engine for growth. The S&T collaborations beyond the boundaries of region account for potential contributions.

Lunes, 20/06/2022: 8:30 – 10: 00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

FINANZAS I

Aula 1009

Presidente de la sesión: **Dra. Ana Belén Alonso-Conde**, Universidad Rey Juan Carlos

REGULATORY CHANGES IN CORPORATE TAXATION AND THE COST OF EQUITY OF TRADED FIRMS

Javier Rojo Suárez, Ana Belén Alonso-Conde
Universidad Rey Juan Carlos, Spain; ana.alonso@urjc.es
Relator: **Teresa Elvira Lorilla** (Universidad de Burgos)

Although regulatory changes in corporate taxation have important effects on the profitability of firms and the cost of capital, these effects are often difficult to forecast accurately as their consequences encompass a wide range of economic variables. On this basis, in this paper we propose a scaled asset pricing model conditional to the variation on the effective tax rate, which allows us to explicitly estimate the impact of shifts in corporate taxes on the expected returns of equities. In order to evaluate the performance of the model and analyze the net effect of changes in corporate taxation on the cost of equity, we use macro and market data for Spain to estimate the time-varying average corporate tax rate and the value-weighted average return of different anomaly portfolios. Our results show that changes in corporate taxation are strongly explanatory of future stock returns and, consequently, the cost of capital of firms. Furthermore, uncertainty about the future tax burden generally translates into higher expected returns, which results in a lower value of traded firms.

DEBT, EFFICIENCY AND PRIVATE FUNDING IN NONPROFIT ORGANIZATIONS

Teresa Elvira-Lorilla, Inigo Garcia-Rodriguez, M. Elena Romero-Merino
Universidad de Burgos, Spain; teresaelviratel@gmail.com
Relator: **Pedro Luis Vega Gutierrez** (Universidad de Valladolid)

The aim of our study is to examine the influence of nonprofit organizations' (NPOs) debt on their private funding by proposing that financial efficiency has a mediating effect on this relationship.We use arguments from agency and signaling theory to explain that the role of debt in NPOs can be favorable both for efficiency and the private financing received. First, the existence of an external agent (creditor) that monitors the NPO may increase its efficiency. Moreover, debt can be seen by donors as an external endorsement of the NPO's financial health, which would increase their contributions. We use a sample of 8,344 NPOs from England and Wales during 2015- 2020. To test the models, we use hierarchical regression with clustered robust errors to address panel specificities. In addition, the mediator effect is tested following the procedure of Baron and Kenny (1986).Our results show a partial mediating effect of efficiency on the relationship between NPOs' debt and private funding. Also, we support a curvilinear effect of debt both on efficiency and private funding so that as leverage increases, efficiency gains and private resources contributed are lower, until the effect reverses when leverage becomes excessive.

CORPORATE DIVERSIFICATION AND CAPITAL STRUCTURE IN UNCERTAIN TIMES: A EUROPEAN ANALYSIS

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We study how economic uncertainty affects corporate capital structure, and whether corporate diversification moderates this relationship in a sample of 3,175 firms from eleven European countries. First, we find that financial leverage is positively related to economic policy uncertainty, with this relationship being moderated by uncertainty avoidance. Second, corporate diversification is positively related to corporate debt. This relationship is stronger for unrelated diversification. Third, both types of diversification moderate the positive influence of uncertainty on leverage, with this effect being stronger for unrelated diversification. Our results show that debt works as a mechanism to alleviate asymmetric information problems and that the co-insurance effect and lower asset specificity associated to unrelated diversification prevail over there being more opportunities for discretionary managerial behavior.

HOW DOES CREDIT INFORMATION SHARING SHAPE BANK LOANS?

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Relator: **Ana Belén Alonso-Conde** (Universidad Rey Juan Carlos)

This paper analyses the influence of the credit information sharing on how banks set the terms of bank loans and the ownership of the loans. Using a sample of 23,828 bank loans in 48 countries during the period 2003-2018 we examine how the interest rate, the maturity, the requirement of the collateral, the amount and the ownership of the bank loans are influenced by the degree of penetration of credit bureaus and public credit registres. The results show that credit information sharing increases interest rate spread of bank loans and decreases maturity and the requirement of collateral. Moreover, the amount of credit is negatively affected by the degree of coverage bycredit bureau. Finally, we obtain evidence in line with credit information sharing increasing the loan ownership concentration.

Lunes, 20/06/2022: 8:30 – 10: 00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

INNOVACIÓN I

Aula 1019

Presidente de la sesión: **Dra. Carmen Cabello Medina**, Universidad Pablo de Olavide

WHY DOES OPEN INNOVATION VARY ACROSS COUNTRIES? A MULTILEVEL STUDY BASED ON TRANSACTION COSTS AND INSTITUTIONAL THEORY

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Relator: **Isabel Díez-Vial** (Complutense University of Madrid)

• Objective: We analyse how and why the probability of conducting open innovation can vary across countries, thus establishing the potential effect of institutional policies.

• Theoretical framework: Our conceptual model suggests that decisions to engage in open innovation occur at two levels: at the company or microeconomic level, and at the institutional level. We use a complementary theoretical framework based on transaction costs and institutional theory, rooted in institutional logics that affect transaction costs by establishing the rules of the game and reducing (or increasing) uncertainty in transactions.

• Methodology: We use a unique dataset from EFIGE study covering almost 15,000 manufacturing companies in 7 European countries, estimating a multilevel logistic mode.

• Results/implications: Results show that institutional variables have a relatively greater weight than microeconomic variables when explaining the variability in decisions regarding engagement in open innovation across Europe. Our approach creates a connection between the transaction cost factors that explain decisions to undertake open innovation and the institutions in which a company is embedded.

NEW PRODUCT DEVELOPMENT AND SUPPLIER INVOLVEMENT: THE ROLE OF R&D COLLABORATION WITH SUPPORTING INSTITUTIONS

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Relator: **Enrique Acebo** (Universidad de León)

Objectives:

- Evaluate the influence of suppliers and supporting organisations on New Product Development (NPD) performance.

- Understand how relationships with supporting organisations affect the knowledge developed with suppliers.

- Assess the moderating role of supporting organisations in the relationship between suppliers and NPD performance.

- Consider the effect of different sources of knowledge on two dimensions of NPD performance: efficiency and effectiveness.

Theoretical framework: Knowledge based view and social capital perspective.

Methodology: Data were collected through a survey of high-tech and medium-high-tech Spanish firms. A total of 202 firms provided data for the two separate respondents (15.23% response rate). A mediation model was tested using the PROCESS macro, which estimates the regression coefficients by OLS regression.

Results and implications:

- Supplier involvement prepares firms to take advantage of and better exploit their relationships with supporting organisations.

- Supporting organisations are more important for increasing NPD efficiency than NPD effectiveness.

- Relying on different sources of knowledge has a reinforcing role in increasing NPD performance.

- Managers should adapt their network strategy to their specific targets: from cost and time saving targets to market targets or greater adaptation to market needs.

BRIDGING THE GAP BETWEEN INNOVATION ECOSYSTEMS AND INNOVATION SYSTEMS

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Relator: **Javier Martínez Falcó** (Universidad de Alicante)

Objectives: This paper aims to bridge a gap between Innovation Ecosystems and Innovation Systems literature, combining both literature streams to benefit from resources (methods, techniques, instruments, etc.) and discoveries provided by the other community.

Theoretical Framework: Two main literature clusters have tried to explain innovation based on two key concepts: Innovation System (IS) and Innovation Ecosystem (EI). Around these two terms, two scientific communities have grown independently, focusing their research on different but similar topics. From our point of view, it is time to analyse the differences and shared points between them.

Method: This literature review is based on a system of quantitative techniques encapsulated in the bibliometric methodology (e.g., citation analysis, units of publication and citation networks).

Results/Implications: Our performance analysis and science mapping show that the IS and IE literature are being made by analysing the role played by entrepreneurs, specific industrial context, and complementary or substitutive relations among the agents. Although they are two different literature streams, we see potential complementarities concerning adjusting SI to new economic paradigms, mechanisms and topics studies by IE literature. The main elements of complementarity identified among both clusters are complex interactions, value co-creation and eco-innovation.

THE EFFECT OF GREEN INTELLECTUAL CAPITAL ON GREEN PERFORMANCE: THE MEDIATING ROLE OF GREEN INNOVATION

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The present research focuses its interest on analysing how the set of green intangibles possessed by organizations and their members, i.e., Green Intellectual Capital (GIC), affects their Green Performance (GP). Specifically, the study shows how GP is influenced by GIC through the mediating role of the Green Innovation (GI) variable. This research used data from a survey of 202 wineries in Spain and followed a quantitative approach through the use of Structural Equations Models (PLS-SEM). The results of the research indicate that there is a positive and significant relationship between GIC and GP. In addition, GI partially mediates the relationship between these two variables, playing a key role in the environmental management of wineries. The theoretical contributions of the study allow to improve the understanding of the relationships raised, to continue advancing in the study of environmental intangibles, as well as to provide a series of guidelines for both environmental managers and winery winemakers to improve their GP.

Lunes, 20/06/2022: 8:30 – 10: 00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

INTERNACIONALIZACIÓN I

Aula 1105

Presidente de la sesión: **Dra. Fariza Achcaoucaou**, Universitat de Barcelona

DUAL NETWORK EMBEDDEDNESS AND SUBSIDIARIES' R&D ROLE EVOLUTION: DECODING AN SPIRALLING RELATIONSHIP

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Relator: **Telma Mendes** (Escola Superior de Tecnologia e Gestão (ESTG), Instituto Politécnico do Porto)

• Objectives: This study aims to analyse the dynamic patterns of joint coevolution of subsidiaries' R&D roles and dual network embeddedness, focusing on the evolutionary process itself, and not just inquiring into the level and outcomes of subsidiaries' R&D.

• Theoretical Framework: While most studies to date have reported the positive effect of subsidiaries' host network embeddedness on their own role, others conclude that is the nature of subsidiaries' own roles that further influences their ability to tap into local knowledge exchange. Taken together, these literature streams present a somewhat circular argument that previous attempts to determine unidirectional causality have left unexplored. Thus, this paper combines the spiral perspective with the network-based view and the dynamic capabilities theory to provide new insights into the cyclical linkage between subsidiary embeddedness and competence-creating roles.

• Method: We use PLS-SEM method to test a dynamic spiral structural model, where dual embeddedness and subsidiary R&D sequentially iterate as a cause and effect in several loops.

• Results/Implications: Based on a cross-lagged longitudinal panel data set of 559 subsidiaries we find that evolution towards a competence-creating role is fuelled by an amplifying spiral. Conversely, no spiral is found in the evolution towards a competence-exploiting role.

THE "BLACK BOX" BETWEEN POST-INTERNATIONALIZATION SPEED AND PERFORMANCE: AN EMPIRICAL ANALYSIS FROM EARLIER VERSUS LATER INTERNATIONALIZING FIRMS

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Relator: **María Teresa Bolívar Ramos** (Universidad Autónoma de Barcelona)

Objectives: This study aims to explore how early internationalization moderates the relationship of post-internationalization speed and international experience with the firm's profitability in an advanced, small open economy (SMOPEC).

Theoretical Framework: Our theorizing includes three learning-related concepts derived from the organizational learning theory – learning advantages of newness, absorptive capacity, and time compression diseconomies – to explain the relationship between the firm's international experience, post-internationalization speed, and profitability.

Method: The hypotheses were tested using a sample of 396 Portuguese firms through a panel data model which includes six years of post-international expansion (2013 – 2018).

Results/Implications: The results highlight that, as foreign sales increase, its positive impact on obtaining a profitability above to the sector's average is higher for firms becoming international later than earlier. Unexpectedly, we found a negative effect of international experience on reaching an above-average profitability, which is lower for early than for late internationalizing firms. This evidence suggests that early internationalization is an important strategic weapon that should be properly managed. Firms that want or need to achieve a faster growth on foreign markets should have a broader understanding of the consequences derived from the timing of internationalization to avoid harming their overall profitability.

WHAT TRIGGERS INTERNATIONAL R&D OUTSOURCING? THE INFLUENCE OF FIRM MATURITY

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Relator: **Paloma Miravitlles** (Universitat de Barcelona)

•Objetivos: Past research on international R&D outsourcing has not paid much attention or provided enough theoretical and empirical evidence regarding the factors that drive this strategic decision. Thus, this study examines firm's technological resources and international experience as key antecedents of international R&D outsourcing. In addition, we explore how these relationships differ in the context of young and mature firms.

•Marco teórico: Knoweldge-Based View of the firm (KBV)

•Metodología: Longitudinal analysis, using a sample of Spanish manufacturing firms.

•Resultados/implicaciones: The results of the analysis show that internal technological resources such as internal R&D and patents have a positive and significant effect on firm propensity to outsource R&D from abroad. However, we got only partial evidence that firm age moderates this relationship, particularly regarding patents. Moreover, we found that the more the firm engages in exporting, the higher the probability to outsource knowledge internationally. This relationship is stronger the younger the firm is. Finally, there is a higher propensity to acquire knowledge from abroad in firms that engage in international cooperation with suppliers and customers. Considering the moderating role of firm age, the younger the firm is, the stronger this relation.

ANALYSING THE IMPACT OF GEOGRAPHICAL SCOPE AND BUSINESS VS. NON-BUSINESS NETWORKS ON SMES' INNOVATION

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Relator: **Fariza Achcaoucaou** (Universitat de Barcelona)

• Objective: This paper studies the influence of network linkages and geographical scope on small and medium enterprises (SMEs) technological and sustainable innovation intensity.

• Theoretical framework: The interplay of market and non-market agents and firms' geographical domain is analysed from the perspective of the network theory as the embedment in both business and non-business networks can provide SMEs' with the knowledge required to innovate.

• Methodology: The proposed relationships are quantitatively analysed through a logit regression using a database of 120 Spanish, traditional manufacturing SMEs.

• Results/implications: The insights obtained show that intense interactions with market agents increase the probability of innovating intensely, whereas competitors, non-market agents and private-public interactions are relevant for technological innovation only. An extended geographical scope and its interaction with non-market agents increase the likelihood of developing intense sustainable innovations, while the interaction of geographical scope and value chain collaborators barely works for technological improvements. Thus, we offer new insights into the potential of networks and international scope as drivers of resource-constrained SMEs' innovation in a sectorial context where private and private-public interactions appear to be crucial to navigating the current crisis.

Lunes, 20/06/2022: 8:30 – 10: 00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

MARKETING 1

Aula 1206

Presidente de la sesión: **Dr. Santiago Forgas Coll**, Universitat de Barcelona

THE RELATIONSHIP BETWEEN GAMEX, BRAND LOYALTY AND THE INTENTION TO USE: THE MEDIATING ROLE OF CUSTOMER BRAND ENGAGEMENT AND THE MODERATING ROLE OF SELF-IMAGE CONGRUITY

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Relator: **Andreea Trifu** (Universidad de Zaragoza)

When a consumer interacts with a gamified branded application, this creates an emotional experience that the consumer undergoes, leading to different behavioral outcomes. Therefore, the purpose of this study is to investigate the effect of the gameful experience (Gamex) on brand loyalty and the intention of using the gamified branded application in the future, in a sports context. This research also probes the mediating role of customer brand engagement (CBE) in between the previous constructs and how self-image congruity (SIC) moderates these relations. A quantitative study with data from 436 users of gamified fitness apps was conducted via an online survey. Data showed that CBE fully mediates the relationship between Gamex and brand loyalty while it partially mediates the relationship between Gamex and the intention to use the app. Additionally, the findings concluded that Gamex has a stronger effect on CBE for the consumers

with low SIC while for those with high SIC, it has a stronger impact on their intention to continue using the app for exercising. This study develops a model covering the direct relations between Gamex and the behavioural outcomes, mediated by CBE and moderated by SIC, which brings novelty to the Gamification topic in the academia.

APPS DE SALUD EN EL SIGLO XXI: CÓMO DESARROLLAR LA FIDELIZACIÓN DEL CLIENTE

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Relator: **Miguel González-Mohíno Sánchez** (Universidad de Córdoba)

Las apps de salud constituyen un instrumento muy eficaz para mejorar la eficiencia y sostenibilidad del sistema sanitario dado que mejoran la educación y las prácticas saludables de los usuarios, y permiten un seguimiento ágil y continuado de las patologías cuando se integran en la práctica médica. En este trabajo se trata de dar respuesta al principal reto al que se enfrenta la industria de las apps de salud: cómo conseguir la adopción a largo plazo de este servicio. Para ello, se estudia en qué medida la experiencia funcional de los usuarios, obtenida a partir de facilidad de uso de la tecnología, la personalización de la información o la utilidad de sus funciones, determina el estado psicológico de los individuos, concretamente, el estado de flujo. También, se analiza el efecto mediador de la experiencia hedónica, medida en términos de sentimiento de reconocimiento y atractivo derivados del uso de las apps de salud, en la relación entre experiencia funcional y respuesta psicológica. El impacto del estado de flujo se mide en términos fisiológicos, emocionales y de fidelización. Los resultados indican que desarrollar una buena respuesta psicológica es esencial para mejorar la salud, la recomendación y la fidelidad de los usuarios.

RECOMENDACIONES DE COMPRA PATROCINADAS POR INFLUENCERS: EFECTOS DE LA IMPLICACIÓN, LA AUTENTICIDAD Y EL RIESGO

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Relator: **Salma Habachi** (IQS School of Management/Universitat Ramon Llull)

El presente estudio tiene como objetivo examinar el impacto de la implicación (medida a través de la conciencia de la moda), la autenticidad del mensaje percibido, y el riesgo percibido en las recomendaciones de compra realizadas por influencers. Adicionalmente, se investiga la relación entre estas variables entre sí como atenuantes del riesgo en las intenciones de compra promovidas por influencers en sus seguidores. El auge mundial de las redes sociales ha configurado un nuevo contexto en el que la figura de los influencers se convierte en una herramienta estratégica de comunicación que hace el producto más familiar, aceptable y deseable para la audiencia. Sin embargo, aún no se ha profundizado en los aspectos negativos que podrían influir en la intención de compra, como el riesgo percibido por la audiencia. Para cubrir esta brecha presentamos un modelo de ecuaciones estructurales utilizando la herramienta SmartPLS en 948 seguidores de influencers. Los resultados obtenidos sugieren la influencia significativa de la implicación con el producto, la autenticidad del mensaje y la presencia de riesgo derivado de las recomendaciones; así como un fuerte impacto de la autenticidad del mensaje posicionado como principal atenuante del riesgo percibido.

MOMENTS OF TRUTH AND THEIR IMPACT ON PROFITABILITY AND BEHAVIORAL CUSTOMER OUTCOMES: A LONGITUDINAL STUDY IN A B2B SERVICES CONTEXT

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Relator: **Maria Leticia Santos Vijande** (CUNEF S.L.)

• Purpose: This research focuses on the moments of truth experienced by B2B customers during customer journeys. Specifically, this study examines the impact of customer-firm touchpoints and the service process on the moment of truth

and the role the moment of truth plays in determining profitability and other behavioral customer outcomes (i.e., customer retention and customer cross-buy) in a B2B setting.

• Theoretical background: Drawing from the customer experience and customer journey literature and the social exchange theory, the proposed conceptual framework suggests that human, digital and physical touchpoints, along with the service process, affect the evaluation of the moment of truth, which in turn will determine future customer outcomes.

• Methodology: This study takes a longitudinal perspective and, based on a unique panel dataset of 2,970 B2B customers, the GMM method is developed to estimate the model.

• Results/implications: The findings of this study demonstrate the impact of moment of truth on profitability and other behavioral outcomes in B2B relationships. This research presents relevant contributions to the literature given the current state-of-the-art, as prior empirical studies are very limited. Implications and recommendations for best practice are also discussed.

Lunes, 20/06/2022: 8:30 – 10: 00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

RRHH Y DISEÑO ORGANIZACIONAL I

Aula 1107

Presidente de la sesión: **Dra. Sandra Miralles Armenteros**, Universitat Jaume I

SUPERVISOR GENDER AND SUBORDINATES' JOB SATISFACTION IN EUROPE

Antonia Mercedes García Cabrera, Sonia María Suárez Ortega, Francisco Javier Gutiérrez Pérez
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Relator: **Alma Rodríguez-Sánchez** (Universitat Jaume I)

This paper analyses the influence that supervisor gender has on employee job satisfaction, considering the supportive behaviours developed by such supervisor as mediating variables in this relationship. The empirical evidence provided by a sample of 34,872 employees from 35 European countries allows us to assert the following: (1) job satisfaction of European employees depends on the extent to which their supervisor develops supportive behaviours in terms of respect toward the subordinate, recognition of a job well done, encouraging teamwork, assistance in performing the job and motivation for the development of the subordinate; (2) these supportive behaviours, in turn, are conditioned by supervisor gender; and (3) when the supervisor is a woman, her supportive behaviour is greater, thus employee job satisfaction increases. Within the framework of the literature on gender and managerial behaviour and practices, theoretical contributions are derived from this research which are useful to political, social and business stakeholders.

COMPASSION COUNTS! THE ROLE OF DAILY PROSOCIAL BEHAVIOR TO IMPROVE JOB PERFORMANCE

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Relator: **Sandra Miralles Armenteros** (Universitat Jaume I)

• Aim: The aim of this paper is to unravel the mechanisms of compassion-performance link at work through the role of prosocial behavior.

• Method: The data used in this study were collected from a sample of 80 workers from different occupational sectors over five consecutive working days. A quantitative daily diary approach was used.

• Results: The results from multilevel analyses revealed that compassionate people showed daily prosocial behavior which was positively associated with daily job performance (both intra and extra-role).

• Implications: Therefore, this study has both theoretical and practical implications. Theoretically, it adds new evidence regarding the performance implications of compassion. On the practical point of view, our study emphasizes the need of designing work contexts to cultivate compassion and prosocial behavior. It could be a good strategy to enhance performance and to create a positive work environment, both of which in turn lead to flourishing organizations.

THE HUMAN SIDE OF INNOVATION SUCCESS: THE POWER OF COMPASSION AT WORK

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Relator: *Ana Bojica*

Innovation success is becoming very important in organizational research with important implications for performance. Our aim was to explore empirically whether compassion in organizations could increase the capacity for innovation and, consequently, innovation success. We implemented SEM methodology in a sample of 250 companies obtained by the Spanish Ministry of Economy and Competitiveness to explore our hypotheses. We found that compassion seems to cause workers to adopt certain conducts or behaviors that appear to be linked to innovativeness. Moreover, this article empirically demonstrates the key role played by innovativeness, which explains the positive relationship between compassion and innovation success as well as its positive direct effect. Therefore, compassion can influence the improvement of innovativeness and innovation success. Since innovativeness is critical for organizational success, compassion appears to be an important orientation for managers to foster. This is the first study, to the best of our knowledge, on how compassion is relevant when it comes to improving the individuals' capacity for innovation and, therefore, innovation success.

UNCOVERING THE ROLE OF DURATION, FORMALIZATION AND MOTIVATIONAL PRACTICES IN THE DESIGN OF INTERNSHIPS

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Relator: **Antonia Mercedes Garcia Cabrera** (Universidad de Las Palmas de Gran Canaria)

This study sheds light on how internships' features drive employability outcomes and answers the question of how can we design internships maximizing the employability of interns? It is assumed that the duration of an internship, degree of formalization and the use of internship-specific motivational practices by companies are likely to influence interns' perceptions of employability. Using data from a large sample of 13,565 interns in 27 European countries from the ages of 15 to 35 years old, the findings suggest that internship duration has a curvilinear effect on employability with increasing effects at the beginning of the internship, followed by a decrease over time. In addition, the use of practices specifically designed to motivate interns also favors their employability. Finally, formalization of the internship placement moderates the effect of motivational practices on employability. The authors contribute to theory related to the development of career resources and employability in young adults and show that these features significantly shape young adults' employability perceptions.

Lunes, 20/06/2022: 8:30 – 10: 00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

EMPRESA Y SOCIEDAD I

Aula 1208

Presidente de la sesión: **Dra. Danny Liliana Herrera**, Universidad de León

BEYOND NATIONAL INSTITUTIONS AND INDUSTRY SPECIFICITIES: HOW MUCH MANAGERIAL DISCRETION IS THERE IN CO2 ABATEMENT?

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Relator: **Ana Patricia Fanjul Alemany** (Universidad de León)

Objectives.

To explore up to what extent CO2 abatement is contingent on managerial discretion.

Theoretical background.

"What managers do" is the main explanatory factor to account for firms' economic performance. However, there are more doubts about what they can really do to reduce their carbon footprint beyond complying with institutions and benefiting from technological change. One narrative exposes an "inconvenient truth" of firms eventually falling prey to a "ruthless economic system", whereas a second, more optimistic perspective does contemplate organizations leveraging resources and capabilities to make CO2 and financial goals compatible.

Methodology.

A multilevel analysis that hinges on a panel data of 4584 firms across 79 countries and over 15 years (30,366 observations).

Results.

Our analysis reveals that managerial discretion explains an even higher variance of CO2 emissions in organizations than country and industry effects. As we approach the tipping point in our climate system, these findings reinforce the need to support narratives and policies pushing proactive decarbonization measures. They also warn about the sole reliance on regulation and technological frontiers to tackle climate change, a perspective that seems to be widely disseminated among international organizations and groups at the forefront of the crusade for a low-carbon future.

SCIENCE FOR GOOD. ESTIMATING THE CONTRIBUTION OF CORPORATE SCIENTISTS TO ENVIRONMENTAL R&D OBJECTIVES

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Relator: **Paula Castro Castro** (Universidad de León)

The objective of this paper is to provide empirical evidence of the effect of corporate scientists upon environmental R&D objectives. Despite their considerable influence in firm sustainability, we believe that this is the first paper analyzing their contribution to such goals. To fill this void, an analysis of over six thousand Spanish firms is performed. To be able to estimate the causal effect of the relationship, the method of choice is an instrumental variable: the regional supply of PhD graduates. The results show that firms with higher proportion of scientists have higher environmental awareness within research groups, leading to the establishment of more sustainable innovation objectives. Furthermore, the relationship is heterogenous across genders. Firms with a higher percentage of female scientists are more likely to regard environmental R&D objectives to be more important. The use of Augmented Inverse Probability Weighting (AIPW) to estimate ATEs renders a doubly robust outcome. We also outline policy implications derived from the analysis, focusing on the role of scientists fostering environmental awareness and their contribution to corporate sustainability.

THE IMPACT OF ENVIRONMENTAL PERFORMANCE ON FIRM'S DEFAULT. THE MEDIATING ROLE OF STRANDED ASSETS AND INNOVATION

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The structural economic change taking place in the EU during the transition to become carbon neutral by 2050 is a challenge for firms. The increasingly stringent regulation and the required technological change in a context of environmental demands by the firm's stakeholders and the civil society may compromise the viability of high carbon emitters. This study analyzes the impact of environmental performance on the firm's default risk and estimates the moderating effect of firms' stranded assets and innovation activities on this relationship. Considering listed firms from 16 European countries over the 2005-2018 period, our results indicate that firms with better carbon performance show a higher distance to default. This firm's default risk is lower when tangibility decreases and the firm has an active role in innovation activities, being these effects amplified for good carbon performers. Our results are robust to the use of alternative by-firm proxies for stranded assets and innovation.

GOING DIGITAL: ANALYZING ITS RELATIONSHIP WITH ENVIRONMENTAL PERFORMANCE AND THE ROLE OF INSTITUTIONS.

Gozal Ahmadova[1], Blanca Delgado-Márquez[2], Luis Pedauga[3], Dante I. Leyva-de la Hiz[4]
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This study explores the relationship between home country digitalization and firms' environmental performance. We use panel data with 16,926 observations of 5026 firms from 47 countries in 10 sectors, collected from Thomson Reuters Eikon between 2014 and 2019. Our results reveal the existence of an inverse U-shaped relationship between home-country digitalization and each dimension of firms' environmental performance (emissions, resource use, and environmental innovation). Our analysis showed that at the first stage, home country digitalization has a positive indirect impact on environmental performance, e.g., enhanced energy efficiency and resource management, but later, an excess of digitalization causes "rebound effect" with negative consequences on the environment, e.g. high electricity consumption, pollution, etc. In addition, the panel smooth transition regression model (PSTR) confirms that in the high regime of the institutional framework, the negative effect of home country digitalization takes a long time to occur. However, in a low regime, the positive effect of home country digitalization depletes earlier.

Lunes, 20/06/2022: 8:30 – 10: 00 SESIONES PARALELAS (I)

TALLER DOCTORAL (I)

EMPRESA Y SOCIEDAD

Aula 1508

Presidente de la sesión: **Gloria Parra Requena**, Universidad de Castilla La Mancha

CAN THE CORPORATE DECISION TO EXTERNALLY ASSURE SUSTAINABILITY REPORTS BEAR STRATEGIC IMPORTANCE IN A POST-PANDEMIC WORLD– A MULTIFACETED APPROACH

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On investigating a panel of 292 Companies from 28 European countries recorded before the Pandemic, it has become evident that by adopting external assurance, companies were inclined to provide superior information about their contribution towards a country's SDG attainment when the SDG rating for their country was low, concurrently the sustainability disclosures of companies operating in the same country unearthed the existence of mimetic isomorphism. Listed companies demonstrated better overall SDG disclosure indicating a tendency to validate their contributions toward SDG attainment by getting their Sustainability report externally assured. In identifying the measurement approaches aimed at gauging the corporate strategies, theoretical guidance was derived from Snow and Hambrick (1980). Next, the methodology adopted by Mehra (1996) would be improvised and employed in generating workable data from a wide array of sources for recording the inferences pertaining to External Assurance. This hybridized approach shall endeavor to generate a better understanding of clusters surrounding the strategic groups which ultimately influence the decision about obtaining Assurance. Expectedly, an added result of the study would serve to demonstrate the cohesiveness of the strategy professional's understanding behind the nuances of seeking External Assurance. The effects on sustainability driven endeavors post-Pandemic represent a cause for investigation.

RISK MANAGEMENT IN SMALL AND MEDIUM-SIZED FAMILY FIRRMS

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Objectives: Sustainable innovation is essential to stay competitive in the long-run. To understand what drivers and barriers to sustainable innovation are is vital to foster sustainable innovation in small-and medium sized family firms (SMFE). As SMFE are socially embedded in local communities, they might be a decisive factor to boost the economy of rural regions and drive them towards sustainable success.

• Theoretical Framework: The concept of the Triple Bottom Line (TBL) implies that firms have a social and ecological responsibility, in addition to their economic obligations. SMFE therefore meet CSR objectives in informal, intuitive ways using their socioemotional wealth. However, how this affects their sustainable innovation behavior has not been studied yet.

• Method: Research is conducted in the form of a multiple case study using polar type sampling. Three SMFE from South Tirol are examined.

• Results/Implications: New drivers such as quality considerations, experience, care for the environment or research, and new barriers such as bureaucracy or unfamiliarity emerge from the cases. Consistent with previous studies, knowledge and information emerge as a crucial factor. Additional costs emerging from sustainable innovations are passed on to the consumer and therefore not perceived as a barrier. Interestingly, the SMFE perceive no pressure from the customer side to promote sustainability

LOS EFECTOS DE LA EMISIÓN DE BONOS VERDES CORPORATIVOS EN EL DESEMPEÑO MEDIOAMBIENTAL: EMPRESAS PROACTIVAS Y REACTIVAS MEDIOAMBIENTALMENTE

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En este artículo, basándonos en la teoría de los recursos y capacidades, analizamos el efecto de la emisión de bonos verdes corporativos en el desempeño medioambiental de las empresas. También examinamos el papel moderador de dos aspectos internos de las empresas, la etapa de crecimiento y su situación financiera. Además, analizamos si estas relaciones difieren para diferentes dimensiones de desempeño medioambiental (dimensión proactiva y reactiva). Utilizamos una muestra emparejada que incluye 160 empresas (80 empresas emisoras de bonos verdes corporativos y 80 empresas similares que no han emitido bonos verdes corporativos) de 23 países y 9 sectores diferentes, con emisiones de bonos verdes corporativos correspondientes al período 2013-2017. Nuestros resultados muestran que las empresas que emiten bonos verdes corporativos no siempre mejoran su desempeño medioambiental, sin embargo, aquellas empresas que están creciendo y tienen una situación financiera positiva mejoran su desempeño medioambiental. Además, el efecto positivo de los bonos verdes en las empresas que están en expansión es más significativo en las prácticas proactivas que en las reactivas, mientras que el moderador de la situación financiera en la relación entre la emisión de bonos verdes y la mejora medioambiental es más significativo respecto a las prácticas reactivas que las proactivas.

Lunes, 20/06/2022: 8:30 – 10: 00 SESIONES PARALELAS (I)

MESA INTERACTIVA

OPERACIONES Y GESTION TECNOLÓGICA

Aula 1312

Presidente de la sesión: **Dr. Juan A. Marin-Garcia**, Universitat Politecnica de Valencia

ENABLING DIGITAL TRANSFORMATION IN SMEs THROUGH ORGANIZATIONAL CAPABILITIES

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• Objetives

The objective of this paper is to develop a conceptual framework that enables SMEs to progressively advance the digital maturity of their business model. For its development, we have based our work on organizational capabilities of digital transformation.

• Theoretical framework

Currently, SMEs have few practical tools available to facilitate the advancement of the digital maturity of their business model. The few conceptual frameworks available are process-centered and do not take into account the digital organizational capabilities that SMEs need to develop.

• Methodology

To achieve the proposed objective, a double review of the academic literature was carried out: on the one hand, on digital transformation frameworks and maturity models; and on the other hand, on organizational capabilities for the digital transformation of SMEs. A total of 111 papers were reviewed and used as a basis for the research.

• Results/implications

We developed a conceptual framework system for the digital transformation of the SMEs business model, based on the development and improvement of digital organizational capabilities. This conceptual system will enable SMEs to advance towards digital maturity, in a progressive and phased manner, through multiple digital transformation projects and the development of a digital transformation strategy.

ANÁLISIS DE LOS FACTORES CRÍTICOS DE ÉXITO EN LA IMPLEMENTACIÓN DE UN ERP: ESTUDIO DE UN CASO

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Sobre la base de la conceptualización de las fases de implementación de un ERP y de la identificación de los principales factores críticos que aseguran su éxito, este estudio se focaliza en el análisis del impacto específico que éstos tienen en las distintas fases del ciclo de vida de un ERP. Para determinar exactamente cuáles son estos factores y cómo es su impacto en cada una de las fases, esta investigación presenta el estudio cualitativo de una empresa que ha culminado el proceso de implementación de un ERP. Los resultados de este estudio aportan importante conocimiento tanto para la literatura como para la práctica empresarial sobre el papel y contribución de los factores de éxito, así como de todas las características y agentes vinculados.

INFRAESTRUCTURAS HÍDRICAS Y CAMBIO CLIMÁTICO. PROPUESTA DE UNA HERRAMIENTA CUANTITATIVA PARA LA ESTIMACIÓN DE DAÑOS POR INUNDACIONES

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El objetivo de este trabajo es aportar un modelo de partida que consigue medir el impacto económico de las inundaciones sobre las infraestructuras hídricas. El potencial aumento de las inundaciones debido a los efectos de cambio climático conlleva la necesidad de diseñar modelos cuantitativos que permitan conocer los daños que las inundaciones pueden causar de manera directa a los diferentes activos de las infraestructuras hídricas, así como, de manera indirecta, a otros sectores económicos que dependen de estas. Dada la escasez en la literatura de herramientas de tipo cuantitativo, que permitan la estimación de las pérdidas económicas provocadas por las inundaciones en estas infraestructuras críticas, este trabajo propone un modelo completo, estructurado en tres fases, que permite evaluar y cuantificar el riesgo a través de la composición de capas de información geográfica, la estimación del daño provocado por las inundaciones y la cuantificación económica del mismo. El uso de esta herramienta puede ser de utilidad tanto para los policymakers como para los gerentes en la medida en que les facilite la toma de decisiones, de manera que aumenten la resiliencia en esta infraestructura y evalúen la rentabilidad de las medidas de mitigación frente a las de adaptación.

INNOVACIÓN EN LOS SERVICIOS DE SALUD: UN ENFOQUE CENTRADO EN LAS PERSONAS

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Objetivos. El propósito de esta investigación es analizar la relación entre la innovación en servicios de atención en salud y la participación de los diferentes actores involucrados en procesos de co-creación, con un enfoque de diseño de servicios centrado en las personas.

Marco teórico. El diseño y la innovación están cambiando la forma en que las organizaciones enfrentan los desafíos que conlleva la complejidad del sistema de salud a través de un enfoque participativo y creativo que apoya la toma de decisiones estratégicas. La creación de valor conjunto con actores involucrados es una oportunidad para mejorar la experiencia de los pacientes y para desarrollar nuevos servicios con ayuda de las tecnologías de la información y la comunicación.

Metodología. Se realizó una revisión de literatura en Web of Science bajo los criterios de inclusión y exclusión establecidos en el protocolo. Los artículos hallados fueron seleccionados por su relación con la innovación en servicios en el sector salud y analizados en su contenido.

Resultados/implicaciones. El principal hallazgo son los estudios de caso en el sector salud, modelos y prácticas de referencia así como también metodologías y herramientas. Se desarrolló un mapa que define el marco conceptual del tópico central.

LA TRANSFORMACIÓN DIGITAL EN LA CADENA DE SUMINISTRO: UNA REVISIÓN BIBLIOGRÁFICA

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Esta revisión tiene como objetivo principal identificar las temáticas clave en el proceso de la transformación digital en la cadena de suministro y mostrar cuáles son los retos futuros que los académicos deberían abordar en los próximos años. Como resultado de la lectura de 401 textos extraídos de la base de datos Science Direct, el trabajo aborda cuestiones como: cuáles son los principales sectores objeto de estudio, en qué países se está investigando y con qué métodos, o sobre qué aspectos específicos se verifica un mayor interés por parte de investigadores y revistas, entre otras. Presentamos nuestra definición de transformación digital fijándonos en las cuatro temáticas centrales que encontramos a lo largo de ese proceso de revisión y de qué manera cada una de ellas contribuye en dicha transformación: innovación, entorno, recursos humanos y sostenibilidad. Además, analizamos cómo la literatura ha abordado el impacto de la transformación digital en los resultados de las organizaciones. De manera adicional son planteadas oportunidades para futuras investigaciones.

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

ESTRATEGIA II

Aula 1207

Presidente: **Dra. Nuria Calvo**, Universidade da Coruña

EFFECTS OF PRODUCT AND PROCESS INNOVATION ON FIRM GROWTH: THE MODERATING ROLE OF ACTUAL AND PERCEIVED MARKET TURBULENCE IN YOUNG AND MATURE FIRMS

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Relator: **Nuria Calvo** (Universidade da Coruña)

In this study, we investigate the relationship between product innovation and process innovation and growth according to a firm's life-cycle stage considering the moderator effect of market turbulence. Prior discussions have analysed how well perceived market turbulence and actual market turbulence explain the relationship between innovation and growth. We argue that the two perspectives provide complementary explanations. Using a panel database of Spanish manufacturing firms and a quantile regression (QR) approach, our findings show that perceived and actual market turbulence have different effects on the growth of young and established firms according to their innovative outputs. Specifically, we found that innovation outputs' effects on the sales growth of young and established firms depends on the firm's market turbulence approach.

STRATEGY OF DIGITALIZATION TO FACE DISRUPTION EMBEDDED IN REGIONAL INSTITUTIONS

Nuria Calvo[1], Thomas Schøtt[2], Ana Fernández Laviada[3], Mahsa Samsami[4], Esther Barros[1]
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Relator: **Job Rodrigo Alarcon** (Universidad de Castilla La Mancha)

Businesses differ in adoption of digital technologies. Despite social disruptions may facilitate firms' transformation, in the last two years some businesses adopted digital technologies, but others not. Some businesses adopted them early, some adopted during the pandemic, and some just showed intention to adopt technologies in the future. The push of the public health crisis and the pull of emerging opportunities in the market turned the pandemic into an enabler. We investigate the regional differences in the strategy of adoption of digital technologies of new firms, addressing the research question, how is adoption of digital technology affected by characteristics of the businesses, the temporal context of the pandemic, and the context of institutions in the regional eco-systems? Adoption strategy is examined with a representative sample of 3,810 businesses in the 19 regions in Spain surveyed in 2021 by the Global Entrepreneurship Monitor. The pandemic has promoted and reinforced adoption. The results show that opportunities in regional eco-systems have enhanced adoption by large business more than by small businesses and by men-owned businesses more than by women-owned businesses. These findings contribute to understanding digitalization as adoption shaped by resources of businesses and entrepreneurs and reshaped by temporal and regional eco-systems.

PIONEERING ORIENTATION AND FIRM PERFORMANCE IN TOURISM DESTINATIONS: THE MODERATING ROLE OF EXPLOITATION AND EXPLORATION

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Relator: **Johana Cristina Sierra Morán** (Universidad de León)

Theoretical framework: This work focuses on the complementary role of pioneering orientation and exploration and exploitation orientation in obtaining greater performance in the Tourism and Hospitality firms (THFs) located in World Heritage Cities.

Purpose: The main aim of this work is to analyze the individual moderating role of each orientation -exploration and exploitation- in the relationship between pioneering orientation and firm performance -financial and non-financial. In addition, we delve into the combined complementary effect of both orientations on the role of implementing a pioneering orientation in the performance of THFs.

Methodology: This study has been conducted on a sample of 215 THFs located in World Heritage Cities in Spain.

Results/Implications: The results show a heterogeneous effect of the individual complementary role of exploitation orientation -negative- and of exploration orientation -positive, in the influence of pioneering orientation. However, firms with a greater pioneering orientation will perform better if they are able to develop a complementary ambidextrous orientation. This work contributes to the previous literature by analyzing how the complementarity between behaviors or strategies is necessary to obtain better performance in THFs.

THE MODERATING EFFECT OF INTERLOCKED DIRECTORS ON R&D INVESTMENTS AND FIRM VALUE RELATIONSHIP

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Access to external information is crucial for firms seeking to innovate and improve their performance. Thus, information exchange may be fostered, for example, through the links of directors who also serve as directors in other firms (interlocked directors). Using a sample of 106 Spanish listed companies in the period 2008-2019, we analyse the moderation role of interlocked directors in the relationship between R&D investments and firm value. GMM analyses suggest that R&D investments have a positive effect on firm value, but in presence of high percent of interlocked directors, this positive effect may be dismissed.

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

EMPRESA FAMILIAR I

Aula 1105

Presidente de la sesión: **Anna Arbussa Reixach**, Universitat de Girona

AN EVENTS-BASED ANALYSIS OF AMBIDEXTERITY IN FAMILY FIRMS

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Goals: This article seeks to develop further knowledge on how the occurrence of eventsaffects ambidexterity, or the balance between exploration and exploitation activities, in family firms.

Theoretical framework: This study adds to a growing stream of research that linkshistorical events models and various approaches dealing with ambidexterity in family firms, including behavioural approaches like temporal focus and management life-cycle.

Methodology: The article uses a qualitative integrative methodology consisting of casestudies of 11 family business located in the north-east region of Spain.

Results/implications: This article distinguishes between critical and cumulative eventsalong the time existence of firms finding that the first have a critical role in driving exploitation, while the second have a crucial role in driving exploration. It also highlights the role of the family firm leader's life cycle as a driver of the changes in ambidexterity by moving the initial focus from past and present (preserving the legacy) to future (attracting the next generation). These contributions uncover the adequacy of event-based research to study ambidexterity processes and confirm the need for history-oriented approaches on family firms.

DRIVERS AND BARRIERS TO SUSTAINABLE INNOVATION IN SMALL-SIZED FAMILY FIRMS

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Sustainable innovation is essential to stay competitive in the long-run. To understand what drivers and barriers to sustainable innovation are is vital to foster sustainable innovation in small-and medium sized family firms (SMFE). As SMFE are socially embedded in local communities, they might be a decisive factor to boost the economy of rural regions and drive them towards sustainable success.

The concept of the Triple Bottom Line (TBL) implies that firms have a social and ecological responsibility, in addition to their economic obligations. SMFE therefore meet CSR objectives in informal, intuitive ways using their socioemotional wealth. However, how this affects their sustainable innovation behavior is not clear.

Research is conducted in the form of a multiple case study using polar type sampling. Three SMFE from South Tirol are examined.

New drivers such as quality considerations, experience, care for the environment or research, and new barriers such as bureaucracy or unfamiliarity emerge from the cases. Consistent with previous studies, knowledge and information emerge as a crucial factor. Additional costs emerging from sustainable innovations, are passed on to the consumer and therefore not perceived as a barrier. Interestingly, the SMFE perceive no pressure from the customer side to promote sustainability.

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

GOBIERNO CORPORATIVO & RSC I

Aula 1009

Presidente de la sesión: **Dr. José Luis Sanchez Torelló**, IQS School of Management/Universitat Ramon Llull

"EXPLORING SUSTAINABLE PRODUCT INNOVATION IN CHINESE SMES DURING COVID-19 CRISIS"

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Relator: **Yanqiu Ren** (Universitat de Barcelona)

The sudden outbreak of Covid-19 has thrown lives out of balance around the world, and the topic of sustainability is more worthy of study than ever. This study combines sustainable innovation and the triple bottom line to explore the factors that move firms towards sustainable product innovation based on a natural-resource-based view and stakeholder theory as the theoretical framework. A partial least squares structural equation model was used to validate and analyse the implementation of sustainable innovation by the top managers of 128 small- and medium-sized enterprises in the Chinese context. The empirical results indicate that corporate profitability is one driving factor in sustainable product innovation, in addition to environmental and social sustainability, all of which contribute to corporate economic efficiency.

FOUR DECADES OF SHAREHOLDER ACTIVISM: A BIBLIOMETRIC ANALYSIS

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Relator: **Eduardo González Fidalgo** (University of Oviedo)

Objectives: In this first bibliometric literature review of shareholder activism, we systematically synthesize and analyze the state-of-art of academic research on the topic and highlight future research directions.

Theoretical Framework: We confirm that most shareholder activism research relies on the agency theory, but we document an increasing expansion of the theoretical base especially regarding the use of stakeholder and institutional theories in the research cluster of social and environmental activism.

Method: We systematically review 860 articles published between 1983 and 2020 by conducting both performance analysis and knowledge mapping analysis. The latter is performed using VOSviewer software to generate co-citation, co-authorship, and co-occurrence of keywords networks.

Results/Implications: We report a growth of publications over the years, but we uncover a relatively structured field and a shift to a wide range of disciplinary approaches. We synthesize the knowledge base into four key research themes: corporate governance and compensation; institutional monitoring; social and environmental activism; and hedge fund activism. We also identify emerging trends and future research needs and uncover research gaps in the shareholder activism literature to date.

EFFECTS OF GOOD LOCAL GOVERNANCE ON WELL-BEING?

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The goal of this research is to examine the effects of good municipal governance on individual subjective well-being. We define three dimensions of good governance at the municipal level: accountability, government efficiency and control of corruption. We use a large survey of individual welfare carried out in Spain in 2013 and 2018 and distinguish four potential drivers of SWB: socio-demographic factors, material conditions, quality of life and municipal governance. Individual QoL variables, such as social connections or health status are major drivers of SWB. To a lesser extent, the material conditions also have a significant impact. With respect to good governance, our results point to an immediate positive effect of government efficiency on individual SWB levels. In contrast, accountability, understood as transparency, does not seem to have a significant impact. Surprisingly, we find no immediate effect of corruption on reported SWB, but a very strong deferred impact.

ENVIRONMENTAL INNOVATIONS AND BOARD INDEPENDENCE: THE MODERATING ROLE OF SHAREHOLDER ACTIVISM

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Relator: **Lucía Muñoz Pascual** (Universidad de Salamanca)

The positive effects of board independence on financial operations have received extensive coverage, while its impact on firms' environmental approach remains unclear. In this paper, our objective is to examine how board independence influences firms' environmental innovations and to what extent can environmental shareholder activism moderate that relationship, using stakeholder and stakeholder salience theories. Our sample includes 2,516 firm-year observations of 202 firms, from the S&P 500 index, over the period 2006-2020. Performing a GLS regression, clustered at firm level, we find a positive relationship between independent boards and environmental innovations. Besides, we find that shareholder activism moderates the relationship between independence and innovations. Specifically, environmental shareholder activism boosts the link between independent directors and firms' environmental innovations. We contribute to the existing literature by examining the combined influence of board independence and activism on firms' environmental innovations.

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

INNOVACIÓN II

Aula 1019

Presidente de la sesión: **Dra. María Teresa Bolívar Ramos**, Universidad Autónoma de Barcelona

BLOCKCHAIN TECHNOLOGY IN THE TOURISM INDUSTRY: A LITERATURE REVIEW FOR A RESEARCH AGENDA

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Relator: **Teresa Garcia Marco** (Universidad Publica de Navarra)

Objectives - This paper aims to investigate the application of the blockchain in the tourism industry and it provides a review of literature to understand the evolution of this relationship.

Theorical Framework - The usefulness of blockchain technology in the tourism sector is gaining interest in research in the sector. The main streams of research are related to the technical aspects of its application.

Methodology - The research analyzes the use of blockchain in the tourism industry using a review of literature, collected data from 70 articles published between 2017 and 2021 with the words "Blockchain" or "Block chain" and "Tourism" from Web of Science database.

Results / Implications - The conclusions can help to understand the "state of the art". The main research focuses on the improvement of procedures, their interaction with other technologies and adaptation to the environment. However, there is a need for further study of social aspects and new paradigms in sustainability.

CAN WE LIMIT NOT INVENTED HERE SYNDROME: ROLE OF EXTERNAL SOCIAL CAPITAL AND INNOVATION CLIMATE

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Relator: **Marta Riquelme-Medina** (Universidad de Granada)

Despite having consensus on the negative relationship between individual's biased attitude towards externally generated ideas and the applicability of open innovation (OI) as a strategy, we find a gap in the literature regarding how individual unwillingness – not-invented-here syndrome (NIHS) – actually affects the innovation performance achieved through collaboration and what management tools are available to counter it. This study addresses these two questions by testing the relationship between NIHS and innovation performance and the impact of innovation climate as a way to contain this negative attitude. Based on quantitative survey data collected from 250 firms across France, Italy, Spain and Sweden, we confirm that innovation climate is a useful management tool to contain NIHS by opening individuals towards external ideas, ultimately helping firms to improve their innovation performance through collaboration. Most interestingly, we also find that the impact of NIHS on innovation performance achieved through collaboration is mediated through external social capital rather than having a direct impact.

PRODUCING BREAKTHROUGH INNOVATION IN BUSINESS ECOSYSTEMS: THE JOINT MODERATION OF ABSORPTIVE AND DESORPTIVE CAPACITY

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[1]University of Granada; [2]Eindhoven University of Technology; [3]University of Copenhagen; [4]University of California, Berkeley; martariquelme@ugr.es
Relator: **María Teresa Bolívar Ramos** (Universidad Autónoma de Barcelona)

• Purpose: Business ecosystems are playing a key role to introduce the next round of innovations. This article aims to investigate whether companies can leverage exploratory orientations in business ecosystems to enhance their level of breakthrough innovation. Besides, it considers the joint moderating effect of absorptive and desorptive capacity in that relationship.

• Framework: The study employs a novel view based on how the organisation perceives their partners' exploratory orientation as a starting point, rather than its own orientation, since the external level of exploration may determine the success of innovation. It builds on resource orchestration theory and extend its explanatory power beyond organisational boundaries by showing how to better synchronise knowledge with ecosystems members through absorptive and desorptive capacity.

• Design/methodology/approach: Primary data from 262 firms in Innovative Business Clusters were collected to test two hypotheses using the principles of ordinary least squares (OLS) regression.

• Results/implications: The study demonstrates that firms can benefit from exploratory ecosystems to produce breakthrough innovations, while this can be maximised through absorptive and desorptive capacity. Besides, it is one of the first studies that considers the joint effects of absorptive and absorptive capacity when evaluating the success of innovation in business ecosystems.

THE EFFECTS OF THE FUNCTIONAL AND GEOGRAPHICAL BREADTH OF COLLABORATIONS ON RADICAL INNOVATION PERFORMANCE: THE MODERATING ROLE OF FIRM SIZE

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Relator: **Rocio González Sánchez** (Universidad Rey Juan Carlos)

• Objetives: Due to the constantly increasing competitiveness along with complexity of knowledge, firms perceive cooperation as a key aspect that preserves firms' radical innovation performance. The objective of this paper is to contribute to the literature on radical innovation and open innovation by providing theoretical and empirical understanding on how the functional and geographical breadth of the firm's collaboration network affects its radical innovation performance. Further, it also explores the role of firm size as a moderator in the relationships proposed.

• Theoretical framework: Knoweldge-Based View of the firm (KBV)

• Methodology: Panel data analysis (period 2012-2016), using a sample of Spanish firms.

• Results/implications: The results of the study show that there is an inverted U-shaped relationship between the functional and the geographical breadth of collaborations and the firms' radical innovation performance. Moreover, the study finds

partial support for the moderating role of firm size, in the sense that small and medium sized (SMEs) and large firms vary in their optimal number of diversity of partners.

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

GESTIÓN DEL CONOCIMIENTO I

Aula 1106

Presidente de la sesión: **Dr. Lucio Fuentelsaz Lamata**, Universidad de Zaragoza

WHEN DOES THE ORGANIZATIONAL IDENTIFICATION MATTER FOR KNOWLEDGE SHARING: MODERATING ROLE OF PSYCHOLOGICAL SAFETY AND STRONG TIES

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Relator: **José Antonio Alfaro Tanco** (Universidad de Navarra)

•Objectives: The knowledge sharing in organizations in the vast amount of cases is performed in a form of request-answer, however the antecedences of the behaviours related to this type of exchange, knowledge seeking and knowledge giving upon request, weren't specifically addressed in the previous studies. With the presented research our aim is to analyse how motivation deriving from the organizational identification relates to knowledge seeking and knowledge giving, and how work context in the form of psychological safety and strong ties moderates that relation.

•Theoretical framework: We refer to social identification theory and cost-gain perspective to explain role of motivational and contextual antecedences of behaviours related to knowledge sharing.

•Method: We test the hypotheses on a sample of 214 specialists working in the manufacturing subsidiaries of MNEs located in Poland applying the structural equation modelling analyses.

•Results/implications: We found the differences between knowledge seeking and giving behaviour in the role played by psychological safety and organisational identification, suggesting that to enhance knowledge flow it is important to facilitate knowledge seeker and giver differently. Moreover, psychological safety strengthens the organizational identification effect on both behaviours, while communication frequency diminishes organisational identification relation with knowledge giving upon request.

INTERMEDIARIES OF INNOVATION: A CASE STUDY IN INTANGIBLES

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Relator: **Marta Ferrer Serrano** (Universidad de Zaragoza)

• Objective: intermediaries are recognized as crucial actors that assist firms to implement open innovation practices. The objective of this article is to explore the factors that influence the evolution of an intermediary specialized in intangibles.

• Theoretical Framework: A review of previous research about innomediaries has shown that the evolution of innovation intermediaries as organizations has not yet been examined.

• Method: a case study based on Corporate Excellence (CE) is developed. CE is a foundation of public interest promoted by the business sector but with a non-profit nature. Interviews and secondary information were used in the research process.

• Results: findings reveal two main functions as intermediary of innovation: (1) access to and acquisition of dispersed knowledge about the management of intangibles on an innovation and ecosystem network and (2) absorption, implementation in its firms and delivery of new management models and global standards. Besides, the retrospective study highlighted five relevant factors in the evolution to become an intermediary of innovation: leadership, revenue model, shared interests, open innovation and service culture. The empirical study sheds light to managers of intermediaries by learning about the facilitators and the barriers to evolve and survive in the current open innovation ecosystem.

KNOWLEDGE TRANSFER AND NETWORKS: A BIBLIOMETRIC APPROACH THROUGH PERFORMANCE ANALYSIS, SCIENCE MAPPING, AND DYNAMIC NETWORK ANALYSIS

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Relator: **Aleksandra Rudawska** (University of Szczecin)

• Theoretical background. Knowledge transfer has been identified as one of the main drivers of innovation and business success in a knowledge-based economy, and networks represent strategic drivers that can facilitate it.

• Objectives. This nascent discipline has attracted scholars' attention from different perspectives, which led to some disorder in the literature. With the aim of providing a comprehensive overview of the state of the art, this paper conducts a bibliometric analysis of 774 articles published in top business and management journals of the Web of Science from 2000 to 2020.

• Methodology. Using VOSviewer and SciMat complementary software, productivity analysis, science mapping, and dynamic network analysis were performed.

• Results and implications. This study identifies the most influential contributors to the field and presents an evolution of the research area, a description of the thematic clusters, and a research agenda.

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

OPERACIONES Y GESTIÓN TECNOLÓGICA ORGANIZACIONAL I

Aula 1206

Presidente de la sesión: **Dra. Ana Castillo López**, Universidad de Granada

EXPLORING IT-ENABLED OPEN INNOVATION PERFORMANCE: A LARGE-SCALE EMPIRICAL INVESTIGATION ON THE SPANISH MARKET

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Relator: **Noelia Garcia-Buendia** (Universidad de Jaén)

Motivated by prior contradictory and often inconclusive findings on the effectiveness of open innovation initiatives, this study draws on the IT-enabled organizational capabilities perspective to propose that the mobilization of IT resources can positively affect the development of open innovation initiatives and, in turn, improve the firm's open innovation performance. Our partial least squares path modeling (PLS-PM) estimation of a large sample of Spanish firms confirms that IT investment positively impacts the development and execution of open innovation initiatives, which in turn improves the firm's open innovation performance. Mediation analysis also reveals that open innovation initiatives is a mediator on the relationship between IT investment and open innovation performance. This research contributes to the business value of IT by evidencing the enabling role of IT investment in achieving open innovation performance gains.

INDUSTRY 4.0, AGILITY, AND FLEXIBILITY INTERRELATIONSHIPS IN SUPPLY CHAIN MANAGEMENT

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Relator: **María Isabel Roldán Bravo** (Universidad de Jaén)

Purpose – The present work aims to conduct a literature review to analyze the interrelationships between Industry 4.0 (I4.0), flexibility, and agility in supply chain management.

Theoretical background – Technological evolution is a critical success factor for organizations' competitiveness given the contextual factors of the Supply Chain Management (SCM) area that demand high agility, flexibility, total quality, and security. As I4.0 technologies have achieved greater importance and a sufficiently high maturity level to be deployed and meet society's demands, the interrelationships between I4.0, agility, and flexibility have a great potential to increase SCM capabilities.

Methodology – The Systematic Literature Review (SLR) will be adopted with metacognitive and meta-synthesis approaches to conduct a literature review with transparency, reliability, and replicability of the adopted processes and procedures.

Results/implications – Besides the descriptive and content analyses exploring and detailing this integration, the results obtained with the SLR generate taxonomies through cognitive maps to evaluate the interrelationships between I4.0, flexibility, and agility in the supply chain. Implications for theory are identified through theory-building with new interpretations of the research area, while practical implications are perceived through an innovative classification for directors, managers, and workers who aim to improve their performance in agility and flexibility.

THE IMPACT OF SUPPLY CHAIN 4.0 AMBIDEXTERITY ON LEAN SUPPLY CHAIN MANAGEMENT: A RESOURCE ORCHESTRATION PERSPECTIVE

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Relator: **Fco Javier Ramírez Fernández** (Universidad de Castilla-La Mancha)

Purpose: The purpose of this paper is to apply the theoretical perspective of ambidexterity to the concept of supply chain 4.0 and to provide a measurement instrument for supply chain 4.0 ambidexterity and empirically use it to test its enabling role for lean supply chain management.

Design/methodology/approach: Empirical results are obtained through analysis of survey data from a sample of 209 Spanish focal firms. Structural equation modeling was performed to test the hypotheses.

Findings: Based on resource orchestration theory, this study empirically demonstrates that supply chain 4.0 ambidexterity supports the implementation of lean supply chain management through efficacy –exploitation- and Industry 4.0 technology adoption –exploration. In addition, results show that lean supply chain management implementation boosts operational results.

Originality/value: Although recent research has highlighted the pertinence of applying inter-organizational ambidexterity to the supply chain 4.0 concept (Hofmann et al., 2019), to the best of the authors' knowledge, this is the first study to apply the theoretical lens of inter-organizational ambidexterity to the concept of supply chain 4.0 –an ambidextrous perspective of supply chain 4.0. In addition, to date, no study exists that has developed a measurement scale and used this concept in an empirical analysis to advance theory development.

ENABLING RESOURCE ALLOCATION IN REVERSE SUPPLY CHAINS THROUGH IOT-BASED MULTI-AGENT SYSTEMS

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Relator: **Ana Castillo López** (Universidad de Granada)

Objectives. The main aim of this work is to design, implement and evaluate a multi-agent network management tool to improve the scalability of LoRaWAN Internet-of-Things (IoT) communications through efficient resource allocation in application-oriented scenarios. The resulting tool aims to be tested in the reverse supply chain management application domain to assess the IoT suitability for end-of-life (EoL) product-health condition monitoring.

Background. LoRaWAN has become a widely used technology for machine-type communication in the IoT domain. As its reliability is known to be limited for large-scale deployments, different communications' scheduling proposals in the literature have shown significant benefits. However, these do not generally consider application-specific constraints (i.e. the location or the amount of data to be transmitted). This work focuses on context-aware scheduling of LoRaWAN transmissions towards information management in the reverse supply chain.

Methodology. First, a brief scoping review is conducted to explore application requirements in the EoL collection of electric vehicle batteries. Second, an experimental methodology is applied to design, implement and evaluate the proposed multi-agent management tool.

Results and implications. Our results point to the need of adopting different strategies while performing LoRaWAN scheduling depending on application constraints, with network-size improvements ranging from 43.22 % to 86.54%.

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

RRHH Y DISEÑO ORGANIZACIONAL II

Aula 1107

Presidente de la sesión: **Dr. Manuel Bueno García**, Universidad de Granada

THE DIFFERENTIAL INFLUENCE OF EMPLOYEES' COMPETITIVE ORIENTATION ON FIRM'S GENERATION OF SOCIAL WELFARE: A MICRO-FOUNDATIONS PERSPECTIVE

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Relator: **Thais González Torres** (Universidad Rey Juan Carlos)

Strategy scholars have become increasingly interested to analyze how firms create value for society. While corporate social literature has focused on how the personality traits and personal values of top executives affect the firm's social performance, it is not exclusively top executives but the entire workforce that shapes it. We focus on the workforce's competitive orientation and analyze its different influence on two pillars of a firm's generation of social welfare: social innovation and stakeholder engagement. Using a sample of 9,537 employees from 85 S&P100 companies, we found that a competitive orientation of the workforce positively affects a firm's social innovation; however, it leads to a negative relationship with its stakeholder engagement. We also show that vertical pay dispersion reinforces these effects. This paper contributes to the micro-foundations and stakeholder literature by helping to understand the differential impact of a competitive orientation of workforce on the generation of social welfare and extending the literature on how pay dispersion policies may reinforce or weak that influence

INDUSTRY 4.0 AND TALENT COMPETENCY SKILLS

María-Carmen De-la-Calle-Durán, José-Luis Rodríguez-Sánchez, Thais González-Torres
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Relator: **Joaquin Garcia Cruz** (Universidad Pablo de Olavide)

The fourth Industrial Revolution (4IR), also referred to as Industry 4.0, is going to have a significant impact on work processes and the labour climate. It is important to investigate the requirements or demands for skills and competences in today's scenario of Industry 4.0, not only for job-seekers, but also for businesses and high education institutions. This article seeks to identify the degree of consistency between the talent competency skills required in Industry 4.0 and those acquired by university graduates. Specifically, a comparative study is conducted between the talent competences required for Industry 4.0 and these acquired by undergraduates at the Universidad Rey Juan Carlos (Madrid, Spain) through the curriculum for the Degree in Business Administration and Management. In order to develop this study, the literature has been reviewed, with a consultation of the university's own internal documents. The results reveal divergences between the needs of industry in terms of skills and competences and those acquired by undergraduates. It is concluded that a profound reflection is needed to incorporate certain technical, methodological, and personal competences that are crucial in today's world.

THE INFLUENCE OF THE ORGANISATION'S AFFECTIVE COMMITMENT IN THE OCB FROM A DOUBLE PERSPECTIVE: HR MANAGERS AND EMPLOYEES

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Relator: **Mar Bornay-Barrachina** (Universidad de Cádiz)

In this paper we examine, first, if the affective commitment of the organization is directly related to the organisational citizenship behaviour (OCB) and whether the significance of this relationship varies when the organisation's affective commitment is evaluated by HR managers or by employees. Second, we study whether the aforementioned direct effects are mediated by the organization's HRM system (AMO model) and by the employee's perception of the support that the organization provides them. Both direct and mediation effects are tested in a sample of Spanish hotels. We use structural equation modelling (SEM) to test the hypotheses. Results highlight that the organisation's affective commitment does not exert any direct effect on OCB, either assessed by HR managers or by employees. On the other hand, when

organisation's affective commitment is assessed by HR managers, it is confirmed that the AMO model is a reflect of this commitment. Likewise, it is also verified that employees are willing to perform OCB when they feel supported by the organisation, and this happen, when they perceive that the organisation is affectively committed with them. So, concerning mediating effects, we confirm the mediator role of POS but not the exercised by the AMO model.

INSTITUTIONAL PRESSURES FOR SUSTAINABILITY (IPS) AND EMPLOYEE RELATIONSHIPS (ER): THE MEDIATING ROLE OF LEEWAY OF HR MANAGERS TO SHAPE SUSTAINABILITY IN THE HRM SYSTEM

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Relator: **Manuel Bueno García** (Universidad de Granada)

With the aim of exploring what factors determine to what extent a company works to achieve sustainability, this study examines how the Institutional Pressures for Sustainability (IPS) and the Leeway that the HR manager has to incorporate sustainability in the HR system work together to influence the Employee Relationships (ER) that define a company and that could be a tool to spread a culture marked by sustainability.

Using a sample of 145 Spanish companies, we define a model marked by internal factors to the organization (Leeway that the HR manager has to incorporate sustainability in the HR system) that mediate between IPS and ER. The results achieved show that despite the influence of IPS (especially mimetic pressures), in addition to isomorphic influences, the commitment or contribution of a company to sustainability is based on the fact that companies try to differentiate themselves and go beyond what the environment establishes, cultivating their resources towards sustainability (Mutual investment ER).

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

EMPRESA Y SOCIEDAD II

Aula 1208

Presidente de la sesión: **Dr. Josep Llach Pages**, Universitat de Girona

LA CALIDAD EN LAS PLATAFORMAS DE COMPRA DE PRODUCTOS DE SEGUNDA MANO: ESCALA DE MEDICIÓN Y DETERMINANTES DE LA LEALTAD DEL COMPRADOR

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Relator: **Cristina Lozano Gómez** (Universidad Jaume I)

En los últimos años el volumen de transacciones de compra-venta de productos de segunda mano entre consumidores se ha incrementado exponencialmente. Sobre todo, a raíz de la aparición de plataformas que facilitan la transacción en entornos online. Sin embargo, la literatura académica que analiza este fenómeno es aún escasa. En este sentido, este trabajo presenta dos objetivos. Por una parte, pretende diseñar una escala de medición de la calidad para el caso específico de la compra-venta de productos de segunda mano mediante plataformas online (denominada OSS-Qual) y, por otra parte, analiza cuáles de las dimensiones que forman esta escala son determinantes para la lealtad de los compradores a través de la satisfacción del servicio recibido. Mediante dos muestras independientes de 200 y 507 respuestas y aplicando un modelo de ecuaciones estructurales se obtienen resultados de interés para todos los actores partícipes en la transacción: vendedor, comprador y plataforma. Además, se presentan conclusiones para los académicos ya que, a diferencia de otras escalas que analizan la calidad percibida en entornos online, la escala OSS-Qual incluye dimensiones insólitas como product quality o ratings and reviews.

BUSINESS MODELS FOR STRONG SUSTAINABLE CONSUMPTION IN THE FASHION INDUSTRY: AN ANALYSIS OF TWO CASES

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Relator: **Fàtima Vidal Ayuso** (Universitat Internacional de Catalunya)

The fashion industry is in need of innovative business models (BMs) that may deal with threatening sustainability challenges caused by the dominant business model of fast-fashion. Until recently, endeavors to minimize the negative consequences of fashion production have been supply-side driven through strategies centered on efficiency and technological developments –weak sustainable consumption- instead of demand-side driven to confront current consumption patterns –strong sustainable consumption. Despite its importance, extant literature has not sufficiently addressed how to implement this type of business models aimed at curbing clothing demand. In this context, the aim of this study is to investigate how companies can change consumer behavior through their business practices. To that end, two exploratory case studies were conducted to illustrate how fashion brands can effectively embed the strong sustainable consumption approach into their business models. The study revealed that sufficiency can be embedded within the business model through multiple mechanisms. Moreover, the business cases showed that profitability and sufficiency-based business models were possible via premium pricing, customer loyalty, increased market share from high-quality, more durable products or high levels of service. This finding was particularly significant as it demonstrates that sufficiency-driven business models can be economically viable, while contributing to curbing over-consumption.

PERSPECTIVA DEL CONSUMIDOR EN LA ECONOMIA CIRCULAR: ¿DÓNDE ESTAMOS Y HACIA DÓNDE NOS DIRIGIMOS?

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Relator: **Eva María Mora Valentín** (Universidad Rey Juan Carlos)

La economía circular es una forma de lograr la sostenibilidad a través de una nueva manera de producir, y utilizar los productos y servicios. Debido a la contribución que hace en el medio ambiente, es muy importante promoverla y analizar los componentes que intervienen. El papel del consumidor en este modelo cobra gran importancia al ser uno de los ejes principales que tienen influencia sobre el ciclo de la economía circular. A través de un análisis bibliométrico y una revisión sistemática de la literatura se pretende analizar las áreas principales de la economía circular que afectan a la toma de decisiones del consumidor y qué factores influyen al consumidor en la toma de decisiones. Los resultados muestran que existen 7 grandes áreas entorno al consumidor y la economía circular; así como que la actitud y el conocimiento son los elementos más influyentes en el proceso de la toma de decisiones del consumidor.

FORMULATING A RESEARCH MAP FOR LUXURY TOURISM THROUGH SOCIAL MEDIA

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Relator: **Josep Llach Pages** (Universitat de Girona)

The aim of this work is to delve deeper into the dynamic role that social media has played in the digital transformation of the luxury tourism sector. A descriptive analysis has been carried out together with a co-word analysis focused on identifying the main themes considered in the literature. A general analysis model that categorises the themes into four axes -context, organizations, service and customer- is proposed. And a research agenda is presented with the future tendencies. The main conclusion is that sustainability and luxury provide the context for the application of social media in the luxury tourism sector where the pioneers are hotels and, in recent years, luxury restaurants. The provision of a quality service focused on tourist satisfaction is remarkable so future research trends can be oriented towards the search for co-creation of value by the knowledge of an active tourist in the approach to luxury travel.

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

TALLER DOCTORAL (II)

EMPRENDIMIENTO I

Aula 1508

Presidente de la sesión: **Dra. Guillermina Tormó**, Universidad Politécnica de Valencia

DEVELOPMENT A TWO-WAY SATISFACTION MODEL

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• Objective: Development a two-way satisfaction model, by adapting the ACSI model using the trust construct, in the context of the sharing economy.

• Theoretical Framework: Customer satisfaction has been gaining the attention of researchers in order to develop a model that manages to integrate different constructs to achieve the satisfaction that will lead to customer loyalty. Under the Sharing Economy paradigm, satisfaction is vital to achieve the development of this disruptive business model, in this sense the trust between the consumer and the supplier is what allows its integration. Digital platforms have the role of connecting the consumer with the supplier by creating a framework of trust around transactions. Producer satisfaction is as important as consumer satisfaction, which is why platforms are currently trying to develop a two-way review system. The ACSI is a cause-and-effect model with indicators of factors that lead to satisfaction on the left side. Right-hand side acceptance and satisfaction scores.

• Method: We define a conceptual model that will allow for the development of a two-way satisfaction model, based on the literature review and choice of relevant publications.

• Results/Implications: We propose a new two-way satisfaction model that will be useful for future research and researchers.

CAN ENTREPRENEURSHIP BRING NEW LIFE TO RURAL AREAS? EVALUATING THE EUROPEAN COMMUNITY-LED LOCAL DEVELOPMENT APPROACH

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This study analyzes an innovative European funded program aimed at fostering entrepreneurship in rural areas. To study the effect upon the entrepreneurial ecosystem of the region, we have constructed a novel dataset with over 12.6 million recipients, aggregated at a municipality level. To accommodate multiple periods of aid, we employ the recent estimator developed by Callaway and Sant'Anna (2021). The expected results analyze both the causal effect in the creation of new businesses in rural areas and the effect upon employment in the region.

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

MESA INTERACTIVA

EMPRENDIMIENTO

Aula 1312

Presidente de la sesión: **Matilde Ruiz Arroyo**, Universidad de Granada

ON THE SHORTENING THE TIME-TO-MARKET OF NASCENT ENTREPRENEURS

José Luis González Pernía[2], Javier Montero Villacampa[1], Iñaki Peña Legazkue[2]
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Although thousands of individuals develop new venture ideas every day, only a few entrepreneurs succeed in rapidly creating (profitable) businesses. Building on organizational emergence theory, this paper investigates the origin of firms by examining the decision-making agility of nascent entrepreneurs and the timing of their actions during the venture gestation period. Using two cohorts of PSED data from the USA, the results from a competing risk regression analysis suggest that organizational emergence is more likely to occur when an entrepreneurial team is more homogeneous in its industry experience. Likewise, the probability of firm inception is higher when nascent entrepreneurs write a business plan before reaching the first-sale milestone and when they are able to raise external financing near the end of the time-to-market period.

EMPRENDIMIENTO SOCIAL DIGITAL: UN ANÁLISIS DE LOS ANTECEDENTES A LA INTENCIÓN.

MARINA ESTRADA DE LA CRUZ, IGNACIO MIRA SOLVES, ANTONIO JOSE VERDU JOVER, JOSE MARIA GOMEZ GRAS, BEATRIZ PICAZO RODRIGUEZ, LIRIOS ALOS SIMO
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El uso acelerado de las nuevas tecnologías en los últimos años, ha provocado un gran crecimiento en los modelos de negocio sociales basados en la tecnología digital, generando la aparición de una nueva tipología de personas emprendedoras denominada como “sociales digitales” (en adelante DSE). Estas nuevas iniciativas tienen la capacidad de beneficiar a la sociedad al facilitar el acceso a los servicios públicos, a la creación de empleo y, en consecuencia, a un mayor crecimiento económico. Así, se ha convertido en un tema de interés tanto para académicos como profesionales. Basándose en la Teoría del Comportamiento Planificado, este estudio analiza las diferentes dimensiones que conforman su identidad y su relación con la intención emprendedora.

Los datos muestran una relación positiva y significativa entre la identidad del emprendedor/a social digital y sus intenciones, obteniendo resultados diferentes en función a sus propósitos, motivaciones o marco de referencia. Además, el análisis evidencia que la Actitud Personal y el Control del Comportamiento Percibido son el medio a través del cual los DSE alcanzan la intención de emprender.

UN ENFOQUE TERRITORIAL DE LOS EMPRENDIMIENTOS CULTURALES. UNA MIRADA DESDE EL CONTEXTO CUBANO

Janet Rojas Martínez[1], Jorge Alfredo Carballo Concepción[1], Teresa Martínez Fernández[2]
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El presente trabajo pretende exponer los elementos que sugieren que el emprendimiento en el campo de las artes y la cultura, puede ser un factor de configuración y reconfiguración del territorio.

El emprendimiento es un proceso complejo, multifacético y multifactorial. Dentro de este, el ámbito cultural y artístico es uno de los más sensibles en su introducción teórica y práctica, por las oportunidades que genera para legitimar procesos sociales. En Cuba, es un tema relativamente reciente, desde que en el 2010 se promueve su ampliación, y aun cuando se han realizado diversas investigaciones, poco se ha profundizado en los emprendimientos de tipo cultural, ni en el uso del enfoque territorial para abordarlo.

Para el desarrollo del presente artículo se emplearon métodos de análisis-síntesis, mediante un proceso de sistematización teórica de la temática abordada, revisión y análisis bibliográfico; así como referentes de investigaciones

realizadas por investigadores de FLACSO-Cuba. Se introduce el uso de los Sistemas de Información Geográfica (SIG), como herramientas de apoyo para el análisis de emprendimientos culturales.

Se brindan elementos que pueden potenciar o limitar los escenarios de funcionalidad de este tipo de emprendimientos, como aspectos dinamizantes del desarrollo y la gestión cultural, con una mirada en el contexto cubano actual.

Lunes, 20/06/2022: 10:45 – 12:15 SESIONES PARALELAS (II)

MESA INTERACTIVA

EMPRESA Y SOCIEDAD

Aula 1318

Presidente de la sesión: **Dr. Gregorio Martin de Castro**, Universidad Complutense de Madrid

THE ROLE OF INSTITUTIONS IN CURBING FOOD WASTE: A QUALITATIVE ANALYSIS

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Food waste is one of the main problems facing society today. Initiatives to inform consumers and raise their awareness of more responsible management and handling of food are proposed by researchers as main solutions. Initiatives to curb food waste are varied and have grown in recent years. However, there is a lack of institutional interest in measuring the results of these initiatives. We extend the existing research in this field by examining the degree of institutional concern about this issue and analyzing several initiatives to determine whether their results have been measured and to explore their effectiveness, from the social marketing view. To this end, we conducted 15 interviews with persons responsible for launching this type of initiative from civil society, administration, retailers, hospitality, and academia. The main findings suggest: first, that there is concern about food waste problem at the institutional level, although, sometimes, public administrations hinder others to curb food waste; second, it is not always easy to measure the extent of food waste, which complicates the measurement of the effectiveness of some preventive communication initiatives; and third, there is a need for institutional collaboration to develop a database that will inspire the design of future initiatives.

REPORTING SUSTAINABLE DEVELOPMENT GOAL 12 IN THE FOOD RETAIL INDUSTRY. AN ANALYSIS BASED ON GLOBAL REPORTING INITIATIVE PERFORMANCE INDICATORS

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Objective: This study aims to assess the contribution firms make to sustainable consumption and production by examining Sustainable Development Goal (SDG) 12.

Theoretical Framework: The 2030 Agenda for Sustainable Development underlines the need for changes in consumption and production (SCP). SCP is mainly addressed in SDG 12. This is a key goal due to its connections with a range of goals and its multidimensional nature. In addressing the SDGs challenges, businesses have a significant role, and sustainability reporting is a strategic tool for decision-making and impact disclosure.

Method: We focus on Spanish food retail companies and draw on the information disclosed in their sustainability reports and performance indicators under Global Reporting Initiative standards (GRI). We use the SDG Compass framework and develop a scoring system that allows us to compare SDG 12 disclosures.

Results/Implications: Our findings suggest that, despite retailers being in a privileged position in supply chain to meet SDG 12, firms' disclosure of SCP achievements is poor. Several reasons explain this: 1) companies are not aligned with SDG 12; 2) retailers disclose poorly their activities related to SDG 12; and 3) SDG Compass framework has limitations when measuring detailed achievement of a specific goal such as SDG 12.

LA CONFIANZA EN EL ESTUDIO DEL GOBIERNO ELECTRÓNICO: UNA PERSPECTIVA BIBLIOMÉTRICA

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Los gobiernos alrededor del mundo están en constante búsqueda de nuevas estrategias que les permitan la entrega de servicios digitales para sus ciudadanos, dando paso a iniciativas de gobierno electrónico. Sin embargo, a pesar de los esfuerzos invertidos en el desarrollo de estas iniciativas, factores como la confianza del usuario ante la adopción de los servicios, condiciona el éxito de la estrategia de un gobierno electrónico. Por lo expuesto, el objetivo de esta investigación, es desarrollar un análisis del estado del arte sobre el gobierno electrónico y el factor confianza que se han llevado a cabo con la intención de poder identificar tendencias históricas en su investigación. Los datos para el presente análisis fueron extraídos de la base de datos Web of Science (WoS), indexada en el Journal Citation Report (JCR), dicha consulta alcanzo un total de 709 trabajos de investigación relacionados con el tema entre los años 2002 y 2021. Los hallazgos permiten concluir en la importancia y relevancia del tema, presentando el comportamiento, así como su evolución a lo largo de los años.

CONOCIMIENTO, ACTITUDES Y COMPORTAMIENTO DEL ESTUDIANTADO UNIVERSITARIO HACIA EL DESARROLLO SOSTENIBLE. UN ESTUDIO EXPLORATORIO

Teresa Vallet-Bellmunt, Iluminada Fuertes-Fuertes, Maria Luisa Flor-Peris
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• Objetivos: Este estudio pretende investigar los conocimientos, las actitudes y los comportamientos de los estudiantes universitarios respecto al desarrollo sostenible (DS) y sus tres dimensiones: medioambiental, social y económica. También se examinan variables sociodemográficas (género y área de estudio).

• Metodología: Los datos para este estudio se obtuvieron mediante una encuesta realizada en diciembre de 2021 a los estudiantes de una universidad pública española. A partir de la información proporcionada por una muestra de 1002 estudiantes se realiza un análisis descriptivo de los datos, análisis de varianza y pruebas t para muestras independientes.

• Marco Teórico: El estudio tiene sus bases en la educación para el desarrollo sostenible.

• Resultados/Implicaciones: El estudiantado ha obtenido altas puntuaciones en conocimiento y actitudes hacia el desarrollo sostenible, pero bajas en comportamiento, con diferencias en las tres dimensiones: medioambiental, social y económico. Se han detectado diferencias por género y por áreas de estudio. Se ofrecen implicaciones para la Universidad para mejorar tanto el conocimiento, como las actitudes y comportamientos sostenibles.

Lunes, 20/06/2022: 12:15 – 13:15 SESIÓN PLENARIA (I)

Sala Multimedia

El evento podrá seguirse en streaming desde la sala FCC en la planta -1 del edificio de IQS SM

"HOW EFFECTUAL ENTREPRENEURS COCREATE IT"

Dra. Saras Sarasvathy

Darden School of Business at the University of Virginia (USA); Jamuna Raghavan Chair in Entrepreneurship at the Indian Institute of Management in Bangalore (India).

The COVID pandemic highlighted the fact that the future is fundamentally unknowable even when possibilities and probabilities may be known in advance. Climate change is another case in point. So are the vagaries of human aggression as in the case of the recent war in Ukraine. Effectuation, a logic of decision and action derived from the lessons learned by expert entrepreneurs offers a systematic way to cocreate new futures in the face of fundamental and multiple uncertainties. The keynote will outline effectuation and explore ways to use it to tackle large issues facing us today.

Lunes, 20/06/2022: 13:15 – 14:15 MESA DE DEBATE

Sala FCC

"CHALLENGES AND OPPORTUNITIES FOR ACADEMIA IN A POST-PANDEMIC AND CRISIS-SHAKEN WORLD."

Dr. José Benítez
(EDHEC Business School)

Dra. Debbie Keeling
(University of Sussex)

Dr. Patrick Mikalef
(NTNU - Norwegian University of Science and Technology)

The world is facing challenges of tremendous size. Climate change and Covid are pressing issues on an environmental level. Digitization and Artificial intelligence drive a high speed industrial revolution, while people are increasingly worried, divided and fatigued from ongoing change and crises. In the panel we aim to shed light on the role of Academia, and especially the Business Management discipline in order to contribute in the administration of these issues. We will also dive into necessary changes in academic institutions, educational approaches and business collaborations to facilitate a greater impact.

Lunes, 20/06/2022: 15:30 – 17:00 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

EMPRENDIMIENTO II

Aula 1106

Presidente de la sesión: **Dr. Iñaki Peña Legazkue**, Universidad de Deusto

FEMALE LEADERSHIP AND INNOVATION: THE IMPACT OF DEMOGRAPHIC CHARACTERISTICS AND ENTREPRENEURIAL ORIENTATION

Jenny María Ruiz Jiménez, María del Mar Fuentes Fuentes, Javier Delgado Ceballos
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Relator: **Iñaki Peña Legazkue** (Universidad de Deusto)

Research on the impact of women CEOs, on both firms in general and the role of women CEOs in firms' innovation performance in particular, remains scant. Our study aims to advance knowledge on this topic through analysis of how demographic characteristics of women CEOs, entrepreneurial orientation, and gender and functional diversity of the founder team impact firms' innovation performance. Applying fuzzy-set qualitative comparative analysis and using data from a sample composed of 106 technology-based firms, our study demonstrates that women CEOs' demographic characteristics impact firms' innovation and identifies age and education as the two most influential demographic characteristics. We draw conclusions and discuss their potential implications for the research on gender and innovation.

THE GENDER GAP AND WOMEN´S ENTREPRENEURIAL INTENTION IN THE AFTERMATH OF GLOBAL CRISES

David Audretsch[2], Seham Ghalwash[3], I¤aki Pe¤a Legazkue[1]
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Relator: **Carmen Virues Vega** (Universidad de Cádiz)

We investigate the variation of the gender-gap of the entrepreneurial intention for two recent worldwide shocks, namely, the global financial crisis 2008 (GFC) and the COVID-19 pandemic. We draw on the gender literature and institutional theory to better understand how the gender-gap unfolds in periods of crises. In addition, we examine the desire to launch

a business of women who have different personal profiles and live in different contexts. The results show that the gender-gap for entrepreneurship widens after crises. Moreover, senior women with lower skills become more vulnerable after shocks and are less likely to pursue entrepreneurship during shakeout stages. These findings provide new guidance to policy makers on encouraging the supply of women entrepreneurs during periods of adversity.

ALL IN ALL, FEMALE AND MALE ENTREPRENEURS ARE NOT TOO DIFFERENT FOR INVESTORS!

María Vélez Elorza, José Manuel Sánchez Vázquez, Carmen Virues Vega
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Relator: **Virginia Hernandez Paz** (Universidad Carlos III de Madrid)

It is widely acknowledged that investors perceive female entrepreneurs as being different than male counterparts, thereby signals of trustworthiness that investors pay special attention may connote gender. Drawing on signaling theory, we aim to explore whether these possible differences could affect signals of trustworthiness perceived by investors. We used card sorting technique and interviews with 113 investors that attended to some of the most relevant entrepreneurial events in Spain. Considering besides the small amount of time to interact each other, we also attempted to understand which signals are considered as vital by investors, and how investors receive and interpret them in each case. Results reveal more similarities than differences between male and female entrepreneurs. Particularly, we found that inner beauty prevails over the gender in building trust. In this regards, honesty was highlighted as an indispensable ingredient to trust regardless their gender. Interestingly, we discovered key signals of trustworthiness that emerged over interviews, along with the reasons behind this assessment and the environment where were perceived. Besides extending the entrepreneurship funding literature on trust and addressing the gender gap in this context, we revealed certain signals of trustworthiness that are highly appreciated by investors.

ABANDONO DE LA ACTIVIDAD EMPRENDEDORA DURANTE LA PANDEMIA COVID-19: UNA PERSPECTIVA DE GÉNERO

Belen Usero[1], Virginia Hernández[1], Gianni Romani[2]
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Relator: **Jenny María Ruiz Jiménez** (Universidad de Granada)

El objetivo de este trabajo es explorar, desde una perspectiva de género, las razones por las que los emprendedores deciden interrumpir su actividad emprendedora durante la pandemia Covid-19. Hasta el momento, la literatura académica apenas ha tenido en cuenta el impacto de la crisis del coronavirus sobre la decisión de los emprendedores de abandonar o renunciar a sus empresas. En este trabajo analizados las posibles diferencias existentes entre hombres y mujeres y comparamos las razones de la salida asociadas a la pandemia versus otras razones analizadas en investigaciones previas (voluntarias o forzosas). Además, exploramos el efecto moderador de la educación universitaria del emprendedor y la situación económica de la familia. Utilizando una muestra de 695 emprendedores que han cesado su actividad empresarial durante la pandemia Covid-19 en Chile, se comprueba que las mujeres tienen más probabilidad de cesar su actividad por causas relacionadas con el Covid-19 que por otros por motivos forzosos. Además, se encuentra que las mujeres con educación superior y con ingresos familiares elevados tienen menos probabilidad de cesar su negocio por motivos derivados del Covid-19, comparado con las razones voluntarias.

Lunes, 20/06/2022: 15:30 – 17:00 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

ESTRATEGIA III

Aula 1207

Presidente de la sesión: **Dr. Francisco Puig Blanco**, Universitat de Valencia

DIGITAL DYNAMIC CAPABILITIES: ARE THEY DIGITAL, DYNAMIC, OR BOTH?

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Relator: **Javier Amores Salvadó** (Universidad Complutense de Madrid)

Dynamic Capabilities Theory explains how firms react to rapid and technological change. Covid-19 pandemic has pushed all industries to find their own ways of adapting to the rapid chance as the theory suggests. Generally, digital technologies became the hot topic to achieve adaptation. This study follows a bibliometric literature analysis methodology to find how digitalisation and dynamic capabilities are related with an aim to define Digital Dynamic Capabilities. Covering 90 empirical articles from academic journals, the paper finds that digital dynamic capabilities can have digital, non-digital or both characters, depending on the definition and classification made by the researcher. The findings show that, practically, digital dynamic capabilities may be used as an outcome or antecedent of digitalisation or digital transformation periods, as long as they help companies to adapt to change. The paper makes a theoretical contribution to prevent the misunderstandings in the literature of that causality dilemma, revealing that dynamic and digital character of a capability should not be searched in the titles given by extant research, but rather in the way they are operationalised empirically.

EXPLORING DISRUPTIVE ENVIRONMENTAL STRATEGIES FACING THE CLIMATE EMERGENCY

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Relator: **Francisco Puig Blanco** (Universitat de Valencia)

There is a growing concern of citizens and businesses on the preservation of the natural environment. In that sense, several proposals have explored the nature of environmental strategies. Nevertheless, current climate emergency and the interconnected tipping points call for an enriched understanding of firm's environmental positioning as well as radical environmental strategies able to reverse the situation.

Our research refines and develops the existing typologies in two ways. Firstly, through deconstructing environmental strategies into their dimensions, we offer an enriched understanding and refinement about them. Secondly, we develop theory by fleshing out a new environmental strategy, called upcycling, that addresses the big challenge of climate emergency, not only reducing the negative environmental externalities but also creating positive ones, by means of a 'new sustainable capitalism'.

HISTORY AND DELIMITATION OF THE TEXTILE AND APPAREL CLUSTERS IN ECUADOR

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Relator: **Tugce Nuray Saka** (Universidad de Barcelona)

Understanding the context is crucial to explain social phenomena as the creation and structure of agglomerations of firms. This article explores how historical events impacted the formation and development of industrial clusters and the influence that this territorial structure has today in Ecuadorian textile-apparel firms.

For it, we deployed a mixed methodology. First, we calculated location quotients (LQ) to identify the textile-apparel clusters in Ecuadorian cantons (cities). Also, we used cartographic maps. Then, we analyzed historical events and public documents about this industry from 1463 until today.

As a result, we delimited 17 textile-apparel clusters, which contain 53% of Ecuadorian textile firms. Moreover, we evidenced that all of these clusters emerged during the Inca Empire by the indigenous specialized labor force and were further developed during the Spanish Colonial Period by the structure of Obrajes (textile mills). However, the Trasandine Railway influenced its strategic and organizational characteristics. These finding can serve to shed light on the reasons for the heterogeneous effect of intra and inter industrial clusters on the competitiveness of their firms and be used to guide public policy.

Lunes, 20/06/2022: 15:30 – 17:00 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

FINANZAS II
Aula 1009

Presidente de la sesión: **Gabriel de la Fuente Herrero**, Universidad de Valladolid

INDUSTRY BUBBLES AND UNEXPECTED CONSUMPTION SHOCKS: A CROSS-SECTIONAL EXPLANATION OF STOCK RETURNS UNDER RECURSIVE PREFERENCES

Javier Rojo-Suárez, Ana Belén Alonso-Conde, Rubén Lago-Balsalobre
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Relator: **Aleksandra Rudawska** (University of Szczecin)

Assuming an environment with rational and informed agents, where investors exhibit recursive preferences and make their economic decisions embedding industry bubbles into their information sets, we study to what extent unexpected consumption shocks can proxy for revisions in expected consumption growth and, consequently, explain the cross-sectional behavior of stock returns. Our results show that unexpected consumption shocks help forecast future consumption growth, allowing the Epstein-Zin model to satisfactorily explain the equity risk premium of different anomaly portfolios on the Tokyo Stock Exchange. Furthermore, our model provides a better understanding on consumption dynamics and its relationship to stock returns.

TALKING ABOUT A REVOLUTION – MANAGEMENT SHAKE-UPS IN BANKS

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Relator: **Luis Pablo de la Horra Ruiz** (Universidad de Valladolid)

Objectives: The management boards together with CEOs are responsible for strategic and operational leadership of banks therefore it is important to identify factors that influence the turnover on the CEO position and large management board changes. In the study we explore whether the large shifts in executives are linked to supervisory board changes, what would suggest that shareholders play important role in the management shake-up in banks.

Method: We use hand collected data of a long and internationally diversified sample of banks from eleven Central European countries spanning 2007 to 2019 with a two-tier board structure including management boards and supervisory boards.

Results/implications: Among the main results we find that management shake-ups, which are simultaneous replacements of CEOs and at least 50% of management board members, are positively linked with shifts inside supervisory boards. In addition, we show that dynamics of CEO turnover and management board changes are somewhat different. While CEOs turnover is linked with changes on the positions of the supervisory board president, large management board changes are related to the large portion of supervisory board members replacement. This suggests an important role played by the majority shareholders, which dominate the Central European banking sector landscape.

MONETARY POLICY AND CORPORATE INVESTMENT IN THE AFTERMATH OF THE GREAT RECESSION: A PANEL VAR APPROACH

Luis Pablo de la Horra[1], Javier Perote[2], Gabriel de la Fuente[1]
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Relator: **Ana Belén Alonso-Conde** (Universidad Rey Juan Carlos)

This paper explores the relationship between monetary policy and corporate investment in the aftermath of the Great Recession. Using a panel of US firms, we find that decreases in bond yields that occur in a quarter when an expansionary quantitative easing or forward guidance announcement is made are associated with higher levels of corporate investment. However, these effects are not uniform at the firm level. Firms with higher investment irreversibility and market power are less responsive to shifts in corporate bond yields after an expansionary announcement. Our results suggest that central banks should consider these firm-level characteristics in order to enhance the effectiveness of monetary policy at the effective lower bound.

Lunes, 20/06/2022: 15:30 – 17:00 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

GESTIÓN DEL CONOCIMIENTO II

Aula 1019

Presidente de la sesión: **Dr. Andrés Salas Vallina**, Universidad de Valencia

UNLOCKING KNOWLEDGE TRANSFER IN PUBLIC HEALTHCARE: THE ROLE OF HRM, STRATEGIC LEADERSHIP AND RESILIENCE

Andrés Salas Vallina[1], Juani Swart[2], Yasin Rofcanin[2]

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Relator: **Jesús de Frutos Belizón** (Universidad de Cádiz)

Objectives. The aim of this paper is to examine the impact of AMO HRM practices in knowledge transfer. To this aim, we check the mediating role os strategic leadership in the mentioned relationship, and the moderating role of resilience in the relationship between strategic leadership and knowledge transfer.

Theoretical background. We draw on the Ability, Motivation and Opportunity (AMO) framework and self-determination (SDT) theory, which is still in its infancy in public management.

Methodology. In a sample of 508 medical specilialists, we examine, thorugh PLS-SEM method, whether and how HR practices based on the AMO framework (training, opportunities for development, participation in decision-making, and communication) positively impact on knowledge transfer.

Results/implications. The results show that strategic leadership mediates the effect of AMO HR practices on knowledge transfer only when it fosters resilience among medical specialists.

INTERNATIONAL RESEARCH COLLABORATION AND RESEARCHER'S HUMAN CAPITAL PROFILES

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Relator: **Mercedes Segarra Ciprés** (Universitat Jaume I)

Despite the number of studies focused on understanding how academic researchers collaborate in international contexts, it remains still unclear, demanding further research and discussion. This study proposes deepening determinant factors of IRC, examining researchers human capital profiles and their tendency to collaborate internationally. A cluster analysis was conducted in a sample of 937 Spanish academics to examine diverse combinations of human capital attributes and potential differences in IRC. Preliminary results show three researcher profiles: (1) pure international research collaborators; (2) early-career and disassociate researchers and; (3) potential international research collaborators. This paper contributes to the extant literature with a new typology of based on the variables of academic human capital, showing specific combinations of attributes to explain, from a different perspective, those factors affecting IRC levels.

EXTERNAL AND INTERNAL KNOWLEDGE DIVERSITY: THE MODERATING ROLE OF CREATIVITY ON RADICAL AND INCREMENTAL INNOVATION PERFORMANCE

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Relator: **Daniel Alonso Martínez** (Universidad de León)

Purpose. This study investigates the influence of the diversity of external and internal knowledge on innovation performance and the moderating role of creativity methods.

Theoretical framework. The open innovation paradigm assumes that valuable ideas can come from inside and outside the organization. However, most research has focused primarily on the role of external knowledge, and less attention has been paid to internal knowledge sources and, in particular, to the role of employees' knowledge.

Methodology. The empirical study is based on a large sample of 37,810 firms from 14 European countries drawn from the CIS (2010).

Findings. Results show, first, that the effect of external and internal knowledge diversity on innovation performance depends on the level of radicalness of innovation. While the variety of the external and internal knowledge contributes positively to radical innovation performance, only employees' knowledge diversity is positively associated with incremental innovation. Second, we also find that the use of creativity methods moderates the relationship between employees' knowledge diversity and radical innovation, but this is not so in the case of incremental innovation. These

results confirm the relevance of the employees' contribution to the exploration and generation of new ideas in the context of open innovation research.

DOES BUSINESS ETHICS PROMOTE SOCIAL PROGRESS? THE ROLE OF INNOVATION

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Relator: **Andrés Salas Vallina** (Universidad de Valencia)

The main goal of this study is to analyse the influence of corporate ethics on social progress and the mediating effect of technological innovation. A theoretical model is proposed, and the hypotheses were tested on a sample of 40 OECD and non-OECD countries between 2011 to 2018 that includes data from Social Progress Imperative non-profit organization as well as from the World Economic Forum database (Global Competitiveness Reports). The results indicate that both corporate ethics and technological innovation have a direct influence on social progress. We also found that the influence of corporate ethics on social progress is mediated by technological innovations. In addition, we also found that these mediating effects varies depending on the dimensions of social progress considered. Our results provide several implications because policy-makers can reinforce ethical environments to increase social progress and managers should consider the possibility to create or introduce a sustainable innovation business model.

Lunes, 20/06/2022: 15:30 – 17:00 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

MARKETING II

Aula 1206

Presidente de la sesión: **Dra. Laura Lucia**, Universidad de Zaragoza

VOICE ASSISTANTS IN DIFFERENT USAGE CONTEXTS: WHICH FACTORS MATTER IN SIMPLE AND COMPLEX APPLICATIONS?

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Relator: **Julio Navio Marco** (UNED)

Artificial Intelligence (AI) empowered voice-enabled technologies like Voice Assistant (VA) have created a new interactive platform for individuals. The number of VA users is proliferating daily as it is effortless to use them for many usage applications. Nonetheless, only a limited amount of attention has been focused on the factors that actually shape users' adoption of VAs, particularly for different usage applications. Therefore, this paper primarily explores users' adoption of VA considering the usage applications by employing an extended unified theory of acceptance and use of technology 2 (UTAUT2) further incorporating social anxiety, rational and experiential decision-making. The study found that users' behavioral intentions can be explained by performance expectancy, effort expectancy, social influence, hedonic motivation, habit, social anxiety, rational decision-making, and experiential decision-making. Specifically, this research primarily found that the Simple Usage Application (SUA) vs the Complex Usage Application (CUA) of VA moderate the proposed relationships. The findings provide novel theoretical insights for the nascent literature concerning VA and VA makers with valuable insights on encouraging individuals to adopt VA.

THE DIGITALIZATION OF THE BRICK-AND-MORTAR RETAIL: A LITERATURE REVIEW ON CUSTOMER FACING INSTORE TECHNOLOGIES (CFIST)

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Relator: **Santiago Forgas Coll** (Universitat de Barcelona)

This article reviews the progression of the research about Customer Facing InStore Technologies (CFIST) in brick-and-mortar retail since 2000. Following a methodology-based review, our study combines a quantitative and a qualitative analysis of 196 papers. After a bibliometric review, we conduct an analysis of the main topics of interest and research

trends. Our study shows that despite the rising interest (half of the papers have been published in the last 4 years), CFIST research is still at its early stages, as there are no stablished research frameworks, adoption models or technology categorizations. Technology adoption is the most researched topic, specifically for self-service technology, RFID, and digital signage. Our work contributes to undertake new avenues of research by highlighting the research gaps and the major trends. Furthermore, we provide practitioners with practical conclusions to review the digital transformation of their physical stores.

ACEPTACIÓN TECNOLÓGICA DE ROBOTS SOCIALES CON ATRIBUTOS DE GÉNERO Y PERSONALIDAD

Ruben Huertas-Garcia[1], Santiago Forgas-Coll[1], Antonio Andriella[2], Guillem Alenyà[2], Jordi Campo[1]
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Relator: **Laura Lucia** (Universidad de Zaragoza)

Objetivos. Describir la estructura de algoritmos que configuran los sistemas de Inteligencia Artificial que hacen funcionar a los robots sociales que prestan servicios de atención al público. Se presenta una aplicación y se valida un modelo de aceptación tecnológica, además de explorar cómo afecta su aceptación el hecho de dotar al robot de género y personalidad.

Marco teórico. Se considera la teoría de la aceptación tecnológica para validar un modelo derivado del Almere (modelo pionero en robótica). Además, se considera la teoría de la fluidez para explorar si la aplicación de expresiones de género (femenino vs. masculino) y personalidad (colaborativa vs. competitiva) puede mejorar su aceptación tecnológica.

Metodología. Se realizó un experimento 2 × 2 entre sujetos (dos géneros vs dos personalidades) con una muestra de 219 participantes. Para evaluar la aceptación tecnológica de la adaptación de Almere se ha utilizado SEM y, para los cuatro escenarios de género y personalidad, se ha utilizado OLS.

Resultados/implicaciones. Se han confirmado siete de las ocho hipótesis de la adaptación del modelo de Almere y, además, se han recogido evidencias que el género y la personalidad del robot afectó su aceptación tecnológica del robot social y a los principales precedentes.

INTERACTIVITY AND HUMANISATION AS DRIVERS OF VOICE COMMERCE

Laura Lucia Palacios[1], Raúl Pérez López[2]
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Relator: **John vara prasad Ravi** (IQS School of Management/ Universitat Ramon Llull)

This article has two main goals. First, it aims to examine the direct and indirect (through trust) influence of interactivity on consumers' voice commerce use and second, to analyse the influence of humanisation of voice assistants on voice commerce intensity of use. This research describes the main variables used, based on previous theory on interactivity, trust and anthropomorphism. The hypotheses are tested with Structural Equation Modeling and data obtained with a survey among 387 consumers. The main results state that the dimensions of interactivity of responsiveness and controllability positively and indirectly impact voice commerce intensity of use through an increase in trust. Furthermore, human-like characteristics of the voice assistant increase trust, reduce perceived risks, and enhance voice commerce intensity of use. Our research offers important implications for voice assistant developers, since human-like characteristics and interactivity are two important factors that affect consumers' intention to voice shopping.

Lunes, 20/06/2022: 15:30 – 17:00 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

RRHH Y DISEÑO ORGANIZACIONAL III

Aula 1107

Presidente de la sesión: **Dra. Inocencia Mª Martínez-León**, Universidad Politécnica de Cartagena

THE "WHERE" AND THE "WHO" OF HRM DECISIONS: DECENTRALIZATION AND DEVOLUTION

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Despite (de)centralization and devolution processes in HRM have been extensively studied in the International Human Resources literature, there is often confusion in relation to their meaning. Also, little is known about how these processes are related to each other. Thus, the objective of this study is to integrate and clarify the relationship between HRM decentralization and devolution across multi-units' companies. In order to do so, the theoretical part of the study is anchored in the literature on organizational structure and design, devolution, and power. Empirically, the method used to test whether both constructs are associated is a large multi-country survey, which is analyzed using multilevel modelling for the analysis. Our results indicate that higher levels of decentralization lead to higher levels of devolution, and that this positive association is attenuated in organizations with more powerful HR functions. These results complement more traditional arguments of organizational design around uncertainty coping, with a focus on power within organizations. Overall, our study contributes both to the devolution and decentralization literatures by conceptually and empirically distinguishing both constructs, and empirically showing how they are related.

¿CÓMO HA AFECTADO LA PANDEMIA COVID-19 A LA INVESTIGACIÓN SOBRE HUMAN RESOURCE ANALYTICS?

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Relator: **Jiarui Yin** (Universitat Politècnica de Catalunya – BarcelonaTech)

Human Resource Analytics (HRAs) es un tema que ha despertado un gran interés entre académicos y profesionales de los recursos humanos. Prueba de ello son los trabajos que se han publicado de revisión de la literatura sobre HRAs. El objetivo de este trabajo es analizar cómo ha afectado la pandemia COVID-19 a la investigación sobre HRAs. Para ello y mediante el uso de técnicas bibliométricas, el primer lugar se analizan los cambios que se han producido como consecuencia de la pandemia, comparando la investigación del periodo pre-COVID (1970-2019) y post-COVID (2020-2022). En segundo lugar, se realiza un análisis sobre los aspectos que se han analizado desde el ámbito académico sobre HRAs en el periodo 2020-2022, agrupando los resultados en cuatros grandes bloques: enfoques, prácticas de recursos humanos, herramientas y utilidades. En tercer lugar, se realiza una reflexión sobre los nuevos enfoques para el estudio futuro de las HRAs. Los resultados obtenidos ponen de manifiesto la necesidad de abordar el estudio de las HRAs siguiendo una perspectiva de dirección estratégica de los RR. HH., por lo que se propone un modelo de análisis que facilite este tipo de trabajos.

IS HR ANALYTICS LAGGING BEHIND? – A CALL FOR CROSS-FUNCTIONAL AND INTERDISCIPLINARY COLLABORATION IN DOMAIN-SPECIFIC ANALYTICS RESEARCH

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Relator: **Isabel Olmedo-Cifuentes** (Universidad Politécnica de Cartagena)

• Objectives: By comparing the current research in business analytics applied in supply chain, marketing, finance, and human resources (HR), this study analyzes and compares the current state of research in the four domains and highlights the gaps that deserve further attention.

• Method: We use a mixed approach, including science mapping and categorization.

• Results/Implications: There are three main findings in the study. 1). Cross-functional collaboration and knowledge sharing are scarce among the analytics research in the four business domains. 2). Research on domain-specific analytics is mainly done by business researchers with little participation from departments such as computer science and statistics, and the presence of companies is also limited. 3). Current research on HR analytics is mostly conceptual studies and highly skewed to using qualitative methods on qualitative data. We encourage researchers from different types of analytics to collaborate and invite academics from disciplines such as computer science and statistics and companies to join the research on domain-specific analytics, providing new perspectives and insights to yield high-quality research with substantial implications.

¿ME DEJO EL BANCO? CONTRATO PSICOLÓGICO E INTENCIÓN DE ABANDONO DE LOS EMPLEADOS EN SITUACIÓN DE ERE

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Objetivos: Conocer si el cumplimiento del contrato psicológico afecta a la intención de abandono de los empleados, considerando ciertos resultados organizativos como la satisfacción laboral, el compromiso organizativo y el síndrome de burnout.

Marco teórico: Siguiendo la teoría del intercambio social y la de las expectativas generadas entre la empresa y los empleados, el contrato psicológico es el acuerdo que recoge y vincula las expectativas no escritas entre empleado y empresa, propiciando una relación laboral satisfactoria. Así, se justifica cómo el cumplimento de este contrato puede ser el origen de otros resultados organizativos relevantes en la gestión de recursos humanos.

Metodología: Estudio empírico a través de un análisis path con una muestra de 79 empleados de una entidad bancaria inmersa en un proceso de expediente de regulación de empleo (ERE).

Resultados/implicaciones: Un elevado grado de cumplimiento del contrato psicológico tiene importantes efectos directos sobre la satisfacción laboral, e indirectos sobre el compromiso organizativo, el síndrome de burnout y la intención de abandono. Por ello, los directivos deben estudiarlo periódicamente para conocer su evolución y renegociarlo con los empleados, especialmente en situación de ERE, que puede utilizarse como criterio de selección del personal que se queda en la organización.

Lunes, 20/06/2022: 15:30 – 17:00 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

EMPRESA Y SOCIEDAD III

Aula 1208

Presidente de la sesión: **Dra. Irene Campos García**, Universidad Rey Juan Carlos

HUMAN RESOURCES MANAGEMENT AND SUSTAINABILITY: A CRITICAL LITERATURE REVIEW OF PAST FINDINGS AND FUTURE CHALLENGES

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Since the presentation of the 2030 Agenda for Sustainable Development in 2015, the concern to clarify the field of knowledge associated with sustainable HRM has intensified, increasing scientific production. While some works have claimed that it is already a field of research, many aspects of sustainable HRM are not entirely clear. Using mixed methodology that combines science mapping tools with a systematic literature review, this paper identifies and evaluates the scientific production linked to sustainability and HRM in a broad sense. Aimed to describe the state of the art of the relationship between these two major topics and to define trends and identify gaps. On the one hand, this work evidences the undefinition and looseness in the use of the term sustainability that turns this body of literature into a scattered set of heterogeneous principles and arguments. On the other hand, the growing attention to human resources to achieve sustainability. Finally, we contribute revealing relevant and valuable study opportunities by identifying four broad areas

to explore or delve into HRM: to develop resilient organizations, enablers and barriers of HRM practices to get sustainability objectives, and the role of new technologies and new paradigms such as the circular economy.

ANALIZING RESILIENCE OF SMALL AND MEDIUM ENTERPRISES IN THE COVID-19: THE ROLE OF SOCIAL AND ENVIRONMENTAL PRACTICES

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Relator: **Francisco Rincón Roldán** (Universidad Pablo de Olavide)

Objective: Framed in the uncertain context of COVID-19, this paper analyzes how small and medium-sized enterprises (SMEs) have faced this crisis and, more specifically, the role that the adoption (pre-pandemic) of social and environmental practices (SEP) has played.

Theoretical frame: in times of crisis, like COVID-19, resilience is an essential organizational skill. Being a resilient company helps to overcome any dangerous situation. However, in the case of the COVID-19 pandemic, since there are no precedents, there are no previous similar situations that serve as a reference framework for business decision-making. Based on

Methods: data from a survey on managerial perceptions of 259 Andalusian SMEs has been used. The statistical technique that is employed is Heckman regression for controlling selection bias.

Results: the findings show that the adoption of SEP is an essential prerequisite for the development of a higher level of resilience, and that such resilience is positively related to business performance. These results have been obtained in two time periods: September 2020 (that is, during the crisis) and October 2021 (that is, near the end of the crisis).

INFLUENCIA DEL ENTORNO INTERNO ORGANIZATIVO DE CARÁCTER EMPRENDEDOR EN LAS ACCIONES DE SOSTENIBILIDAD

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Relator: **Sara Alonso Muñoz** (Universidad Rey Juan Carlos)

Objetivos: El objetivo de este trabajo es proponer y contrastar un modelo en el que se analiza la influencia de la estrategia organizacional emprendedora sobre los resultados de las acciones de sostenibilidad de la empresa.

Marco Teórico: Las relaciones de influencia entre los elementos internos de la organización y las interrelaciones entre ellos tienen una influencia directa sobre los resultados organizativos Dentro de estos resultados encontramos los relativos a las acciones de sostenibilidad desarrolladas por la organización en el ámbito económico, social y medioambiental.

Metodología: Este trabajo presenta un modelo de investigación teórico y empírico. El modelo propuesto se ha contrastado a través de Partial Least Squares (PLS-SEM) sobre una muestra de 93 empresas.

Resultados/Implicaciones: Los primeros resultados evidencian como las relaciones e interrelaciones de los elementos internos de la organización influyen de manera directa y positiva en los resultados de las acciones de sostenibilidad. Estos, además, posibilitarán a los responsables de empresas disponer de información para planificar sus acciones relacionadas con la sostenibilidad. También son importantes para los agentes implicados en la generación de políticas en esta materia, a los cuales les permitirá abordar estas no solo con un carácter finalista sino también desde el propio entorno interno.

Lunes, 20/06/2022: 15:30 – 17:00 SESIONES PARALELAS (III)

MESA INTERACTIVA

GOBIERNO CORPORATIVO & RSC

Aula 1312

Presidente de la sesión: **Dra. Inés Suárez-Perales**, Universidad de Zaragoza

THE MEDIATION ROLE OF PERCEIVED QUALITY AMONGST SUSTAINABLE DEVELOPMENT GOALS PRACTICES AND LOYALTY IN SHARING MOBILITY COMPANIES

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Sustainable Development Goals are one of the guides that we have for growing in a more sustainable way and sharing economy is one of the business models that more can help to this final goal. The main objective of the paper is to see if sustainable development goals practices taken by companies affect loyalty, so this paper analyses the relationship between perceived quality, loyalty and SDG on sharing mobility companies through an exploratory and confirmatory analysis of 485 answers from participants of sharing mobility companies.

Our results have identified an indirect-only mediation effect of perceived quality amongst sustainable development goals practices and loyalty. Thus, only applying sustainable practices in sharing mobility companies has not a direct effect on loyalty, because this effect only takes place through perceived quality.

This paper proposes theoretical foundations to conceptualize sustainable development practices on sharing mobility, provides evidence on the mediation effect and resolves two different gaps that the literature showed, and open the door to analyze if in other sectors the results are the same.

FACTORES QUE INFLUYEN EN LA ORIENTACIÓN A LA VENTA ÉTICA EN LAS PEQUEÑAS Y MEDIANAS EMPRESAS (PYMES)

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En el ámbito empresarial, se otorga a la fuerza de ventas un papel relevante como uno de los elementos principales a la contribución de los objetivos corporativos. En la actualidad, resulta fundamental mencionar la venta ética y la Responsabilidad Social Corporativa (RSC) como estrategia empresarial encaminada a la consecución de dichos objetivos. Por este motivo, el objetivo del presente trabajo es realizar un estudio sobre los factores que influyen en la empresa hacia la orientación a la venta ética, particularizada en un contexto de PYMES, basado en un estudio empírico a 94 empresas en el ámbito de la Región de Murcia (España). Los resultados del estudio ponen de manifiesto la relación directa entre el nivel de formación del CEO y la orientación hacia la venta ética. Asimismo, cuando al nivel de formación universitario del CEO le acompaña la implantación de una Memoria de RSC en la organización, favorece que aumente la orientación empresarial hacia la venta ética.

OPTIMIZING PRODUCTION OF FASHION GOODS AS MEANS TO A MORE SUSTAINABLE GARMENT INDUSTRY

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Objectives:

The overall objective is to create awareness that production scheduling methods represent highly valuable tools in contributing to a more sustainable garment manufacturing. Further, a structured illustration of existing objectives of production scheduling is provided by grouping them according to their influence on the production runs. Based on this, it is demonstrated how each of the six groups would entail beneficial sustainability effects.

Theoretical Framework:

The theoretical framework is based on six decades of research, which produced a broad range of contributions to production scheduling for different production layouts and designs (flow-shop, job-shop, assembly lines), covering the full range of fashion production designs.

Method:

Methodologically, a literature review and an accompanied analysis are provided.

Results/Implications:

While the economic advantages of production planning are obvious, the discussion revealed that literature already contains considerable potentials for optimizing garment production, which, however, need to be applied to the fashion context, especially when it comes to enhanced sustainable business practices. As the link between optimization and holistic sustainability has received limited attention, this article presents a comprehensive conceptual view on the topic and provides decision makers and researchers with valuable inputs which optimization approaches can support a company's sustainability efforts.

INTERACCIÓN DE RECURSOS Y FACHADAS ORGANIZATIVAS EN LOS COMPROMISOS VOLUNTARIOS DE REDUCCIÓN DE GASES DE EFECTO INVERNADERO

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Los recursos que permiten desarrollar capacidades de reducción de gases de efecto invernadero (GEI), desde la perspectiva de la RBV, es un tema no estudiado con suficiencia. Estas se consigan en compromisos voluntarios como United Nations Global Compact (UNGC). Como se cree que estas iniciativas son más simbólicas e intencionales, se estudia en qué medida los recursos se complementan con Fachadas organizativas, o aquellas sub-estructuras de mínimo costo para sortear los requerimientos de los Stakeholders. Varias regresiones con una variable dependiente continua que integra las distintas acciones relacionadas con la reducción de GEI presentes en los objetivos de desarrollo sostenible (ODS) dan un fuerte sustento sobre esta complementación, en empresas ubicadas en una economía emergente. Los recursos más utilizados para desarrollar capacidades son los de Gobernanza, Información y Tecnología. La Fachada organizativa Participación de los stakeholders muestra efectos directos y moderadores significativos con los recursos, principalmente las herramientas de gobernanza, asociadas al HQ de origen de la compañía, y de información. Los resultados indican que los recursos son importantes, pero también el uso de fachadas que destacan el porqué de los anuncios de las corporaciones y las asociaciones de empresas a tener un capitalismo de stakeholders.

Lunes, 20/06/2022: 15:30 – 17:00 SESIONES PARALELAS (III)

MESA INTERACTIVA

INNOVACIÓN DOCENTE

Aula 1318

Presidente de la sesión: **Dra. Daniela Freund**, IQS School of Management/Universitat Ramon Llull

ANÁLISIS DISCRIMINANTE DEL MODELO DE ORGANIZACIÓN EN LA EDUCACIÓN SUPERIOR: LA COMUNICACIÓN COMO DETERMINANTE DE CALIDAD

Cristina Checa Morales[1,2], Carmen De Pablos Heredero[1], Yenny Guiselli Torres[3], Antón García Martínez[2]
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El objetivo principal del trabajo fue conocer el poder discriminante de factores de calidad en las variables del modelo de Coordinación Relacional (CR) en las dimensiones de coordinación y relación en un contexto universitario.

Se utilizó una muestra aleatoria estratificada compuesta por 2.392 estudiantes en 2019, con estudiantes de la Universidad Técnica Estatal de Quevedo, Ecuador (UTEQ). El cuestionario se utilizó para recopilar datos anónimos. Se aplicó una metodología mixta. Las preguntas incluyeron aspectos relacionados con CR, calidad general y metodología de enseñanza. La encuesta estuvo compuesta por 23 ítems relacionados con la CR. Se creó una variable sintética de calidad a partir de la percepción de satisfacción del estudiante, verificando su validez a través de Modelos Lineales Generalizados (GLM). Para determinar la capacidad de discriminación de las variables, se utilizó un análisis discriminante paso a paso.

Los resultados mostraron que el modelo CR está verificado en la UTEQ y que la satisfacción de los estudiantes es un indicador válido para medir la calidad de la universidad. La coordinación institucional y la comunicación con la administración son los factores que más influyen en la calidad de la enseñanza superior universitaria y pueden constituir una base para sistemas educativos futuros.

DOES EMOTIONAL INTELLIGENCE INFLUENCE ACADEMIC PERFORMANCE? THE ROLE OF COMPASSION AND ENGAGEMENT IN EDUCATION FOR SUSTAINABLE DEVELOPMENT

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Education must guide students' emotional development, not only to improve their skills and help them achieve their maximum performance, but to establish the foundations of a more cooperative and compassionate society. Achieving the Sustainable Development Goals therefore implies focusing on emotional aspects as well as financial, social, environmental and scientific objectives. In this line, the goal of this study is to show how emotional intelligence, an essential dimension in the development and management of emotional competences required to build sustainable societies, plays a key role in optimising academic performance in the classroom through compassion and academic commitment. The research model was tested with a questionnaire addressed to 550 students from four higher education institutions and one secondary school. The results of a structural equation analysis confirmed the study hypotheses. Emotional intelligence was shown to be positively related to compassion and higher levels of commitment, which consequently led to better academic performance. This finding will encourage interest in developing emotional intelligence, not only for its long-term value in training healthy citizens, but also for its short-term results in the classroom.

COMPETENCIAS Y TALENTO EN LA EDUCACIÓN UNIVERSITARÍA: LA PERSPECTIVA DE LA EMPRESA

Mar Guitert, Mónica Martínez-Blasco, Judith Báguena, Jordi Cuadros
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Este trabajo muestra el resultado de las entrevistas no estructuradas realizadas entre 2020 y 2021 a empleadores de grandes empresas nacionales e internacionales con el objetivo de identificar cuales son las características que definen a las personas consideradas con talento. Para ello se han tenido en consideración diferentes sectores industriales, como el sector de la auditoría y consultoría, el sector del gran consumo y el biofarmacéutico y químico. Los resultados sugieren que las competencias establecidas por ANECA en sus libros blancos hace más de 15 años necesitan ser revisadas y actualizadas dado que este trabajo ha hecho aflorar demandas de nuevas competencias, redefiniendo así el panorama de los perfiles que los empleadores buscan actualmente y por tanto de los alumnos más talentosos y deseados.

Lunes, 20/06/2022: 17:00 – 18:30 SESIONES PARALELAS (IV)

COMUNICACIONES ORALES

EMPRENDIMIENTO III

Aula 1106

Presidente de la sesión: **Dra. Tamara Rodríguez González**, Universidad de Cádiz

EL IMPACTO DE LA PROFESIONALIZACIÓN, LA EXPERIENCIA, LOS RECURSOS Y EL AMBIDIESTRISMO DE LAS OTRI EN EL EMPRENDIMIENTO ACADÉMICO

Tamara Rodríguez González[1], Mariluz Fernández Alles[2], Mirta Díaz Fernández[1], Mercedes Villanueva Flores[1]
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Relator: **Juan Pablo Diánez González** (Universidad de Cádiz)

Objetivos: El objetivo de este artículo es estudiar la influencia de ciertas características clásicas de las OTRI como la profesionalización, la experiencia, y los recursos de emprendimiento y de gestión, así como considerar otras variables no estudiadas con anterioridad, como el ambidiestrismo de las OTRI en los desempeños emprendedores, en concreto en la creación de SOA.

Marco teórico: Este trabajo acude a la teoría de los recursos y capacidades al analizar los factores que son considerados claves para que las OTRI contribuyan al desempeño emprendedor.

Metodología: Para contrastar las hipótesis propuestas se realizan diversos análisis de regresión usando SPSS 25.

Resultados/implicaciones: Los resultados muestran que los recursos de emprendimiento y gestión y el ambidiestrismo, tanto a nivel organizacional como a nivel individual, de las OTRI influyen en el desempeño emprendedor. Sin embargo, no se encuentra relación entre la profesionalización y la experiencia de estas unidades en la creación de SOA. El

presente estudio contribuye a la literatura sobre OTRI, emprendimiento y ambidiestrismo, ya que muestra tanto los factores que no afectan al desempeño emprendedor, como aquellos que han de ser tenidos en cuenta para que las OTRI, unidades catalizadoras de la transferencia de conocimiento, obtengan mayores desempeños emprendedores.

INTERNATIONALISATION PATTERNS OF SPANISH ACADEMIC SPIN-OFFS

Carmen Camelo Ordaz[1], Elena Sousa Ginel[2], Juan Pablo Diánez González[1], Noelia Franco Leal[1]
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Relator: **Nina Magomedova** (Universitat Internacional de Catalunya)

Taken into account the scale and scope dimensions of internationalisation, and based on the typology proposed by Kuivalainen et al. (2012), this paper try to ascertain whether Spanish academic spin-offs present different sub-patterns of Born Global, as well as to analyse whether the different Born Global sub-patterns differ in their antecedent factors. Results of cluster analysis conducted on a sample of 74 Born Global academic spin offs show the existence of three sub-patterns in the Spanish context: true Born Global, geographically focused Born Global, and sporadic Born Global, being the most representative the last one. On the other hand, results of the two-step ANOVA analysis of variance revealed significant differences regarding the relevance of the antecedent factors among the different Born Global sub-patterns. Thus, global technological competence, international industrial networks, and management team functional heterogeneity are more relevant for the true Born Global and geographically focused Born Global patterns; while academic networks are more important in sporadic Born Global.

EL CAPITAL RIESGO VINCULADO A LA UNIVERSIDAD: UN ESTUDIO COMPARATIVO

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Relator: **Metin Onal Vural** (CUNEF)

En las últimas tres décadas, se ha producido un aumento considerable de la comercialización de la ciencia creada por las universidades en todo el mundo. Las universidades van un paso más allá de las misiones clásicas de enseñanza e investigación al contribuir al crecimiento económico y al desarrollo de la sociedad con lo que se conoce como su tercera misión: la transferencia de conocimientos. Algunas universidades han creado fondos de capital riesgo afiliados a la universidad para resolver el déficit de financiación de estas nuevas empresas que surgen de la investigación académica. Estos fondos son uno de los actores clave en el desarrollo del ecosistema universitario empresarial. Sin embargo, se sabe poco sobre las características específicas que tienen en términos de estructura, gobernanza y lógica de inversión. El presente estudio compara dos de estos fondos de distinto país y tamaño. Encontramos ciertas similitudes y a la vez diferencias entre los casos estudiados, lo que indica que cada universidad afronta de manera desigual la financiación de la transferencia de conocimientos mediante estos instrumentos.

ACADEMIC ENTREPRENEURSHIP AS A DISCOVERY PROCESS: EVALUATING AND EXPLOITING SCIENCE-BASED ENTREPRENEURIAL OPPORTUNITIES

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We adopt an entrepreneurship perspective and explore the dynamics by which scientific research is converted into technological opportunities, and how such opportunities can positively impact society. Scientific knowledge is not automatically converted into innovations; in most cases this is a long, uncertain and resource demanding process involving many actors. Building on the literature in science commercialization we propose a process model that entails how access to and discovery of opportunities is affected by social psychological and social structural factors and how economic enablers and entrepreneurial ecosystem surrounding the opportunity determine whether and to what extent the opportunity can be successfully enacted. In doing so, we contribute to the discussion in science commercialization by unifying social psychological, social structural and environmental perspectives. We discuss the policy implications of our model for universities, government agencies and key stakeholders involved in the entrepreneurial ecosystem.

Lunes, 20/06/2022: 17:00 – 18:30 SESIONES PARALELAS (IV)

COMUNICACIONES ORALES

EMPRESA FAMILIAR II

Aula 1318

Presidente de la sesión: **Dra. Guillermina Tormo Carbó**, Universitat Politècnica de València

RETRENCHMENT AND PERFORMANCE: THE MODERATING ROLE OF FAMILY INVOLVEMENT

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Relator: **Elies Seguí-Mas** (Universitat Politècnica de València)

This study explores retrenchment measures that family firms (FF) adopt during periods of external crisis. Drawing on Socio Emotional Wealth and agency theory we analyze the intensity of the retrenchment measures in FF that are facing a decline in financial performance caused by external factors. Using information from 113 Spanish FF that faced the recent global economic and financial crisis, we examine strategic decisions carried out by FF related to changes in their strategy portfolio; ownership and governance issues and changes on the Top Management Teams (TMT). We evidence that, CEOs owners are more predisposed to intensify retrenchment measures than CEOs non-owners, especially in the first generation of the company's. Second, family influence on managerial decisions inhibits the intensity of retrenchment measures carried out by non-family CEO. Third, TMTs with family members are more predisposed to carry out retrenchment measures. However, this effect is lost at percentages above 65% of family members on the TMT.

DO FAMILY BUSINESS SELF-EFFICACY AND COMMITMENT TO THE FAMILY FIRM ENHANCE SUCCESSION INTENTION? THE ROLE OF PARENTAL SUPPORT

Guillermina Tormo-Carbó, Irene Jiménez-Arribas, Elies Seguí-Mas
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Relator: **Iván Alfredo Salazar Morales** (Universidad Publica de Navarra)

• Objetivos: This paper extends our understanding of the conceptual model of the moderating effects of Family Business Self-Efficacy and commitment to the family firm between parental support and engagement in family firms.

• Marco teórico: In terms of conventional reciprocal causation, Social Cognitive Theory (SCT) describes psychosocial behavior.

• Metodología: We applyed Partial Least Squares Structural Equation Modelling (PLS-SEM) to a sample of 260 technical university students with a family entrepreneurial background.

• Resultados/implicaciones: we found that parental support affected Family Business Self-Efficacy although it did not impact Succession Intention. On the other hand, parental support also affected Affective Commitment and Normative Commitment which, in turn, influenced Succession Intention. These results are important to enrich the family business literature, especially to identify the antecedents of Succession Intention of university students.

EFFICIENCY OF PUBLIC R&D GRANTS: THE ROLE OF OWNERSHIP AND SIZE

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Relator: **Lirios Alos-Simo** (Universidad Miguel Hernandez)

This works aims to shed light on ambiguous conclusions drawn regarding the effect of Public funding on the R&D performance of the firm. While there's evidence on the enhancing effect of funding on the firm's performance, it is still a debate on which types of companies make better use of this funding, firm differentiation made by ownership and size. Setting the study in Spain where 90% of the firms are small and medium-sized and 80% of them are family-owned, we used Resource-based view and Socioemotional Wealth theories to frame the theoretical background where our hypotheses lie. We test these hypotheses to analyze whether the small and medium or family firms perform better than their counterparts. Through the use of a Poisson model, we use proxies of R&D performance as dependent variables while controlling for firm-specific characteristics and the use of interaction effects. The results show that on average small firms receive less funding than large firms; however, the results also show that small and medium family-owned enterprises perform better than non-family large firms when both entities receive public funding. This calls for attention to funding distribution to companies that will make optimal use of these.

THE INFLUENCE OF EVOLUTION OF THE ENVIRONMENT ON EXPORT IN FAMILY FIRMS

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Relator: **Rafael Jorda Gomez** (Universidad de Valencia)

The purpose of this article is to analyze the pressure of environment—recessive, stable, and expansive—on export volume in family firms. Although globalization has hastened family firms toward internationalization, little is known of the influence of market evolution on export strategies.

We use panel data from 788 family firms to analyze these firms' behavior during a 5-year period (2012-2016). We propose a theoretical model that analyzes the influence of market evolution on percentage of export sales and the mediating role of product and process innovation in this relationship.

The data show that family firms obtain better results for export sales in recessive and expansive environments than in stable ones. The study also shows that the influence of innovation is not significant under market pressure, suggesting that the relationship of the market to exports is more significant.

This article reveals the export strategy of family firms in the face of market evolution. We perform a study with panel data to confirm some family firm behaviors that have been viewed as divergent. Export strategy can differ depending on the market situation, family firms are more active and entrepreneurial when contexts are recessive and expansive, and less active when markets are stable.

Lunes, 20/06/2022: 17:00 – 18:30 SESIONES PARALELAS (IV)

COMUNICACIONES ORALES

GOBIERNO CORPORATIVO & RSC II

Aula 1009

Presidente de la sesión: **Dr. Domingo Javier Santana Martín**, Universidad de Las Palmas de Gran Canaria

BOARD GENDER DIVERSITY AND ESG RISK DISCLOSURE

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Relator: **David Cabreros González** (Universidad de Valladolid)

Objectives. Empirical research exploring the effect of corporate governance attributes on risk disclosures is almost non-existent, and no studies have as yet specifically considered the interaction between board gender diversity and ESG risk disclosures. We attempt to fill this gap. More specifically, using a sample of Spanish listed firms in the period 2013-2020, we study how board gender diversity affects ESG risk disclosures by analysing the presence of a critical mass of female directors and considering their ties to dominant family owners.

Theoretical background. We use a multi-theoretical approach based on agency theory, stakeholder theory and resources-based view, which highlights positive and negative arguments of board gender diversity on ESG risk disclosure.

Methodology. In order to make our estimates, we run different analyses, IVPROBIT, IVTOBIT and Propensity Score Matching Procedure. Moreover, our results are robust to alternative to measure board gender diversity and to different econometric specifications.

Results and implications. Our results show that when studying the relationship between board gender diversity and ESG risk disclosure, not only should the moderating effect of women's influence on the board be considered but also that women should not be seen as a homogeneous group who display similar interests and incentives.

MEDIA COVERAGE AND DIVIDEND POLICY

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Relator: **Jaime Guerrero Villegas** (Universidad de Cádiz)

Objectives. Numerous studies have associated various corporate governance instruments with dividend policy. However, the analysis of media coverage as an extra-legal corporate governance mechanism and its effect on dividend policy has not thus far been addressed. This research looks at what role media attention plays in the dividend policy of Spanish listed companies for the period 2004-2019.

Theoretical background. From an agency point of view, the media can have a significant impact on corporate performance, such as in certain capital allocation decisions or corporate governance mechanisms. According to La Porta et al. (2000), enhanced control of the actions of internal agents by the media can have a complementary or substitutive effect with dividend policy.

Methodology. We run different analyses, and use 3SLS, 2SLS, and GMM. Moreover, our results are robust to alternative measures of media coverage and to different econometric specifications.

Results and implications. Our results are in line with the outcome approach and show that firms which come under more media attention pay more dividends to their shareholders as a result of greater scrutiny. This study contributes to the previous literature linking extra-legal governance mechanisms with dividend policy and highlights the media as a driver of dividends.

HOW MIGHT YOUR CEO'S CAREER HORIZON SHAPE YOUR FIRM'S ENGAGEMENT IN ESG? AN INSURANCE-BASED PERSPECTIVE

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Aim: This study investigates the influence of a CEO's career horizon on a firm's engagement in ESG. Given the insurance-like benefits of this strategy, a firm's willingness to pursue additional ESG efforts is likely to mirror a CEO's risk appetite at each stage of their career horizon.

Theoretical framework: Drawing on the upper echelons and prospect theories, we theorize the decomposition of CEO career horizon into two counteracting forces (career concerns and legacy concerns) to explain how a CEO's effort in ESG changes depending on the length of the horizon and their decision framing relative to a neutral point (i.e. a firm's performance relative to its industry benchmark).

Methodology: Hypotheses are tested on a sample of European listed companies (2007-2018). A censored regression approach (Tobit) is applied.

Results & implications: Our evidence supports an inverted U-shaped relationship between CEO career horizon and a firm's ESG engagement. Contrary to our expectations, such a relationship is not sensitive to the decision framing, suggesting that ESG shifts from conventional insurance decisions. Overall, this research shows the importance of a CEO's risk appetite as a key antecedent of ESG actions by companies and suggests that the uniqueness of this insurance strategy deserves separate attention.

UNDERSTANDING HOW DIRECTORS EMBRANCE FIRMS' ACQUISITIONS DECISIONS: THE VALUE OF POLITICIANS ON BOARD AND CORPORATE SOCIAL RESPONSIBILITY

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Relator: **Domingo Javier Santana Martín** (Universidad de Las Palmas de Gran Canaria)

This study explores the relationship between former politicians on boards and corporate acquisition activity. Specifically, we posit that boards with directors who have been politicians have a positive influence on the tendency to acquire other firms, and that ESG performance (divided into environmental, social and governance scores) moderates this relationship. Using data collected from the Spanish public firms on the Madrid Stock Exchange during the period 2011-2015, the results show evidence of the positive influence of former politicians on acquisitions, but also demonstrate that the three categories of ESG performance do not moderate this relation equally. This fact opens the discussion on both the role of ESG performance and the active involvement and acceptance of stakeholders. Therefore, our results have implications for the acquisitions' strategic management challenge that firms face when they compose their boards. A corporate board needs to structure itself in such a way that it depends not only on the board of directors and the resources provided by these directors, but also on Corporate Social Responsibility

Lunes, 20/06/2022: 17:00 – 18:30 SESIONES PARALELAS (IV)

COMUNICACIONES ORALES

INNOVACIÓN III

Aula 1019

Presidente de la sesión: **Prof. Isabel Díez-Vial**, Complutense University of Madrid

INNOVATION PERFORMANCE AND GOVERNANCE MECHANISMS IN R&D NETWORKS

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Relator: **Isabel Díez-Vial** (Complutense University of Madrid)

• Objectives: This paper aims to answer the research question: which combinations of governance mechanisms of the network favored the positive innovative performance in innovation networks?

• Theoretical framework: Innovation is considered as one of the main indicators of value creation by companies. The cooperation for innovation is characterized as an instrument that seeks to promote technological innovations, becoming a focus of study, assessment and development of several ways of articulation between organizations. Several research have compared and demonstrated that networks are an alternative for an organization that acts independently in the purpose of developing innovations. Agricultural project networks of plant genetic improvement were researched from Brazil.

• Methodology: We adopted as method the Content Analysis and Qualitative Comparative Analysis (QCA), that offers a compared research based on Boolean algebra.

• Results/implications: We found four causal conditions were identified as explanatory of the differences of performance between the agricultural networks of innovation, namely: the presence of the mechanism of communication, which was considered necessary, and of the mechanism of decision and negotiation combined with the absence of the incentive systems and the public support and infrastructure.

INTER-ORGANIZATIONAL RELATIONSHIPS GOVERNANCE AND INNOVATION UNDER DIFFERENT LOCAL INSTITUTIONAL CONTEXTS

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Relator: **Pablo Garrido Prada** (Universidad de Salamanca)

• Objectives:

- To investigate how cluster formal and informal institutional settings along with IORs' governance choices shape innovation.

- To evaluate the mutual interaction between local institutions and firm's formalization of its relationships with partners.

• Theoretical framework: Under a formal institutional context, firms following a formal contractual form in their IORs would have lower negotiating costs and players would be reliable by following rules. An informal institutional context with relational IORs favours an individual routinization of collective sanctions and the development of shared routines to increase absorptive capacity. Any other combination creates misalignments that hinder innovation.

• Methodology: A combination of qualitative methods based on 12 deep interviews with a questionary to 115 firms was used. We run a regression to explain innovation by considering variables at both firm and local levels.

• Results/Implications: We confirm a reinforcing role of an informal local institutional context on the relationship between relational governance relationships and innovation. The same applies for a formal local institutional context and contractual governance relationships. Innovative firms should consider not only the effect of different governance modes but also how do they fit with existing local contexts. Otherwise, firms can be locked into existing practices and products of the location.

INNOVATION INVESTMENT AND PRODUCT INNOVATION PERFORMANCE DURING A PERIOD OF CRISIS FOR SMES

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Relator: **Aída del Cubo Molina** (Universidad Pablo de Olavide)

Not enough is known about the performance of the innovation investment over the product innovation output and firm growth in a context of crisis for micro, small and medium enterprises (SMEs). Thus, the objective of the article is to expand the current literature (i) analysing the effect of innovation investment intensity on innovation output, (ii) inspecting the performance of following a pro or anticyclical innovation intensity strategy, and (iii) examining how these outputs impact the SME growth in a period of crisis. Using a panel of Spanish SMEs and a sequential multi-stage approach, we build a novel measure to capture the innovation intensity strategy. We find that in a period of economic crisis, innovation investment intensity remains decisive for generating product innovations, albeit with the net effect moderated by the innovation intensity strategy. Follow an anticyclical innovation intensity strategy increases the product innovation outputs and firm growth.

OPEN INNOVATION TO TACKLE COVID-19 IN SMEs IN MATURE INDUSTRIES: THE ROLE OF DIGITALIZACION

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Relator: **Cleidson Nogueira Dias** (Empresa Brasileña de Investigación Agrícola (Embrapa) y Universidad de Brasília (UnB))

Objectives: This paper has two aims. First, it analyzes if firms in a traditional industry (wine industry) have changed their Open Innovation (OI) strategy, as a way to counter the effects of the Covid-19 pandemic. Second, it tests the contingent role played by the negative economic impact of the pandemic and digitalization on the SMEs' OI strategy in times of Covid-19 pandemic.

Theoretical framework: The environment in which companies operate has changed because of the global Covid-19 pandemic. From and OI perspective, this research focuses on studying how SMEs, in the Spanish wine sector, have changed their OI strategies in order to adapt to the new circumstances and succeed. To do so, we consider the economic impact of the Covid-19 pandemic and small and medium wineries' digitalisation strategies.

Lunes, 20/06/2022: 17:00 – 18:30 SESIONES PARALELAS (IV)

COMUNICACIONES ORALES

INTERNACIONALIZACIÓN II

Aula 1105

Presidente de la sesión: **Dra. Nuria Esther Hurtado Torres**, Universidad de Granada

ENVIRONMENTAL POLICIES AND INTERNATIONALIZATION: THE MODERATING ROLES OF NATIONAL AND FIRM INNOVATION CAPABILITIES IN ASIA-PACIFIC FIRMS

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Relator: **Nuria Esther Hurtado Torres** (Universidad de Granada)

The goal of this research is to examine whether Asia-Pacific firms use environmental policies as a business strategy to speed up their internationalization process and capture moderating roles of national and firm innovation capabilities. A multilevel modeling technique was used to test our hypotheses. Our sample comprises 91 firms from 11 countries in 10 different sectors during the period ranging from 2014 to 2018. Our results show that firms' environmental policies have a significant positive impact on such firms' scope of internationalization. The results reveal that whereas high national innovation capability has a negative moderating role in the relationship between firms' environmental policies and their scope of internationalization, firm innovation capability does not exhibit a significant scope effect of internationalization.

ENVIRONMENTAL LEGITIMATION IN AN INTERNATIONAL CONTEXT: HOW DO EMERGING MARKET MNES AND DEVELOPED MARKET MNES ATTAIN GLOBAL LEGITIMATION?

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Relator: **Germán Benito Sarriá** (ESCE International Business School)

The growing importance of emerging market multinational enterprises (EMNEs) in the global business playground has given rise to new research avenues that dive into the intricacies of their environmental behavior and how they achieve environmental legitimacy to operate in foreign countries. We study the differences and similarities between EMNEs and developed market MNEs (DMNEs) in their levels of environmental disclosure and adoption of environmental management policies. We further study what happens with these environmental issues when MNEs increase their level of international diversification. Using an unbalanced panel dataset consisting of 289 MNEs from 49 countries in the period of eight years, we find that EMNEs have a wider adoption of environmental management policies compared to DMNEs. Our results reveal that EMNEs' environmental behavior does not change significantly when they increase their international diversification, while DMNEs show a sharp increase in both environmental disclosure and management policies as their level of international diversification is higher.

BUSINESS MODELS AND INTERNATIONAL VALUE CHAINS: A JOINT APPROACH TO GLOBALIZE THE MANUFACTURING SME

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Relator: **María Sacristán-Navarro** (Universidad Rey Juan Carlos)

• The study aims to analyze the geographical scope of SMEs in international manufacturing industries through their business models and the internationalization of upstream activities in the value chain. This paper studies the geographical scope from two approaches: the breadth of countries and the breadth of regions.

• Geographic expansion is especially complicated for traditional manufacturing SMEs and the acquisition of resources through international value chains, combined with a business model design aligned with the demands of the global market, can be fundamental for the internationalization of these companies.

• The study analyzes 120 Spanish textile, footwear and furniture SMEs through logistic regressions.

• The results show a difference in the usefulness of the resources acquired from the internationalization of value chain activities and the design of the business model between the diversification of countries and interregional internationalization. The study expands the resource-based view through the business model approach, clarifies the business model framework and provides new information on the internationalization of the manufacturing SME.

WHICH INNOVATION ACTIVITIES CAN FOSTER INTERNATIONALISATION? A QUALITATIVE COMPARATIVE ANALYSIS IN SPANISH FAMILY AND NON-FAMILY FIRMS UNDER CHANGING ENVIRONMENTAL CONDITIONS*

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Relator: **Gozal Ahmadova** (ESADE Business School)

Drawing mainly on the Resource-Based View and prior evidence, this study aims to identify the potential differences in innovative behaviour between international family firms and non-family firms when environmental conditions change drastically over time (i.e., from a situation of economic growth to another of downturn and then recovery). We use a large sample of Spanish manufacturing firms between 2007 and 2016. During this period (2009-2013), the global economic-financial crisis affected Spain. Thus, three sub-periods are distinguished in the empirical analysis: growth, crisis, and recovery. Using Qualitative Comparative Analysis, our results reveal that the paths or combinations of innovation activities that can promote internationalisation via exporting in family and non-family firms are somewhat dissimilar in each sub-period, supporting the argument that the causal effect of innovation on internationalisation is heavily dependent on environmental conditions. In addition, compared to non-family firms, our results show that when family firms internationalise, they follow a wide variety and more stable number of paths in innovation activities. Ultimately, our findings provide new insights to support the argument of heterogeneity not only among non-family firms but also among family firms.

Lunes, 20/06/2022: 17:00 – 18:30 SESIONES PARALELAS (IV)

COMUNICACIONES ORALES

OPERACIONES Y GESTIÓN TECNOLÓGICA ORGANIZACIONAL II

Aula 1206

Presidente de la sesión: **Francisco Javier Llorens Montes**, Universidad de Granada

INDUSTRIA 4.0 Y CADENA DE SUMINSITRO. UN ENFOQUE DESDE LA REVISIÓN SISTEMÁTICA DE LA LITERATURA Y LA MINERÍA DE TEXTO

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Relator: **Andrea Patricia Iglesias Pardo** (Universidad de Jaén)

Objetivos. El propósito de este trabajo es proporcionar una agrupación de los aspectos tratados en la literatura sobre Industria 4.0 en su relación con los diferentes agentes que participan en la cadena de suministro, aportando una innovación en la técnica de análisis bibliométrico de literatura y detectando lagunas de investigación a cubrir en un futuro.

Marco teórico. El concepto de Industria 4.0 tuvo su origen en la fabricación, sin embargo, ha ido evolucionado durante los últimos años extendiéndose más allá de los límites de una empresa focal para abarcar toda una cadena de suministro.

Metodología. Se aplican secuencialmente dos métodos. En primer lugar, las fases iniciales de una revisión sistemática de la literatura para la identificación, selección y evaluación de los documentos que serán analizados. Posteriormente, se aplican técnicas de Artificial Intelligence/Natural Lenguage Processing para la identificación de los temas de investigación y agrupación de los artículos.

Resultados/implicaciones. Se identifican un total de 41 temas de investigación que dan lugar a una agrupación de 663 artículos en 8 clústers. Los resultados obtenidos son utilizados para el análisis de la literatura existente, la detección de los gaps y las propuestas para la investigación futura sobre I4.0 y cadena de suministro.

EL IMPACTO DE LAS TECNOLOGÍAS EMERGENTES DE LA INDUSTRIA 4.0 EN LAS CAPACIDADES DE FLEXIBILIDAD Y AGILIDAD DE LA CADENA DE SUMINISTRO: UNA REVISIÓN SISTEMÁTICA DE LA LITERATURA

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Relator: **José Matas-Casado** (Universidad de Granada)

Objetivos: El presente trabajo ofrece una visión general del estado actual de la literatura sobre el impacto generado por las ITs emergentes de la Industria 4.0 (I4.0) en las capacidades relacionadas con la capacidad de respuesta de la cadena de suministro, es decir, la flexibilidad y agilidad de la cadena de suministro.

Metodología: La metodología utilizada ha sido la Revisión Sistemática de la Literatura permitiendo localizar los artículos sobre dicha temática para el periodo comprendido entre 1999, año de publicación del primer trabajo sobre flexibilidad y agilidad de la cadena de suministro, y mayo de 2021.

Resultados/implicaciones: La literatura se ha clasificado en función de la tecnología emergente concreta y la capacidad o conjunto de capacidades habilitadas por dicha ITs relacionadas por, un lado, con la flexibilidad de la cadena de suministro y, por otro, con la agilidad de la cadena de suministro. De este modo, se expone la relación tecnología emergente y capacidad o capacidades que habilita y, a su vez, se ofrece un inventario de capacidades que desarrollan las ITs emergentes en función de si el objetivo buscado es mejorar la flexibilidad o incrementar la agilidad de la cadena de suministro.

LA PERCEPCIÓN DEL ENTORNO DE APROVISIONAMIENTO Y LA RESPUESTA A LAS DISRUPCIONES: UNA PERSPECTIVA EMOCIONAL.

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Relator: **Juan Luis Torres Rubira** (Universitat Jaume I)

La percepción que tenemos sobre nuestro entorno nos afecta a la hora de tomar decisiones y de reaccionar ante eventos inesperados. Este trabajo analiza el efecto de la percepción de emociones colectivas en el entorno de aprovisionamiento de la cadena de suministro sobre la respuesta organizacional llevada a cabo ante una disrupción. El análisis de 221 encuestas a empresas concluye que los directivos que perciben un conjunto de emociones colectivas positivas tienden a aplicar una respuesta basada en la vinculación, reforzando las relaciones existentes (por ejemplo, con mejor intercambio de información). Esta relación está moderada por cómo de resiliente es la propia cadena de suministro. Se detecta una relación ambivalente, ya que un alto nivel de emociones colectivas también puede llevar a estrategias de amortiguación (por ejemplo, búsqueda de proveedores alternativos). Sin embargo, se diferencian en las motivaciones detrás de cada relación. Al mismo tiempo, se estudia la influencia que tiene la resiliencia de la cadena de suministro en la toma de decisiones sobre la forma concreta de responder a esas disrupciones.

EVALUACIÓN SQAS: ¿CONTRIBUYE A LA SOSTENIBILIDAD EN EL TRANSPORTE DE MERCANCÍAS PELIGROSAS POR CARRETERA?

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Relator: **Miguel Núñez Merino** (Universidad de Jaén / Fujitsu Technology Solutions)

El propósito de este trabajo es doble. En primer lugar, examina cuales son las motivaciones que mueven a las empresas de transporte de mercancías peligrosas por carretera a solicitar una evaluación en SQAS (Safety & Quality Assessment for Sustainability). SQAS pretende medir los niveles de sostenibilidad –requisitos de calidad, prevención, seguridad y medioambiente– en proveedores logísticos de la industria química. En segundo lugar, analiza cómo influyen estas motivaciones en la interiorización de la evaluación SQAS, y la manera en que esa interiorización impacta en los resultados en sostenibilidad. El trabajo analiza una muestra de 78 empresas evaluadas de acuerdo con SQAS en la modalidad de “Transport Service”. Utilizamos modelos de ecuaciones estructurales aplicando PLS para testar las hipótesis planteadas. Los resultados indican que la presión de los clientes es la principal motivación para que una empresa proceda a la evaluación. Además, y de acuerdo con la literatura, los resultados también muestran que las motivaciones internas impactan en mayor medida que las externas en la interiorización de la evaluación SQAS, y que una mayor interiorización contribuye a unos mejores resultados en sostenibilidad.

Lunes, 20/06/2022: 17:00 – 18:30 SESIONES PARALELAS (IV)

COMUNICACIONES ORALES

RRHH Y DISEÑO ORGANIZACIONAL IV

Aula 1107

Presidente de la sesión: **Carmen González-Zapatero Redondo**, Universidad de Salamanca

FROM PROFESSIONALISM TO HYBRIDITY IN PUBLIC HEALTHCARE: JANUS-LIKE MIDDLE MANAGERS IDENTITY

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Relator: **Carmen González-Zapatero Redondo** (Universidad de Salamanca)

• Objectives. Based on an interpretive research design, this study responds to the need to understand the complexity that middle-managers face in public healthcare. Middle managers are crucial to supporting the effective and efficient delivery of healthcare services. However, we know little about how they experience and respond to their managerial function, operating at the junction of top-down and bottom-up predicaments and the combined professional and managerial role.

• Theoretical background. We draw on the Ability, Motivation and Opportunity (AMO) framework and self-determination (SDT) theory, which is still in its infancy in public management.

• Methodology. Based upon 63 interviews with heads of medical units, nurses and administrative staff in public healthcare hospitals, and the observation of managerial actions and interactions, we explored how heads of medical units define their work identities, through an interpretive research method.

• Results/implications. Four middle manager configurations were found: puppet, foreman, integrator and process promoter. The influence of each of these configurations on interpersonal relationships and decision making is examined. The research results sheds light on the two faces of middle managers in healthcare organizations, and how they identify with their role and deal with organizational complexity.

TELEWORKING STRESS RISKS: LESSONS FROM COVID-19

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Relator: **Juan Carlos Rivera Prieto** (Universidad Pablo de Olavide)

The COVID-19 pandemic has significantly increased teleworking. Because worker stress has a negative impact on productivity, the changes to work created by the pandemic represent an opportunity to understand the effects of the teleworking experience on worker stress. Furthermore, the increase of teleworking may well become a longer-term trend, now that both workers and companies have experience it and have developed work routines to support it. Therefore, studying the risks of stress from teleworking is important. This research offers an explanatory model of stress caused by teleworking. The model analyzes the impact of three groups of factors (personal, organizational, and environmental) on two types of stress (work and domestic). The model is tested on a sample of 524 teleworkers. The results expose the varying effects of these factors on both types of stress and suggest stress mitigation strategies for companies that allow teleworking.

LINKING TURNAROUND STRATEGY AND HR STRATEGY IN COVID-19 TIMES

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Relator: **Salvador Ugalde Martinez** (Universidad de León)

• Objectives: This research introduces the need to acknowledge antecedents of the decline, turnaround strategies, HR strategies and practices, institutional pressures to HRM and stakeholders' rhetorical signals to revert the crisis caused by COVID-19 pandemic.

• Theoretical Framework: This study combines the literature on turnaround strategy with the literature on HRM, paying special attention to the antecedent of problems/causes and their impact on the company.

• Method: A case study was carried out in an airline, enriched with a rhetorical signal analysis of management, employees and stakeholders' responses to delve into the turnaround strategies, human resource strategies and institutional pressures that have affected this process during the COVID-19 pandemic.

• Results/Implications: Under cyclical industry contraction-based decline, communication is crucial to implement measures and to correct them, in order to take the pulse of how the measures are being received by stakeholders. Thus, management could quickly react to the environmental changes. This research introduces the need to acknowledge antecedents of the decline, turnaround strategies, HR strategies and practices, institutional pressures to HRM to revert the crisis. Particularly, to attain a successful turnaround, a synchronisation of positive emotional tone and time horizon implies that the company is rowing in the same direction, and it facilitates recovery.

TELEWORK: A SYSTEMATIC REVIEW TOWARDS AN IMPLEMENTATION MODEL

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On March 11, 2020, the World Health Organization declared COVID-19 a global pandemic disease after its levels of contagious increased throughout the world. As a result of this decision, social and work life changed, placing society and firms to the test. Given this situation, many organizations decided to start a teleworking program to continue operating during the pandemic.

This situation raised several questions that motivated this study. For instance, had the firms considered teleworking as an operating model before? did the organizations have formal work policies for teleworking or implement them spontaneously and informally? did firms increase their productivity during teleworking? What were the reasons for the increase or decrease in productivity during telework?

Therefore, this study was performed to get an insight on telework to understand the key factors that influence the remote programs and be able to offer recommendations to set them up.

The results of the systematic review showed contradictory results reported in different researches. Furthermore, some key factors were identified that could help organizations implement better telework programs, exploit its advantages and diminish its negative effects.

Lunes, 20/06/2022: 17:00 – 18:30 SESIONES PARALELAS (IV)

COMUNICACIONES ORALES

EMPRESA Y SOCIEDAD IV

Aula 1208

Presidente de la sesión: **Dra. Marta Maria Vidal Suarez**, Universidad de Oviedo

CONTRIBUCIÓN EMPRESARIAL A LA AGENDA 2030: SELECCIÓN Y PRIORIZACIÓN DE INDICADORES

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Relator: **Marta Maria Vidal Suarez** (Universidad de Oviedo)

• Objetivo: El propósito de este trabajo de investigación es seleccionar aquellos indicadores, entre los propuestos previamente por Naciones Unidas, que mejor evalúan y miden la contribución del tejido empresarial al logro de los ODS (Objetivos de Desarrollo Sostenible).

• Marco teórico: Como punto de partida, se tienen en cuenta los 232 indicadores asociados a la Agenda 2030 para el Desarrollo Sostenible.

• Metodología: Se aplica la técnica Delphi mediante la cual se identifica, selecciona y consulta a un panel de personas expertas (académicos y profesionales) que se van a encargar de evaluar la idoneidad e importancia de los indicadores.

A continuación, se ponderan y priorizan los indicadores previamente seleccionados mediante el uso del método de decisión multicriterio AHP.

• Resultados/implicaciones: Desde un punto de vista operativo, el estudio permite descartar por consenso numerosos indicadores que no se ajustan o son superfluos para su aplicación práctica en las empresas para cada ODS y dimensión de la sostenibilidad. Desde un punto de vista gerencial, la selección y jerarquización de indicadores llevada a cabo permite a las empresas identificar prioridades de acción urgente y detectar brechas con oportunidades de mejora que deben ser abordadas para alcanzar los ODS.

OBJETIVOS DE DESARROLLO SOSTENIBLE Y ESTRATEGIA EMPRESARIAL: UNA REVISIÓN DE LA LITERATURA

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• Objetivo: El propósito de esta investigación es revisar los trabajos previos que han abordado el desarrollo sostenible, y más concretamente la Agenda 2030 y sus 17 Objetivos, dentro de la estrategia corporativa de la empresa, incluso como parte de su estrategia de responsabilidad social, con el fin de profundizar en el conocimiento de la literatura académica sobre este campo de estudio sistematizando los resultados existentes.

• Metodología: En este trabajo de investigación se lleva a cabo una revisión sistemática de la literatura siguiendo el esquema Planificación/Conducción/Análisis para revisiones de literatura de Christoffersen (2013) y Meier (2011).

• Resultados/implicaciones: Los principales resultados alcanzados muestran el crecimiento exponencial de las publicaciones en el contexto objeto de estudio. Transcurridos cinco años completos desde la firma de la Agenda 2030, aún son escasos los autores predominantes, aunque hay revistas, de diferentes categorías de JCR, que se posicionan como referentes.

WHY THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) ARE NOT EQUALLY IMPORTANT ACROSS SUSTAINABLE MULTINATIONALS? EVIDENCE ON FIRM REPORTING.

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Relator: **Beatriz Jimenez Parra** (Universidad de León)

The United Nations (UN) involved national governments, stakeholders and companies for launching the Sustainable Development Goals (SDGs), so that such goals would be worldwide integrated. Within this aim, the UN explicitly called for large companies to take a leading role. However, the relevance that multinational enterprises (MNEs) are giving to each of these SDGs is far from homogeneous. Drawing from institutional theory, we analyze the impact that home-country, geo-institutional grouping, and industry grouping have over the importance (or lack of) given to each SDG in their reporting. Our analysis of 150 MNEs from 23 countries – all of them included in the S&P Sustainability Index- show that even within leading sustainable businesses major differences arise. More particularly, we show the importance of the liability of origin thesis, i.e., MNEs coming from countries with weaker institutions display a major interest in signaling their sustainable efforts than those MNEs coming from countries with stronger institutions.

LOOKING AROUND OUTSIDE AND INSIDE TO UNDERSTAND CORPORATE ENVIRONMENTAL POLICY

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Relator: **Eugenia Suárez Serrano** (Universidad de Oviedo)

Increasing degradation of natural environment and greater pressure exerted by governments and society have led companies to develop a more proactive approach to environmental management aligned with the 2030 United Nations Agenda and their Sustainable Development Goals. This paper is focused on analysing Corporate Environmental Policy (CEP), which has traditionally received little attention by previous literature, providing a better understanding of those factors which might have an influence on this kind of policy and its salience. The study considers a sample of listed companies that belong to the main Stock Index of each country in the period 2013-2016 according to EIRIS database information, to which a double level of analysis, i.e. institutional (country and industry-level) and firm-specific, is applied.

We find that the environmental context of a country and the fact of belonging to an environmentally sensitive sector affect CEP. Moreover, we observe that companies with better policies towards their stakeholders and higher board independence tend to develop better environmental policies.

Lunes, 20/06/2022: 17:00 – 18:30 SESIONES PARALELAS (IV)

TALLER DOCTORAL (III)

ESTRATEGIA

Aula 1508

Presidente de la sesión: **Juan Pablo Maícas López**, Universidad de Zaragoza

LOS EFECTOS COLATERALES DE LAS POLÍTICAS PÚBLICAS DE INCENTIVO A LA AGROINDUSTRIA ECOLÓGICA EN EL TERRITORIO DE LA COMUNIDAD VALENCIANA

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Nuestra investigación se centra en comprender las relaciones entre los actores del Sustainable Food System (SFS) en la Comunitat Valenciana. Para ello partimos de un análisis descriptivo del sector ecológico en el territorio en cuestión. Para ello, trataremos de distribuir las actividades orgánicas certificadas por municipio y región. Con los datos extraídos durante nuestra investigación procuraremos mostrar la evolución del sector en esta región en las últimas décadas. Basándonos en la teoría del ciclo político, la de clasificación de instrumentos políticos y la observación participativa como herramientas para describir el fenómeno en cuestión. Una profunda revisión documental, la creación de mapas para localizar las actividades y políticas junto a nuestra observación participativa en el proceso de creación de un segundo plan específico definirán nuestra metodología. Nuestros principales resultados esperados son detectar y caracterizar posibles Sistemas Agroalimentarios Localizados (LAS), analizar las políticas aplicadas a la agricultura ecológica para conocer sus consecuencias y dar una visión clara de la cohesión y coexistencia entre las políticas realizadas a diferente nivel sobre el sector y en última instancia, también pretendemos enriquecer la investigación con un análisis comparativo con otra/s región/es con características similares.

DOES CULTURE AND RELIGION MATTER ON FINANCIAL DECISIONS? THE CASE OF SMES CAPITAL STRUCUTRE

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Different finance theories have tried to explain the capital structure of companies considering it as a rational choice with limited results. In contrast, upper echelons theory highlights the influence of top managers' values and beliefs in the decisions of firms. This research aims to fill this gap and looks into the linkage of national culture and religious belonging to explain why SMEs differ in their preferences between equity and liabilities. Therefore, the present study uses Hofstede's cultural framework and the two main Christian faiths to analyze the impact on the capital structure. We hypothesize that SMEs in countries with a mainly Catholic faith preferably carry higher amounts of debt, and contrary, firms in predominantly Protestant nations are more willing to issue equity. Moreover, we assume that a high level of individualism and long-term orientation increases the percentage of equity. A high level of collectivism and uncertainty avoidance leads to higher leverage.

Lunes, 20/06/2022: 17:00 – 18:30 SESIONES PARALELAS (IV)

MESA INTERACTIVA

GESTIÓN DEL CONOCIMIENTO

Aula 1312

Presidente de la sesión: **Dr. Daniel Alonso Martínez**, Universidad de León

THE U-SHAPED RELATIONSHIP BETWEEN INTELLECTUAL CAPITAL AND HOTEL PERFORMANCE. THE MODERATING EFFECT OF MANAGERIAL GENDER

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The aim of this research is to explore the intellectual capital in the hotel industry paying particular attention to the gender of the manager. To this end, we firstly analyse the determinants of the intellectual capital of hotels, both external (e.g., environmental dynamism) and internal factors (e.g., dynamic capabilities). Secondly, we explore the influence of the intellectual capital on hotel performance identifying a U-shaped relationship. Finally, we also introduce the moderating role of the company leader.

To provide empirical evidence, a structured questionnaire has been designed focused on managers of 3- to 5-star Spanish hotels. The analysis technique used has been Partial Least Squares based on variance (PLS-SEM), appropriated tool for analysing complex inter-relationships between observed and latent variables in tourism that let us to test nonlinear effects.

Our findings highlight the critical role of intellectual capital in the Spanish hotel industry, suggesting that the relationship on performance is nonlinear. Furthermore, this research led us to evidence how dynamic capabilities, as well as dynamism of the environment act as drivers of hotel intellectual capital. Finally, the U-shape relationship between intellectual capital and hotel performance is more likely to be positive in hotels managed by women.

LIDERAZGO ORIENTADO AL CONOCIMIENTO Y MEMORIA TRANSACTIVA DE LA EMPRESA PARA LA MEJORA DE LA CAPACIDAD DE INNOVACIÓN: UN ANÁLISIS EN EL SECTOR HOTELERO ESPAÑOL

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Este trabajo analiza una serie de factores basados en la gestión del conocimiento organizativo (sistemas de memoria transactiva y liderazgo orientado al conocimiento) que contribuyen a mejorar las capacidades de innovación de la empresa. Estos factores no han sido analizados hasta la fecha en el sector hotelero, cuya sostenibilidad, en un contexto como el actual, va a depender del desarrollo de nuevas iniciativas (muchas de ellas vinculadas a las nuevas tecnologías y a la sociedad del conocimiento), servicios y mejoras en los procesos. Este trabajo propone una serie de hipótesis basadas en el papel del liderazgo basado en el conocimiento y los sistemas de memoria transactiva (memoria colectiva de una organización) para la creación de un contexto propicio para lograr un compromiso organizativo y mejorar la capacidad de innovación en la empresa. El modelo de relaciones entre variables se ha contrastado a través de un modelo de ecuaciones estructurales. Los resultados y sus implicaciones son discutidos por los autores del trabajo.

KNOWLEDGE-ORIENTED LEADERSHIP AND LEARNING IN ACADEMIC RESEARCH TEAMS

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This paper analyzes knowledge-oriented leadership KOL) and its impact on the learning achieved by the members of academic research teams. We study the influence of KOL on learning, both directly and indirectly, through the knowledge sharing that takes place within the team. For this purpose, we conducted a survey on 477 researchers belonging to academic research teams. Through partial least squares structural equation modeling PLS-SEM), our findings show that KOL positively affects both knowledge sharing and learning, and that knowledge sharing also enhances learning. They reveal the existence of a direct and indirect effect of KOL on learning, both significant and in the same positive direction, with a complementary partial mediation of knowledge sharing. This is one of the fewer studies that analyzed KOL on academic research teams and the first contribution that empirically shows how the effect of KOL on learning takes place.

This paper contributes to the literature in that it provides evidence in the academic context of how team leader behavior can influence knowledge sharing and learning.

¿POR QUÉ LAS POLÍTICAS DE INCENTIVO DEL EMPRENDIMIENTO INTENSIVO EN CONOCIMIENTO NO SIEMPRE FUNCIONAN? UN ANÁLISIS EXPLORATORIO PARA EVALUAR LA IMPORTANCIA DE LA TRANSFERENCIA DE CONOCIMIENTO

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El Emprendimiento Intensivo en Conocimiento (KIE) es ampliamente reconocido en la literatura como el emprendimiento que más puede influir en el desarrollo económico y social de cualquier región. De ahí el creciente interés de gobiernos y policymakers en el desarrollo de iniciativas para potenciar los diferentes drivers detrás de este tipo emprendimiento, aunque no siempre con el resultado deseado. Sin duda el desarrollo de propuestas generalistas, potenciando todos los drivers por igual, puede estar detrás de muchas de estas iniciativas fallidas. Atendiendo a esta preocupación planteamos un análisis exploratorio, comparando las dos regiones que componen la Euroregion Galicia-Norte de Portugal, para identificar cual(es) son los drivers clave detrás del desarrollo KIE. Los datos oficiales analizados destacan la importancia de la transferencia de conocimiento por encima del resto de antecedentes del KIE identificados en la literatura. Así pues, los resultados obtenidos deberían animar a la administración pública a poner un especial énfasis en aquellas iniciativas orientadas la transferencia de conocimiento entre los diferentes agentes del sistema de innovación. Esto no solo ayudaría al diseño de políticas públicas más eficientes de promoción del KIE, sino que permitiría potenciar el desarrollo de las regiones a largo plazo.

Martes, 21/06/2022: 8:30 – 10:00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

EMPRENDIMIENTO IV

Aula 1106

Presidente: **Dr. Antonio Carmona Lavado**, Universidad Pablo de Olavide

THE ROLE OF ENTREPRENEURS' AFFECTIVE TRAITS IN THEIR OPPORTUNITY ASSESSMENT: ACCURACY OR OVERCONFIDENCE

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Relator: **Américo Hurtado Palomino** (Universidad Nacional de San Agustín de Arequipa)

Our research studies the influence of negative and positive affect in opportunity evaluation and how this influence may lead to accurate/inaccurate assessments or to overconfident perceptions. Drawing on the arguments of the role of affect in cognition through informational effects—affective congruence— and through processing effects—affect influences how information is processed via assimilation or accommodation—, we hypothesize that negative affect leads entrepreneurs to accurate while positive affect leads to inaccurate assessments. We also hypothesize that positive affect is positively related to an overconfident image of the opportunity while negative affect is not related to this overconfident image. Additionally, we hypothesize that overconfidence leads to a higher willingness to act entrepreneurially. We test our hypotheses on a sample of nascent entrepreneurs participating in training programs in three incubators, who we asked to evaluate their own opportunity. We also compare entrepreneurs' perceptions of their opportunity with the perceptions that their mentors in the incubators have about the same opportunity.

BACKGROUNDS OF PROACTIVENESS: A RELATIONAL APPROACH

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Relator: **Antonio Carmona Lavado** (Universidad Pablo de Olavide)

This paper delves into the relational antecedents of proactiveness in the context of tourism destinations. Specifically, we analyse how cognitive proximity affects the relationship between closure of interorganizational relationships and proactiveness in hospitality and tourism firms in cultural tourism destinations. The empirical analysis was carried out on a sample of 238 firms located in Peru's World Heritage Cities. The data were analysed using structural equation models (SEM), drawing on the partial least squares (PLS) technique. The results show that only by orienting their strong and dense networks of relationships towards sharing values and objectives with their contacts, will hospitality and tourism firms be able to develop proactiveness. Managers should generate and reinforce close networks of contacts with suppliers, clients, competitors and institutions, sharing information and experience with their members in order to promote a common vision and goals aimed at identifying and taking advantage of new market opportunities.

THE EFECT OF ACCELERATOR' EXTERNAL SOCIAL CAPITAL ON START-UPS' RADICAL BUSINESS MODEL INNOVATION: THE MEDIATING ROLE OF CROSS-INDUSTRY INNOVATION

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Relator: **Sufia Mohand Amar** (Universidad de Granada)

Objectives: The objective of this paper is two-fold. Firstly, to know the effect of external social capital in the accelerator program on start-ups' radical business model innovation. Secondly, to understand the mediating role of cross-industry innovation in the aforementioned relationship.

Theoretical framework: This study builds on the literature on social capital, open innovation/cross-industry innovation, and acceleration programs of start-ups. It proposes a theoretical model and formulate four hypotheses.

Methodology: An online survey study was conducted on a sample of 80 accelerators in Spain, addressed to directors or managers of acceleration programs. Measurement scales were developed and validated using confirmatory factor analysis, and a structural equation model with the proposed relationships was tested to estimate the mediation model.

Findings/implications: The results showed that cross-industry innovation totally mediates the positive impact of accelerators' social capital on business model radicalness of start-ups. This finding contributes to the literature of social capital, innovation and accelerators. The main practical implication is that the design of acceleration programs should promote their external social capital, as a driver of more innovative business models for the accelerated start-ups.

INTERNAL AND EXTERNAL FEASIBILITY AND NASCENT ENTREPRENEURIAL EFFORT: THE MEDIATING ROLE OF GOAL COMMITMENT

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Relator: **Celia Díaz Portugal** (Universidad de Burgos)

New venture creation is a long and complex process in which the entrepreneur must overcome diverse obstacles, requiring much personal effort. This study offers new insights into the factors that determine entrepreneurial effort within the process of new venture creation. By analysing a sample of 151 nascent entrepreneurs recruited to the Panel Study of Entrepreneurial Dynamics (PSED II), we explore two main questions: the role of goal commitment as an antecedent to nascent entrepreneurial effort, and the degree to which the perceived feasibility, both internal (entrepreneurial self-efficacy) and external (availability of external financial resources), influences nascent entrepreneurial effort. Our analysis shows that goal commitment exerts a direct effect on the entrepreneurial effort of nascent entrepreneurs. Moreover, our results suggest that feasibility beliefs do not have a direct influence on this effort, although entrepreneurial self-efficacy plays an indirect role through goal commitment.

Martes, 21/06/2022: 8:30 – 10:00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

ESTRATEGIA IV

Aula 1207

Presidente: **Dra. Jéssica Braojos Gómez**, Universidad de Granada

SLACK HUMAN RESOURCES, BUSINESS GROUPS, AND FIRM PERFORMANCE: EVIDENCE FROM PRIVATELY HELD EUROPEAN FIRMS

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Relator: **Pauline Weritz** (IQS School of Management/Universitat Ramon Llull)

Whether holding human resource (HR) slack creates or destroys value for firms is a hot topic, given that labor shortages and record high attrition rates are disrupting businesses everywhere . Our study adds to this conversation by exploring the so far neglected impact of the embeddedness in business groups on the HR slack–performance relationship. We find that HR slack lowers firm performance. Further, we show that HR slack has a more negative effect on performance when the focal firm has an increasing number of other group firms in the same sectoral/geographical area—i.e., when the flexibility to share HR with other group companies increases. Our findings expand previous works by highlighting the role of interfirm networks in determining the performance consequences of HR slack for organizations.

A STUDY ON HOW STRATEGIC CAPABILITIES ENHANCE DIGITAL TRANSFORMATION SUCCESS AND FIRM PERFORMANCE

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Relator: **Rocio Aguilar Caro** (Universidad Pablo de Olavide)

Motivated by the high amount of failing digital transformations, this study is drawing on strategic capabilities as enablers for the redefinition of business value and organizational identity in the digital era. We conceptually introduce the digital transformation perspective and propose that strategic capabilities empower digital transformation success, which in turn improves firm performance. Using structural equations modeling with data from 154 firms in Spain, results support the proposed model. This work empirically confirms unexplored enablers for digital transformation success by providing a holistic overview of strategic capabilities (i.e., exploring external knowledge, responding quickly to changes, aligning workforce functions, understanding customers, detecting revolutionary ideas, and connecting with the ecosystem). Thereby, this study's key contribution to IS research is exploring the framework of digital transformation success by integrating the organizational capabilities-based theory into the digital transformation perspective, leading to six critical abilities as a foundation.

DYNAMIC RESOURCE MANAGEMENT: AN APPLICATION TO SLACK RESOURCES

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Relator: **Juan Carlos Rivera Prieto** (Universidad Pablo de Olavide)

• Objectives: The objective of this paper is to analyse the management of the slack resources from a dynamic perspective and evaluate whether the different approaches in relation to the slack resources has any effect on performance.

• Theoretical approach: We analyse the resource-based view and the dynamic extension of this theory, i.e. resource management and resource orchestration, in order to evaluate how slack resources can be managed and generate value.

• Methodology: We have structured the analysis in two stages to give an answer to the proposed hypothesis. In the first stage, we study whether there are different patterns of use of slack resources. These patterns group different ways of managing slack resources over time. The longitudinal clustering was performed with the DistatisR package (Beaton et al., 2019) in R. In the second stage of analysis, we evaluate which behaviours have the greatest impact in terms of profitability. This analysis was developed using a dynamic panel data regression using xtabond2 (Roodman, 2006, 2009) in Stata 17.

• Results/implications: We have found three different typologies of application of slacks resources: efficient, effective, and erratic companies. Different typologies do not have the same impact on performance.

TO EACH THEIR OWN: SIGNALS ABOUT THE VALUE OF EMPLOYEES FOR NEWLY PUBLIC VENTURES AND THE ATTRACTION OF VARIOUS TYPES OF INVESTORS

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Relator: **Pablo Doucet** (Universidad de Salamanca)

This research presents a novel perspective on ways in which newly public firms can reduce uncertainty and information asymmetries, and thus facilitate the mobilization of resources during an Initial Public Offering (IPO). Building upon recent research on signaling theory, we propose that signal portfolios containing both, substantive and rhetorical signals about the value of employees for the floating ventures can affect the investment decisions of various types of investors—long-term institutional, short-term institutional, and individual—in distinct ways. We test our predictions on a unique database comprising 440 new ventures entering the principal alternative investment markets in Europe in their first three years of their existence during the period 2009-2018. We find that during the IPO valuation of new ventures long-term institutional investors react positively to employee substantive and rhetorical signals while individual investors react negatively. Short-term institutional investors react negatively to employee substantive signals exclusively. We also find that long-term institutional investors pay relatively more attention to employee rhetorical signals than to substantive signals whereas individual investors do the contrary. Our results contribute to the literature on entrepreneurship, signaling, and investors' decisions, and have meaningful strategic implications for ventures' managers and stakeholders.

Martes, 21/06/2022: 8:30 – 10:00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

FINANZAS III

Aula 1009

Presidente: **Dr. Francesc Prior Sanz**, IQS School of Management/Universitat Ramon Llull

INVESTMENT CROWDFUNDING DOES NOT TRUST SUSTAINABILITY! AT LEAST SO FAR

Carmen Mendoza Resco[1], Isabel María Parra Oller[2], Nuria Suárez Suárez[3]
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Relator: **Francisco Javier Forcadell Martínez** (Universidad Rey Juan Carlos)

We analyze the influence of sustainability on the probability of success of investment crowdfunding offerings, as well as how this influence varies accordingly to firm- and offering characteristics, and the features of the financing environment. We use a sample of 1,741 investment crowdfunding offerings launched by 1,569 firms in the US during the period May 2016 – September 2019 under the Form-C requirements of the JOBS Act. After controlling for firm- and offering-level characteristics, our results show that investment crowdfunding offerings with a sustainable orientation are less likely to be successful. This result is not homogeneous as it ultimately depends on the characteristics of the firm and the offering,

as well as on the role of alternative funding sources and the structure of the market for funding portals. The results are robust to potential endogeneity concerns and to different specifications of the econometric model.

SUSTAINABLE BANKING: A SUITABLE INSTRUMENT IN GENERATING FINANCIAL INCLUSION?

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Relator: **Carlos Salvador Muñoz** (Universitat de València)

Lack of access to banking and financial services is a major problem in developing countries that appreciably hinders development. Currently, 1.7 billion adults worldwide have no access to a bank account. For this reason, financial inclusion is a crucial objective of the Sustainable Development Goals (SDGs) issued in 2015 by the United Nations (UN). One main barrier to financial inclusion is the lack of trust in banks. From a sample of 30 developing countries and 58,309 individuals, we verify that multinational banks (MNBs) increase trust in banks in developing countries by following sustainable practices. This, in turn, promotes financial inclusion.

DIGITAL DISRUPTORS AT THE GATE. DOES FINTECH LENDING AFFECT BANK MARKET POWER AND STABILITY?

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Relator: **María Jesús Castrillo Lara** (Universidad de Burgos)

This paper examines the effect of FinTech credit on market power and stability of incumbent banks. Using an international sample of 6,309 banks during the period 2013-2019, our results show that the volume of credit provided by FinTech lenders negatively affects bank market power and stability. The negative effect on both bank market power and stability is less relevant in countries with higher institutional quality and, especially, with a greater creditor rights protection. We also find that the impact of FinTech credit on bank stability is partially channeled by market power. Our main results – lower bank market power and stability – are also observed at the country level and after addressing the potential endogeneity concerns related to the FinTech credit.

THE EU TAXONOMY: THE PATH TO SUSTAINABLE FINANCE IN EUROPE

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Four years have passed since the publication of the “Action Plan: Financing Sustainable Growth” and European sustainable finance strategy design. In 2020, after two years of work, the European Commission published the EU taxonomy, and since January 2022, its first delegated act specifying the technical screening criteria for climate change mitigation and climate change adaptation came into force. It will take a few more years for the remaining environmental objectives to enter into force and include social goals and their extension to economic sectors not included. Such an ambitious project runs the risk of being decaffeinated both by the slow pace of its operation and by pressures between countries concerning strategic economic sectors such as fossil gas and nuclear power. This work addresses the sustainable finance strategy pursued by the EU in its vision of becoming the first climate-neutral continent, analysing the EU Taxonomy and the delegated acts published to date. It is an overdue path, full of difficulties and not without controversy.

Martes, 21/06/2022: 8:30 – 10:00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

INNOVACIÓN IV

Aula 1019

Presidente: **Dra. Paloma Miravitlles Matamoros**, Universitat de Barcelona

MULTIPLE MANAGEMENT SYSTEMS IMPLEMENTATION AS A DRIVER OF ECO-PRODUCT INNOVATION

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The aim of this paper is to analyze the impact of multiple management systems on eco-product innovation. Specifically, ISO 14001 for environment, ISO 9001 for quality and OHSAS 18001 for occupational, health and safety management. Management Systems (MSs), mainly those related to environmental management, have been found as a driver for eco-innovation. The effect of other MSs such as quality is still unclear. The sample used comprises 2,938 firms from different countries and sectors analyzed longitudinally, between years 2006 and 2020. The results show that depending on the number and combination of MSs implemented, the impact on eco-innovation is different. ISO 14001 for environmental management, is significant implemented alone or in combination with other MSs, as in the existing literature. ISO 9001 for quality management is significant combined with ISO 14001 but not alone. The highest impact is for the triple implementation. Finally, this is one of the first studies considering different number and combination of MSs as drivers of eco-innovation and supports the existing studies on the positive impact of a common management of MSs on sustainability.

BARRIERS TO ECO-INNOVATION: EMPIRICAL ANALYSIS OF EUROPEAN FIRMS

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The aim of this study is to provide an overview of the barriers perceived by companies and empirically analyse their influence on eco-innovation. Thus, in the article, we consider financial, knowledge, market, and regulatory barriers, since they have been shown to be crucial in the context of innovation management. For the empirical analysis, we use data from Flash Eurobarometers 426 and 456. The two samples used include European companies and provide information on the development of eco-innovative activities, as well as on their drivers and barriers. The use of these data allows us not only to analyse the barriers to eco-innovation, but also their possible changes between the two years selected, 2015 and 2017. The results obtained show that the barriers are positively related with eco-innovation. This is true for all the categories of barriers identified, except for market barriers. When we carry out the analysis separately, according to sector and size, financial and regulatory barriers are the ones that continue to show a positive relationship with eco-innovation.

FOREIGN SUBSIDIARIES KNOWLEDGE SOURCING: GREEN INNOVATION VERSUS CONVENTIONAL INNOVATION

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Objective: The aim of this study is to investigate how foreign subsidiaries of multinational corporations (MNC) source knowledge for green innovation in comparison to conventional innovation.

Theoretical framework: This study uses the resource-based view of the firm as a background to connect green innovation, open innovation and International Business (IB) subsidiary-centered literatures.

Methodology: Through binary choice panel data models, this study analyses a panel data set of foreign subsidiaries over a nine-year period, from 2008 to 2016.

Findings/implications: The findings indicate that foreign subsidiaries make even greater and wider use of external knowledge sources when conducting green innovation. The results also reveal that foreign subsidiaries are able to combine broadly but less deeply sourced external knowledge with internal knowledge within the MNC. By contrast, when

they increase the intensity of the interactions with external sources, they find it hard to reveal synergies between external and internal knowledge.

SPANISH INCUMBENTS TACKLING DISRUPTIVE INNOVATION DEVELOPMENT: A QUALITATIVE RESEARCH STUDY

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Relator: **Merce Bernardo Vilamitjana** (Universitat de Barcelona)

Objective: This study answers the following research question: What are the main management priorities, key factors, and challenges for incumbents in relation to tackling disruptive innovation?

Theoretical framework: Many examples of disruptive innovation (DI) have taken the leadership in the mainstream market where incumbents played. Currently, incumbents, small companies and entrepreneurs are interested in developing DI. However, this evolving phenomenon has put under very serious pressure to incumbents. Successful examples of DI seem to foster them to bet for it. Incumbents are interested in harnessing DI and find opportunities to be disrupters, in their effort they have started to explore, and to act in order to tackle it.

Methodology: Semi-structured interviews to 20 top managers of incumbents located in Spain.

Results/implications: Findings show that DI has been influential on incumbents' actions because it is considered as a great opportunity to be different and to lead the market. There are interesting approaches concerning management priorities carried out by incumbents when tackling DI, some important common key factors and challenges are analysed, and issues relate to the relationship of qualitive and price as well as the role of emerging markets are discussing to show approaches to take into consideration when developing DI.

Martes, 21/06/2022: 8:30 – 10:00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

INTERNACIONALIZACIÓN III

Aula 1105

Presidente: **Dra. Noelia Jiménez-Asenjo de Pedro**, IQS School of Management/Universitat Ramón Llull

WHAT DETERMINES THE BRAND-NAMING STRATEGY OF MNES? AN ANALYSIS IN THE GLOBAL MOBILE TELECOMMUNICATIONS INDUSTRY

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One of the key decisions that multinational enterprises (MNEs) must make when expanding abroad is the brand name they are going to adapt. Although other internationalization decisions have received great attention in the IB literature, such as the location or the entry mode choices, the brand name strategy has been underexplored. Our work pays attention to this and analyzes the factors that determine whether the MNEs choose a brand-standardization strategy (i.e., using the same brand name in every country in which it operates) or a brand-adaptation strategy (i.e., using a specific brand name in a given country). In particular, our model suggests that a higher level of uncertainty avoidance increases the liability of foreignness that MNEs face in the host country and then decreases the probability of adopting a brand-standardization strategy in that country. Additionally, we analyze how market, competitive and firm characteristics moderate the prior relationship. We test our hypotheses in a global sample of the mobile telecommunications industry in 2020. We confirm the importance of considering factors at country, industry and firm-levels to fully comprehend how MNEs define their brand-naming strategies in the countries in which they operate.

SCRUTINISING SPANISH WINE FIRMS: AN INTEGRATED VIEW OF THEIR INTERNATIONALISATION PROCESS

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The last decades have provided exhaustive evidence on firms' internationalisation process with rich debates concerning specific theories, models and approaches that better explain the factors that impact such a complex process. The purpose of this paper is to analyse in-depth this process, elaborate upon an integrative model given the gradual, network, foreign direct investment and born global approaches and provide a comparison between small and medium-sized enterprises and multinational ones. To do so, we selected six Spanish wine firms, from the DO cava, using the case study methodology. The analysis reveals that firms' internationalisation follows different paths depending on firms' size, that lead to a successful internationalisation, where social networks and top management attitude are key determinants of international activities while psychic distance loses explanatory power in a network-driven and highly globalised sector. In addition, this study allows us to determine the best comparative indicators and contrast them with previous findings.

INTERNATIONAL PERFORMANCE OF LATIN AMERICAN COMPANIES: INSTITUTIONAL AND REPUTATIONAL PERSPECTIVESINTERNATIONAL PERFORMANCE OF LATIN AMERICAN COMPANIES: INSTITUTIONAL AND REPUTATIONAL PERSPECTIVES

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International performance has been widely studied in the field of international business. However, the elements that precede a proper performance in an internationalization process still demonstrate considerable uncertainty. This study aims to analyze the effect of institutional dimensions and corporate reputation on the performance of Latin American companies using a study framework built on the institutional theory. The authors use a panel data analysis of 45 companies from the six biggest economies in Latin America for five years. Results show that international performance can be influenced by company's internal elements, such as corporate reputation, international certifications, and the CEO's global experience. Additionally, the external characteristics or institutional dimensions of a company's country of origin, such as social norms and the perception of transparency, also influence performance. This study shows the importance of considering the reputation and institutional elements in developing international expansion strategies for the companies from emerging markets.

LEARNING FROM INTERNATIONAL JOINT PRODUCT DEVELOPMENT WORK: THE ROLE OF RESOURCES

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International joint product development projects have gained much attention in recent years. In analysing factors that contribute to the successful completion of such projects, I tease out the effects of geographical dispersion, resource limitations, alliance capabilities and learning on project performance. International joint product development forces organizations to face a key decision between developing products in house and outsourcing the development process while managing project costs and coordinating project tasks across borders. Utilizing a data set spanning 20+ years in

drug development, I observe the effects of geographical dispersion, learning from joint work and resource limitations on the performance of joint product development projects. I examine project characteristics that relate to resource fungibility and complexity and how organizations streamline their work activities while working with multiple international locations. My findings show that there is a commensurate cost of managing joint product development projects across multiple international locations, however, such dispersion also brings about the benefits of accessing resources in distinct locations.

Martes, 21/06/2022: 8:30 – 10:00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

OPERACIONES Y GESTIÓN TECNOLÓGICA ORGANIZACIONAL III

Aula 1206

Presidente: **Dr. Jose Moyano Fuentes**, Universidad de Jaen

LOOKING FOR A PERISHABLES REDISTRIBUTION CENTER IN EUROPE

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This work aims to contribute to the debate on the practical utilization of different location models for consolidation, redistribution and repackaging centers in a supply chain. More specifically, comparisons are made between the p-median, gravity p-median and p-center methodologies, as adapted to the characteristics of a specific case. The scenario in question is the creation of a redistribution center for highly perishable products (fruits and vegetables) from southeast Spain—the leading European supplier—destined for customers throughout Europe. The results demonstrate that this strategy would achieve reducing the response time (shipment from distribution center to customer), thereby substantially improving service. From a theoretical point of view, it is observed that the models in question, for example gravity p-median, prove useful depending on the type of product and the logistics strategy chosen. Also, the p-median model displays strong robustness against long-term changes in demand.

DEVELOPING LEAN AND AGILE SUPPLY CHAIN CAPABILITIES: EXPLORING THE EFFECTS OF MATURE AND LATEST TECHNOLOGIES

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Objectives: This study aims to understand the influence of information technologies (IT), classified according to their degree of consolidation, on Lean Supply Chain Management (LSCM) and Agile Supply Chain Management (ASCM) capabilities.

Theoretical framework: The present study builds on the Resource Orchestration and Dynamic Capabilities theories to propose and empirically test six hypotheses. The employment of both theories helps to understand how managers identify and deploy mature IT and emerging IT to develop LSCM and ASCM as dynamic capabilities.

Method: Data from a telephone survey were collected from Spanish industrial companies, and structural equation modeling was applied to analyze the data.

Results/implications: The results demonstrate that the impact of IT on supply chain capabilities (Lean and Agile) is contingent upon the specific group of technologies. Results reveal that mature IT are positively associated with LSCM and ASCM capabilities. Moreover, it showed that emerging IT are negatively associated with LSCM capabilities while they do not influence the development of ASCM. The results suggest that the latest (or recent) technologies require a process of habituation to achieve flexibility and agility in the supply chain. The study discusses theoretical and managerial implications for improving the orchestration between IT resources and supply chain capabilities.

SUSTAINABILITY ISOMORPHISM IN BUYER-SUPPLIER RELATIONSHIPS: THE IMPACT OF SUPPLY CHAIN LEADERSHIP

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Relator: **Natalia Amat** (Universitat Internacional de Catalunya)

This paper examines the relationship between sustainability practices adopted by focal (or buying) firms in buyer-supplier relationship and sustainability performance of suppliers in the context of manufacturing. By taking a multi-country and multi-industry sample from the fourth round of high-performance management project and applying regression method, this paper presents an insight view of how companies in different industries improve the sustainability performance of their key suppliers and how the leadership capability of leading firms can be effective to this link. Under institutional theory as well as sustainability supply chain management and supply chain leadership perspectives, this study highlights that different sustainability practices adopted by a focal firm help to develop sustainability competences in supplier to enhance their sustainability performance. Further, the findings improve the understanding about the role of leadership in translating isomorphism pressures (coercive, normative and mimetic) to sustainability improvement in supplier side, and how supply chain leadership strengthens that relationship. This study adds to the literature, enriches the debate by distinguishing between supplier monitoring and collaboration and identifies the effects of various relationships.

EXPLORING AIRBNB SERVICE QUALITY ATTRIBUTES AND THEIR RELATION TO USER SENTIMENT THROUGH TEXT MINING ANALYTICS

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Objectives: This paper proposes a data-driven methodology to extract service quality attributes from user-generated content. By analysing Airbnb reviews, service quality attributes are identified and their relation to the users' sentiment is quantified.

Theoretical Framework: Quality 4.0 is a new paradigm of quality management, which emphasizes the need to adapt to recent technology innovations by updating traditional quality approaches. Among the most important factors for adopting Quality 4.0 is the leveraging of Big data to collect insights and quality perceptions from clients. Therefore, user reviews have emerged as a valuable source of information, which can be analysed through machine learning procedures to uncover latent quality dimensions

Method: Through a combination of text mining techniques, more than 2 million reviews written by guests in 4 European cities are analysed. First, topic modelling is applied to find the quality attributes mentioned by reviewers. Then, sentiment analysis is used to assess the positiveness/ negativeness of the users' feedback.

Results/Implications: A total of 37 quality attributes are identified. Four of them show a significant positive relation to the guest's sentiment (such as "Host friendliness"). On the other hand, other attributes are negatively correlated with user sentiment (such as "Hygiene issues").

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COMUNICACIONES ORALES

RRHH Y DISEÑO ORGANIZACIONAL V

Aula 1107

Presidente: **Dr. Frederic Marimon**, Universitat Internacional de Catalunya

NUEVOS RETOS PARA LA EMPRESA: AYUDAR A LAS PERSONAS A ENCONTRAR SIGNIFICADO Y CALLING EN SU TRABAJO

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Relator: **Alejandro Salvador Gómez** (Universitat Jaume I)

Objetivos: Explorar la relación entre el calling percibido y rendimiento, así como el papel de la satisfacción en la vida y la presencia de calling como mediadores en esta relación.

• Marco teórico: Trabajar en lo que proporcionar un sentido de propósito, significado y realización personal, que impacta en el bienestar, carrera y rendimiento, así como en los resultados de las empresas. El presente trabajo utiliza el marco teórico de "el trabajo como calling, modelo teórico".

• Método: Se presenta una investigación empírica en 25 compañías españolas en diferentes sectores con una muestra de 548 empleados. El estudio utiliza ecuaciones de modelos estructurales para testear el modelo de investigación y validar tres escalas de medición.

• Resultados / Implicaciones: Se concluye que las personas con una presencia de calling en el trabajo son más productivas, y que la satisfacción en la vida es un mediador en esta relación. Así mismo, la presencia de calling es un mediador entre la búsqueda de calling y satisfacción en la vida, y entre el significado del trabajo y satisfacción en la vida.

IMPLICACIÓN LABORAL Y COMPROMISO COLECTIVO DE LOS EMPLEADOS: EL PAPEL DEL CONSENSO DURANTE LA IMPLEMENTACIÓN DE LA GRH

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En este trabajo analizamos en qué medida el consenso entre diferentes actores (directivo de RRHH, mando intermedio y empleados) durante las tres etapas del proceso de implementación de la GRH (adopción, ejecución y comunicación) explica la emergencia de homogeneidad en el compromiso afectivo e implicación laboral de los empleados. A partir de la información obtenida de estos tres actores para una muestra de 100 empresas españolas, nuestros resultados revelan: primero, el consenso entre el director de RRHH y el mando intermedio sobre la política de RRHH (fase de adopción de la GRH) favorece el consenso entre ambos actores sobre qué prácticas de RRHH aplicar (fase de ejecución); segundo, el consenso sobre las prácticas de RRHH influye positivamente sobre cómo los empleados perciben de manera consensuada el sistema de RRHH (fase de comunicación); tercero, el consenso entre los empleados sobre la GRH favorece un compromiso afectivo e implicación laboral más homogéneo que en aquellos contextos donde existe una mayor disparidad de percepciones sobre la GRH. Finalmente, se discuten las implicaciones que estos resultados tienen para la investigación y la práctica.

LOS SISTEMAS DE TRABAJO DE ALTO RENDIMIENTO Y LA INTENCIÓN DE ABANDONO DE LOS EMPLEADOS DURANTE LA COVID-19: EL EFECTO MEDIADOR DEL ESTRÉS Y DE LA SATISFACCIÓN LABORAL

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Relator: **Beatriz Picazo Rodríguez** (Universidad Miguel Hernández)

El análisis de los factores que pueden influir en la intención de abandono de los empleados y en otros resultados de las empresas turísticas, sigue siendo relevante debido al proceso de cambio y recuperación en el que se encuentra el sector actualmente originado por la pandemia de la COVID-19. El objetivo de este trabajo es analizar el papel de los sistemas de trabajo de alto rendimiento sobre la intención de abandono de los trabajadores, así como la función mediadora que ejercen el estrés y la satisfacción laboral, con el fin de identificar qué prácticas deben desarrollar las empresas que quieran retener al personal cualificado. Para ello se llevó a cabo un estudio empírico en el que han participado 202 empleados de establecimientos turísticos de la isla de Gran Canaria. Los resultados revelan el importante papel que ejercen el estrés y la satisfacción laboral sobre la intención de abandonar la empresa, así como el efecto indirecto de los sistemas de trabajo de alto rendimiento a través de estas dos variables.

LA INFLUENCIA DE LA PERCEPCIÓN DE GÉNERO EN LA TRANSFORMACIÓN DIGITAL Y SU RELACIÓN CON EL TECNOESTRÉS Y LA PRODUCTIVIDAD: SECTOR PRIVADO Y SECTOR PÚBLICO

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Relator: **Frederic Marimon** (Universitat Internacional de Catalunya)

Objetivos

Sector privado y público buscan en plenos procesos de transformación digital, el impulso del crecimiento de la rentabilidad organizativa. Esta investigación analiza la influencia de las diferencias de género en los procesos de transformación digital, y su relación con el tecnoestrés e impacto en la productividad.

Marco teórico

Partiendo de la investigación de Trist (1981) se incorpora la perspectiva de género, que ya Wacjman (2006) dedicó en comprobar como la tecnología está generando una transformación radical entre la relación mujer-máquina que Trist (1960) anunció.

Metodología

Se ha utilizado un cuestionario dirigido en dos organizaciones, una privada y otra pública, con 505 respuestas válidas, a las que se les ha aplicado la técnica de mínimos cuadrados parciales.

Resultados/implicaciones

Los hallazgos indican cómo la percepción de las diferencias género influye en la relación entre el tecnoestrés y la productividad afectando a ésta última en las dos organizaciones. Dicha relación contempla diferencias en las ambas sugiriendo una relación significativa y negativa.

Este trabajo aporta un mayor conocimiento sobre cómo afecta la percepción de diferencias de género (diferencias sobre el salario, el acceso a puestos de dirección o clima laboral) en la productividad de las personas trabajadoras en pleno proceso de transformación digital.

Martes, 21/06/2022: 8:30 – 10:00 SESIONES PARALELAS (I)

COMUNICACIONES ORALES

EMPRESA Y SOCIEDAD V

Aula 1208

Presidente: **Dr. Miguel Ángel López-Navarro**, Universitat Jaume I

LEGITIMACY OF GRASSROOTS ENVIRONMENTAL ORGANISATIONS: THE CASE OF A PETROCHEMICAL AREA

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Purpose:

The objective of this study is to analyse the bases on which people make their individual judgements of legitimacy with regard to environmental grassroots organisations.

Theoretical framework:

We combine risk-benefit analysis with the social psychological literature to define a model that explains how beliefs and perceptions determine individuals' legitimacy judgements of environmental grassroots organisations.

Methodology:

Hypotheses are tested on a sample of individuals residing in the vicinity of a petrochemical complex. We use structural equation modelling (SEM) for this purpose.

Results:

Results show that the legitimacy of environmental grassroots organisations is conditioned by perceptions of the contextual factors that characterise the controversy of the industrial activity, as well as by individual's beliefs about the credibility of these organisations.

HOW TO ENHANCE CITIZENS' WELL-BEING? AN EXAMINATION OF THE INTERACTION BETWEEN URBAN SUSTAINABILITY AND INSTITUTIONS OVER TIME

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Relator: **Inés Suárez-Perales** (Universidad de Zaragoza)

This study analyzes the longitudinal relationships between the three dimensions of urban sustainability and city livability, while exploring the moderating effect of two relevant institutional factors on those relationships: regulatory institutions and citizens' pressures. We test those relationships in a sample of 66 European cities from 2007 to 2019. Overall, our findings validate the causal positive effect of the three urban sustainability dimensions on city livability, although we find a stronger relationship between of social urban sustainability and city livability. In addition, our results suggest that economic and environmental urban sustainability dimensions have a positive effect on city livability in presence of high-quality regulatory institutions and high levels of citizens' pressures. Therefore, this study provides new insights on the interrelation of institutions, urban sustainability and city livability.

LA INFLUENCIA EN EL CUMPLIMIENTO TRIBUTARIO DE LA TRANSPARENCIA, LA JUSTICIA Y LA ORIENTACIÓN DE SERVICIO DE LA ADMINISTRACIÓN TRIBUTARIA.

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Objetivo: El objetivo de esta investigación es estudiar el efecto de la transparencia de la Administración tributaria, la percepción de los contribuyentes en relación con la Justicia tributaria y la orientación de servicio de la Administración fiscal en el cumplimiento tributario.

Marco Teórico: Este estudio desarrolla un modelo teórico basado en el Slipery Slope Framework desde la dimensión de "Servicio y cliente" de confianza y respeto mutuo entre contribuyentes y Administración tributaria.

Metodología: El modelo propuesto se testa en una muestra de 1.752 contribuyentes a través de Partial Least Squares. Los datos se obtienen a través de cuestionarios personales mediante plataforma online.

Resultados/Implicaciones: Los resultados revelan que existe una relación directa y positiva entre la justicia fiscal, orientación de servicio y transparencia de la Agencia Tributaria con el cumplimiento tributario voluntario y una relación directa y negativa de estas variables con el evitar pagar impuestos por las vías legales (tax avoidance). Las variables independientes explican una alta varianza en cumplimiento tributario voluntario. A mayor grado de transparencia, justicia tributaria y orientación de servicio de la Administración mayor será la predisposición del contribuyente a cumplir con sus obligaciones fiscales de forma voluntaria y menor predisposición al tax avoidance.

ANALIZING MANAGERS' MISTRUST OF GREENWASHERS THROUGH THE MANAGERIAL TRUST UNIVERSE

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Relator: **Miguel Ángel López-Navarro** (Universitat Jaume I)

Objectives: this research analyzed how perceived greenwashing affects business relationships, studying in depth two specific aspects: 1) an external factor of whether certainty (uncertainty) affects managers' perception of greenwashing and; 2) internal factors, of whether individual characteristics of the manager, such as the propensity to trust, risk aversion, and the importance of corporate reputation, affect decision-making.

Theoretical framework: the success of a business relationship between a firm and its commercial partners is often based on a trust universe. In the context of business decision-making, greenwashing can be perceived as dishonest behavior that threatens the trustee–trustor relationship.

Methods: we used an experimental design and recruited a final sample of 125 managers.

Results/contributions: our results showed that the perception of greenwashing negatively affected the managerial willingness to engage in business relationships, but only when the results of the business collaboration were uncertain. Additionally, risk aversion and the importance given to the corporate reputation negatively moderated this relationship.

Martes, 21/06/2022: 8:30 – 10:00 SESIONES PARALELAS (I)

TALLER DOCTORAL (IV)

MARKETING E INTERNACIONALIZACIÓN

Aula 1508

Presidente de la sesión: **Dr. Jan Meyer**, IQS School of Management/Universitat Ramon Llull

MOTIVACIONES DE COMPRA DE PRODUCTOS FALSIFICADOS: UNA PROPUESTA DE ANALISIS INTERCULTURAL

Sara Pahlevan
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La distribución de productos falsificados está perjudicando seriamente al comercio internacional. Por lo tanto, conocer las motivaciones de compra de estos productos es esencial para poder combatirlo. Aunque la literatura ha considerado la atribución física de los productos y los factores personales como motivadores de compra de productos falsificados, el papel de los valores intrínsecos y extrínsecos de los productos y los beneficios utilitarios y hedónicos no se ha dilucidado tanto. Así, esta investigación pretende comprender cómo la naturaleza de estos factores y motivadores afectan la intención de compra de productos falsificados. Además, se propone un análisis intercultural entre dos regiones distintas

THE EFFECT OF FIRM CUSTOMER EXPERIENCE INITIATIVE ON FIRM VALUE: THE CONTEXT MODERATION ROLE

Elias Felix Huerta Camones, Walter Martin Palomino-Tamayo, Juan Segundo Timana De La Flor
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Some marketing initiatives can positively impact customers and gain competitive advantage and other outcomes, but others do not. Product launches positively affect the firm value, but others like customer engagement do not. The growing importance of the customer experience initiative as a competitive tool for companies has let us question the effectiveness of this initiative on the market value of the firms. To explain this question, we use the efficient market hypothesis; its foundational statement is that security prices reflect all available information about firms' stock. The unity of analysis will be the firm. The nature of this research is quantitative, and we will use a sample of firms listed on the stock exchange of developed and emergent countries. The findings will extend the efficient market hypothesis to a broader border of the current application; it will contribute to the marketing literature linking customer experience initiatives and the firm value. Also, it can help investors understand the positive impact of customer experience initiatives and make better investment decisions. Furthermore, the executives can better decide the firm's investment in marketing initiatives.

SMES SUSTAINABLE UPGRADING IN GLOBAL VALUE CHAINS: AN INSTITUTIONAL AND NETWORK APPROACH.

Andrea Pallás Rocafull
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• Objective: This research proposal aims at studying the role of different institutional actors and cooperative inter-firm networks as drivers of small and medium-sized enterprises' (SMEs) sustainable upgrading in Global Value Chains (GVCs). This goal is further translated into three research questions to be explored in different, complementary studies.

• Theoretical framework: The research proposal is grounded on the GVC literature. The Institutional Theory and the Network Theory will frame and explain the underlying mechanisms answering the research questions.

• Methodology: The study will focus on Spanish manufacturing SMEs. Evidence in the GVC literature is comparatively scarcer for developed countries' SMEs, which might acquire a renewed importance in our current environment. Manufacturing industries also present an ideal context to examine the proposed questions, as they are populated by SMEs and tend to be polluting too.

• Implications: Mainly, this research aims at, first, highlighting SMEs' relevance as active economic, environmental and social actors in GVCs; second, at highlighting institutions and relational mechanisms as key factors triggering SMEs' sustainable upgrading and as effective counterparts to private governance in GVCs; finally, it also aims at contributing to the conceptualization of some GVC concepts that are less developed theoretically.

Martes, 21/06/2022: 8:30 – 10:00 SESIONES PARALELAS (I)

MESA INTERACTIVA

EMPRESA FAMILIAR

Aula 1318

Presidente de la sesión: **Manuel González-Díaz**, Universidad de Oviedo

EFECTO NO LINEAR DE LA PARTICIPACIÓN FAMILIAR EN LAS CAPACIDADES DINÁMICAS DE LAS CADENAS HOTELERAS ESPAÑOLAS

Lorena Ruiz-Fernández, Laura Rienda, Rosario Andreu
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Las empresas familiares, y más concretamente las pertenecientes al sector turístico, se enfrentan a un entorno cada vez más dinámico y turbulento que les obliga a desarrollar capacidades para adaptarse a los cambios y mantener sus ventajas competitivas. El objetivo de nuestro estudio es analizar el efecto de la implicación familiar (diferenciando entre la gestión familiar y la generación) en el desarrollo de capacidades dinámicas por parte de las cadenas hoteleras, y su posterior influencia en el rendimiento innovador y económico de los hoteles. Se ha utilizado la técnica de mínimos cuadrados parciales (PLS) basada en la modelización de ecuaciones estructurales. Respecto a los resultados obtenidos, no encontramos una relación lineal positiva entre la participación de la familia en la gestión de la empresa y las capacidades dinámica, sino que evidenciamos la existencia de un efecto cuadrático significativo y suficientemente grande como para confirmar una relación en forma de U. Asimismo, comprobamos que la acumulación de conocimiento a lo largo de las generaciones en la empresa familiar permite a los miembros de la familia aprender, detectar, compartir y desarrollar capacidades dinámicas, es decir, encontramos una relación lineal positiva entre la generación familiar y el despliegue de capacidades dinámicas.

ENTREPRENEURIAL MOTIVES AND INNOVATION FOR THE FIRM: DIFFERENCES BETWEEN FAMILY AND NON-FAMILY BUSINESSES

Mahsa Samsami[1,3], Maria Isabel Neira Gomez[1], Nuria Calvo[2], Thomas Schøtt[3,4,5]
[1]University of Santiago de Compostela; [2]University of A Coruña; [3]University of Agder; [4]American University in Cairo; [5]University of Southern Denmark; samsami.mahsa@rai.usc.es

This paper is aimed to analyze the differences innovation in businesses between family and non-family businesses, taking into account the entrepreneur's motivations to create the new business. This paper addresses the research question: Which are the differences among entrepreneurial motivations in family businesses contrasted non-family businesses, and how the differences among motives do affect innovation in businesses? We used data collected from a representative sample of 2522 entrepreneurs by the Global Entrepreneurship Monitor of Spain in 2021. This survey distinguished between in family and non-family businesses. Family entrepreneurs are not so conditioned by family tradition as literature used to the state. In terms of ambition, family businesses through the whole entrepreneurial process have less ambitious motivations. However, those entrepreneurs with ambitious motivations have high innovation, independently they are involved in family or non-family businesses. These findings offer a new conceptualization of family businesses, supported by the different motivations, and reinforce the need in-depth study entrepreneurial motivations and innovation. These findings contribute to understanding more differences in family businesses contrasted with non-family businesses, considering the ambition of the initial motivations of the entrepreneurs in charge of making these businesses survive in the future.

DISENTANGLING SUSTAINABILITY IN FAMILY SME

Inés Herrero, Rocio Ruiz Benitez, Cristina López

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Objectives: This article pursues to determine whether family SMEs are more or less sustainable than nonfamily SMEs.

Theoretical framework: Previous works reveal conflicting results concerning the sustainable behaviour of family firms and their nonfamily counterparts. Since family firms seek more non-financial objectives, they would be more encouraged to achieve a sustainable development. However, it has not been tested in the literature if the family influence would effectively lead to a better or worse performance in the economic, social and environmental sustainability.

Methodology: This research carries out a statistical analysis using a sample of 282 family firms and 81 nonfamily firms belonging to the food and beverages manufacturing industry. The empirical study will allow to compare the sustainable performance of family SMEs versus nonfamily SMEs in each TBL dimension.

Results/Implications: We conclude that competing arguments coexists in favour and against family firms being more or less environmentally and economically sustainable which finally get balanced out. However, family firm caring for their closer stakeholders and the importance given to their social relations make of them the champions in terms of social sustainability. Family firms are able to be, therefore, socially sustainable without compromising their economic performance in the long term.

Martes, 21/06/2022: 8:30 – 10:00 SESIONES PARALELAS (I)

MESA INTERACTIVA

RRHH Y COMPORTAMIENTO ORGANIZACIONAL I

Aula 1312

Presidente de la sesión: **Dra. Maria Muñoz-Doyague**, Universidad de León

LINKING LEADER ACCOUNTABILITY TO INNOVATION AND PERFORMANCE: A RELATIONSHIP-BASED APPROACH

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Purpose. This study focuses on accountability, analysed as a leader behaviour that empowers followers giving them responsibility. After a literature review in which the concept of accountability is defined, an empirical study is conducted to test the effects of this leader behaviour on firm innovativeness and firm performance.

Theoretical framework. Business scandals and unethical behaviors demand a profound change in the way companies are traditionally managed. By focusing on accountability, this study shows some of the potential positive consequences of virtuous leadership behaviours for organisations..

Methodology. Based on a sample frame of Spanish companies, structural equations were used to validate the proposed hypotheses.

Results. This research provides empirical evidence of the relationship between accountability and performance, considering the mediating role played by firm innovativeness. By highlighting the positive results that can be obtained through accountability, the study offers evidence of how companies may improve workplace conditions by promoting more positive, humane and virtuous leadership behaviours.

EXPLICACIÓN DE LA SATISFACCION LABORAL DEL EMPLEADO A TRAVÉS DEL USO DE BENEFICIOS Y POLÍTICAS TRABAJO-VIDA Y LA INTERFAZ TABAJO – FAMILIA

Liliana María Gutiérrez Vargas[1], Joaquín Alegre Vidal[2], Susana Pasamar Reyes[3]

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Este estudio propone un modelo de mediación múltiple para analizar la relación entre el uso de beneficios y políticas trabajo-vida y la satisfacción laboral. La contribución del estudio a la literatura es examinar empíricamente, antecedentes y determinantes de esta variable endógena con mayor profundidad. Por lo tanto, la investigación llena un vacío en la

literatura a través de un análisis de la función mediadora del conflicto y el enriquecimiento trabajo-familia en la dirección en la que el trabajo interfiere en la familia. Este trabajo utiliza el modelado de caminos de mínimos cuadrados parciales, una técnica de modelado de ecuaciones estructurales basadas en la varianza, para probar y validar el modelo de investigación y las hipótesis postuladas sobre una muestra colombiana de 1.051 empleados de empresas de diversos sectores, origen de capital y tamaño. Los resultados muestran que la percepción de enriquecimiento trabajo-a-familia, en mayor medida, y la percepción conflicto trabajo-a-familia, en menor medida, son mediadores significativos en la relación entre el uso de beneficios y la satisfacción laboral.

GREEN HUMAN RESOURCE MANAGEMENT: A SYSTEMATIC REVIEW AND FUTURE OUTLOOK

Ana Labella-Fernández, Belén Payán-Sánchez, M. Mar Serrano-Arcos
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Green Human Resource Management (GHRM) has emerged as one of the important tools firms can deploy to implement green strategies, integrate environmental sustainability into business models and therefore achieve green performance goals. Given the relevance for management and firms, in the last decade this research field has awaken the attention of many scholars leading to an increasing number of studies on GHRM, although it remains as a relatively young and emergent field at present. Thus, the main objective of this paper is to analyze what has been studied about the GHRM and contribute to a better understanding of the research field, providing insights for present and future research directions. To this end, we conducted a systematic literature review, yielding 125 relevant papers, from which the antecedents, mediators, moderators and outcomes of GHRM were analyzed offering a general model to synthesize previously empirical published work at the organizational and individual levels of analysis.

Martes, 21/06/2022: 10:00 – 10:45 SESIÓN PLENARIA (II)

Sala Multimedia

El evento podrá seguirse en streaming desde la sala FCC en la planta -1 del edificio de IQS SM

"REIMAGINING MARKETING STRATEGY: DRIVING THE DEBATE ON GRAND CHALLENGES"

Dr. Ko de Ruyter

King's College London

A little more action, please. There is no record of Elvis Presley's views on responsible marketing, but his 1968 song, “A Little Less Conversation,” could have been written as a reflection on the global marketing community’s current progress in transforming our field. At the United Nations (UN) General Assembly in 2015, the leaders of 193 nations adopted an ambitious set of 17 global Sustainable Development Goals (SDGs) combatting poverty, inequality, and discrimination. Since then, it has been an imperative for organizations to reimagine their marketing strategy with an eye towards global impact. This is not only a matter of international policy; important shifts in stakeholder views on responsible marketing are also starting to emerge. For example, supply chain partners and end-customers across many industries are increasingly interested in end-of-life cycle initiatives, product-emission rates, product provenance, and transparency of production. These stakeholders are steadily demanding more environmentally-friendly packaging and lower carbon footprints. Further, stakeholders expect human dignity to be respected along this process. Consequently, long-term supply chain strategies are being redefined to acknowledge climate change and human rights issues in strategy formulation and execution.

Martes, 21/06/2022: 11:00 – 12: 30 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

EMPRENDIMIENTO V

Aula 1106

Presidente: **Dra. Esther Hormiga**, Universitat de Barcelona

PARENTS' INTENTION TO SUPPORT CHILDREN'S ENTREPRENEURIAL BEHAVIOR: AN EXTENSION OF THE THEORY OF PLANNED BEHAVIOUR

Francisco J. García-Rodríguez, Desiderio Gutiérrez-Taño, Inés Ruiz-Rosa
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Relator: **Dara Hernández Roque** (Universidad de Cádiz)

This paper presents an explanatory model of parents' intention to support the entrepreneurial behavior of their children. To do this, a perspective based on the theory of planned behavior is adopted and the model is extended to integrate the antecedents of personal attitude towards children's entrepreneurship. The model is tested for a sample of 400 parents and it can be concluded that parents' perceptions of how people from their immediate circle value the possible entrepreneurial behavior of their children, as well as their children's perceived preparation for entrepreneurship, constitute the main variables of influence on the intention to support such behavior.

EXPLORING THE MEDIATION ROLE OF PERCEIVED BEHAVIOURAL CONTROL AND SUBJECTIVE NORMS IN THE RELATIONSHIP BETWEEN PSYCHOLOGICAL CAPITAL AND ENTREPRENEURIAL INTENTION

Mercedes Villanueva-Flores[1], Dara Hernández Roque[1], Mirta Díaz-Fernández[2], Mar Bornay-Barrachina[1]
[1]Universidad de Cádiz, Spain; [2]Universidad Pablo de Olavide, Spain; dara.hernandez@uca.es
Relator: **Karla Paola Hernández Del Valle** (Universidad de Barcelona)

Purpose –Entrepreneurship as a career option plays a fundamental role in creating employment, productivity and economic growth. In this context, "Entrepreneurial University" emerges in the universities, based on promoting entrepreneurship especially among its students. Within the literature of entrepreneurship, no agreement has been reached yet on the factors that determine the decision to become an entrepreneur and psychological capital begins to be analysed in the entrepreneurial literature. Taking into account the theory of planned behaviour, the purpose of this paper is to determine the direct relationship between psychological capital and entrepreneurial intention as a career option, and to analyse the mediating role of perceived behavioural control and subjective norms in this relation.

Design/methodology/approach –On the basis of a literature review, an integrative model is proposed to explain the relationship between the studied variables. Our hypotheses are tested on a sample of 632 students at a Spanish university, using PROCESS for SPSS boostrapping methodology.

Findings – The results obtained highlight the mediating role played by perceived behavioural control and subjective norms in the relationship between psychological capital and entrepreneurial intention.

IS YOUR BUSINESS A REFLECTION OF YOUR BELIEFS? ENTREPRENEUR'S PERSONAL VALUES INFLUENCE ON THEIR ORGANIZATION'S CLIMATE ORIENTATION AND BUSINESS SUCCESS.

Karla Paola Hernández Del Valle[1], Esther Hormiga Pérez[2]
[1]Universidad de Barcelona, Spain; [2]Universidad de Barcelona, Spain; karla.hernandez@ub.edu
Relator: **Mar Bornay-Barrachina** (Universidad de Cádiz)

In this paper we test the theory behind the relationship between entrepreneurs' values and the strategic decisions they make within their businesses, and their influence on business success. In particular, this paper's objectives are: 1. to examine whether entrepreneurs' personal values, and particularly self-transcendence values, are good predictors of the orientation of organizational climate in their companies; and 2. to analyze how personal values influence entrepreneurs'

self-perception of the success of their businesses, viewed through the lens of the mediating effect of the orientation of their company's organizational climate. In this sense, a Structural Equation Modeling (SEM) analysis of 171 valid questionnaires asked to entrepreneurs in Barcelona (Spain) was conducted. Consistent with the increasing number of papers that associate personal values with behavior; our model finds a strong association between entrepreneurs' self-transcendence values (universalism and benevolence) and the expressed importance they attribute to acting on behalf of their employees' welfare, which directly influences the development of organizational climate of well-being. Our model also reveals meaningful differences in the way that female and male entrepreneurs perceived themselves as successful, partially explained by their self-transcendence values.

SERIOUS GAMES IN ENTREPRENEURSHIP EDUCATION: A LEARNER SATISFACTION AND INDIVIDUAL ENTREPRENEURIAL ORIENTATION APPROACHES

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Relator: **Francisco J. García-Rodríguez** (Universidad de La Laguna)

This study aims to understand whether serious games in entrepreneurship education can improve the individual entrepreneurial orientation (IEO) and entrepreneurial intention. A pretest posttest quasi-experimental design was used by considering 963 undergraduate students. This study adopted two analysis techniques to test the hypotheses: Wilcoxon signed-rank test and structural equation modelling. The findings show that students in the treatment group increased their innovativeness, proactiveness and risk-taking compared to the control group. Equally important is the positive relationship between learner satisfaction using serious games and the IEO in the treatment group; in addition, to highlighting that the entrepreneurial orientation exerts a total mediation between the learner satisfaction and the students' entrepreneurial intention. These findings provide insight into the discussions that remain open about the effects of entrepreneurship education by revealing the impact of specific benefits for students derived from serious games in the course. The study also has broader implications for the theory and practice of teaching entrepreneurship.

Martes, 21/06/2022: 11:00 – 12: 30 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

ESTRATEGIA V

Aula 1207

Presidente: **Dra. Ana Botella Andreu**, Universitat de Valencia

ORGANIZATIONAL RESILIENCE AND BUSINESS GROUP: BENEFITS OF CLOSING AFFILIATES IN THE GLOBAL AUTOMOTIVE INDUSTRY

Daniel Raya Quero, Natalia Ortiz de Mandojana
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Relator: **Ana Botella Andreu** (Universitat de Valencia)

While previous literature has paid an increased attention to the concept of resilience on the firm level of the analysis, nowadays big, diversified companies are structured as business groups. Based on organizational resilience literature and stakeholders' theory, our goal is to fill in this a gap by analyzing whether a lack of organizational resilience on the firm level can be beneficial to business group. Concretely, we propose that business group may close affiliates as a mechanism to better adapt to the environment and therefore they may obtain performance benefits. However, we also propose that the concentration of business group activities decreases the positive effect of closing affiliates because concentration increases the disruptions associated with closing affiliates such us damaging stakeholders' relationships. Our sample includes 364 business groups belonging to the automotive industry from North America, Western Europe and East Central Asia. We gathered financial and structural data for the period 2013 – 2019. We found that while high concentrated groups have negative effects on their performance after closing affiliated, low concentrated groups have positive consequences in their performance. This result supports that, under some circumstances, a lack of organizational resilience on the firm level can be beneficial to business group.

SOLVING AGENCY ISSUES THROUGH THE PARENTING ADVANTAGE IN MNC

Ana Botella Andreu, Jose Pla Barber, Cristina Villar García
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Relator: **Antonio Sartal Rodríguez** (Universidad de Vigo)

• Objective: Intermediate Units have a unique particularity in the MNC network: they hold a dual agency role as they are principals (for a group of subsidiaries) and agents (for the CHQ) at the same time. Such complex strategic duality steams from its parenting position and the need to be permanently connected to the rest of the units. In this paper, we investigate how IUs leverage their parenting advantage to manage their relationships with CHQs and local subsidiaries in order to mitigate the agency problem.

• Theoretical framework: We apply the dynamic view of Agency Theory which highlights that the intensity of relationships between actors reduces agency issues because it provides constant information to upgrade the position in front of other actors (Tirole, 1986).

• Methodology: Also, we test a set of hypotheses through PLS on a sample of Spanish Intermediate Units.

• Results: Our results show how IU's market experiential knowledge is essential to maintain the relationship with the CHQ and the subsidiaries. However, local subsidiaries will primarily maintain their relationship with IUs due to their technical expertise while CHQ will value their supervisory experience. Practical and theoretical implications are derived.

HAPPY EVER AFTER? ON THE IMPORTANCE OF COMPETITIVE STRATEGIES FOR SUCCESSFUL ACQUISITIONS

Lucas López-Manuel, Antonio Sartal, Xosé H. Vázquez
Universidad de Vigo, Spain; antoniosartal@uvigo.es
Relator: **Elena Mellado García** (Universidad de Granada)

Most studies explore the success of mergers and acquisitions through ex-ante analyses based on the compatibility of resources and capabilities between acquirer and target. Given that most of them (60%–80%) fail, there seems to be room for enhancing our understanding on what the reasons are for acquisitions to succeed. Diverging from these conventional approaches, we posit that the attention should be placed at the strategic level. Our paper therefore explores the existence of (in)compatibility between acquirers and targets' competitive strategies, as well as its effects on post-acquisition business performance. Through a quasi-experimental approach that hinges on a panel data of 134 acquisitions, we show that differentiated firms will improve their business performance through acquiring firms with similar strategies; performance will worsen nonetheless when the acquired firm's strategy is cost leadership. Regarding firms with cost strategies, our results suggest that the potential creation of synergies for a cost leader is far more complex than for a differentiated firm. Overall, this study contributes to bridge the gap between growth and competitive strategies, increasing the knowledge at the intersection of different strategic choices.

THE IMPACT OF A FIRM'S INVESTORS ON ORGANIZATIONAL RESILIENCE. A RESOURCE DEPENDENCE VIEW OF AVOIDING RELAPSES INTO CRISES.

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Relator: ***Xosé H. Vázquez*** (Universidade de Vigo)

Firms may recover from a financial crisis because an intensive extra provision of external resources. However, many of the surviving firms come back into a similar crisis quickly. Building on a resource dependence perspective, we argue that investors' diversity, concentration, and patience may foster appropriate orientation for building a resilient approach which allow relapses avoidance in the firms. Our work includes data analysis of the financial evolution of 359 firms that avoided a stressful financial situation according to their Altman Z-Score's values. After analysing the firms' situation from 2014 to 2019, we find that while both investors' diversity and patience reduce the risk of relapsing into crisis, the risk grows when the large investors gain share in the firm capital during the crisis and recovery period. Our study contributes by showing how investors influence the building of organizational resilience in firms and the importance of dependence in financially difficult situations for firms.

Martes, 21/06/2022: 11:00 – 12: 30 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

EMPRESA FAMILIAR III

Aula 1105

Presidente: **Dr. Gabriel Lozano Reina**, Universidad de Murcia

TOWARDS MORE ALIGNED EXECUTIVE PAY DESIGNS IN LISTED FAMILY FIRMS: DOES SAY-ON-PAY MATTER?

J. Samuel Baixauli-Soler[1], Gabriel Lozano-Reina[1], Gregorio Sánchez-Marín[2]
[1]Universidad de Murcia, Spain; [2]Universidad de Alcalá, Spain; gabriel.lozano@um.es
Relator: **Ana Lucia Caicedo Leiton** (Universidad Pública de Navarra)

This paper analyzes the impact of the Say-on-Pay (SOP) mechanism –a vote in which shareholders express their agreement with executive pay policies– on CEO compensation design in listed family firms. By examining the role of family governance idiosyncrasies and heterogeneities, this paper addresses questions regarding the extent to which SOP contributes to CEO compensation alignment and to preserving both shareholder and family wealth. Focusing on a subset of UK listed firms from 2011 to 2018, we find that both family governance and family ownership increase SOP effectiveness, thereby favoring more aligned CEO compensation designs. However, the relationship between family ownership and SOP effectiveness is weakened in family firms led by non-family CEOs, particularly when in the second- and later generation stages. Merging agency and stewardship standpoints, this research reveals that SOP effectiveness is strongly influenced by family governance idiosyncrasies and heterogeneities, showing the "family effect" on corporate governance, which translates into CEO compensation packages that are more aligned with shareholders' interests, and helping to preserve both shareholder and family wealth.

LA PROPIEDAD PSICOLOGICA COLECTIVA DESDE LA HETEROGENEIDAD DE LA EMPRESA FAMILIAR

Ana Lucia Caicedo Leiton, Lucia Garces Galdeano, Martin Larraza Kintana
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Relator: **Pablo Rodríguez García** (Universidad de Oviedo)

La propiedad psicológica colectiva o PPCF se entiende como el sentimiento posesivo colectivo compartido entre los miembros de una familia sobre el negocio familiar. Sin embargo, al ser un concepto relativamente nuevo, existe poca claridad teórica y empírica. Para superar este vacío, el objetivo de esta investigación fue explorar el concepto de propiedad psicológica colectiva desde la heterogeneidad de la empresa familiar., para lo cual trabajamos con una metodología cualitativa exploratoria de caso múltiple. Los resultados nos han permitido validar las propuestas teóricas de Rantanen y Jussila (2011) y proponer nuevas formas de interacción de las categorías que componen el concepto, a través de la identificación de mecanismos subyacentes a ellas lo cual ha sido el mayor aporte de esta investigación. Con ello avanzamos en la comprensión del concepto de propiedad psicológica colectiva en la empresa familiar PPC-F y esbozamos algunas implicaciones en procesos trascendentales para la familia empresaria como la sucesión.

UN ANÁLISIS BIBLIOMÉTRICO DEL ESTUDIO DE CASOS EN EMPRESA FAMILIAR

Pablo Rodríguez García
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Relator: **Gabriel Lozano Reina** (Universidad de Murcia)

El objetivo de este trabajo es conocer la aportación del estudio de casos a la investigación sobre empresa familiar. A partir de un análisis bibliométrico, en revistas de investigación de primer y segundo cuartiles, se identificaron 85 estudios de casos sobre empresa familiar en el período 2000-2019, lo que representa un 8,01% de los artículos publicados sobre empresa familiar. Se observa que la riqueza socioemocional (SEW) y la teoría de la agencia son los principales fundamentos teóricos de los estudios de casos de empresas familiares. La principal conclusión del análisis es que en las empresas familiares los objetivos de SEW prevalecen sobre los objetivos económico-financieros, excepto cuando está en riesgo la continuidad de la empresa.

Martes, 21/06/2022: 11:00 – 12: 30 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

GESTIÓN DEL CONOCIMIENTO III

Aula 1019

Presidente: **Dr. Diego Corrales Garay**, Universidad Rey Juan Carlos

OPEN DATA BUSINESS MODELS: PROCESS MODEL AND EMERGING THEMES

Diego Corrales-Garay, Marta Ortiz-de-Urbina-Criado, Eva-María Mora-Valentín
Universidad Rey Juan Carlos, Spain; diego.corrales@urjc.es
Relator: **Patricia Pilar Zirena Bejarano** (Universidad Nacional de San Agustín de Arequipa)

The purpose of this paper is to study the open data business models as a source for knowledge and innovation to generate economic value. Three research questions were posed: 1) What are the main themes/topics of study and the relationship between business models and open data? 2) What factors are critical for analysing business models based on open data? 3) What are the new or future themes in the open data business models research? A co-word analysis is performed to identify different themes in the literature relating to business models based on open data. Results of the co-word analysis show that the main themes are business model, smart city, business ecosystem, innovation and decision making. Second, and based on these results, a process model for analysing open data business models is proposed. Finally, some emerging themes are presented. Open data ecosystems, knowledge management and business intelligence are interesting themes to be consider in the study of open data business models.

EL EFECTO MEDIADOR DE LA CAPACIDAD DE ABSORCIÓN EN LA RELACIÓN: CAPITAL SOCIAL ESTRUCTURAL Y RESULTADOS DE NUEVOS PRODUCTOS EN LAS EMPRESAS DE TURISMO REGION AREQUIPA-PERU

Gloria Parra Requena[1], Patricia Pilar Zirena Bejarano[2], Abelardo Quispe Ambrocio[2], Willam Merma Valverde[2]
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Relator: **M. Teresa Ortega Egea** (Universidad de Granada)

Este trabajo responde a la demanda de la literatura sobre la influencia de la capacidad de absorción en la relación entre el capital social estructural y los resultados de nuevos productos en el sector turismo, debido a que existen antecedentes sobre la relación entre el capital social estructural y los resultados de nuevos productos todavía contradictorios, se genera un vacío de investigación que conduce a plantear como objetivo de investigación, determinar el efecto mediador de la capacidad de absorción, en la relación entre el capital social estructural y los resultados de nuevos productos. El estudio empírico se realiza sobre una muestra de 300 empresas relacionadas a la actividad turística de Arequipa-Perú, utilizando ecuaciones estructurales mediante mínimos cuadrados parciales (PLS). Los resultados del artículo demuestran que la capacidad de absorción media la influencia del capital social estructural en los resultados de nuevos productos. A partir del presente trabajo se derivan diversas implicaciones en el desarrollo teórico de interés para los académicos e implicaciones prácticas para los directivos que conducen a mejorar el desempeño de las empresas del sector.

CONSTRUYENDO PUENTES CON CAPACIDADES INTERNAS DESDE EL RECURSO DEL CONOCIMIENTO DE LOS CLIENTES EN EMPRESAS DE SERVICIOS

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Objetivo: El objetivo del estudio es investigar los mecanismos internos que deben activar las empresas de servicios para que el conocimiento externo de los clientes se utilice adecuadamente en la mejora del desempeño del servicio.

Marco teórico: Nuestro trabajo parte del marco de la teoría de recursos y capacidades dinámicas de la empresa, considerando que el conocimiento del cliente es un recurso externo para la empresa. Se completa el marco teórico con la teoría de la orquestación de recursos, de forma que la construcción y desarrollo de capacidades internas alineadas y sincronizadas con los recursos disponibles permitirá mejorar los resultados.

Metodología: Se han recopilado datos de 175 empresas españolas de servicios de ocho sectores de actividad que contaban con el recurso del conocimiento de sus clientes. Para analizar los datos se ha utilizado el modelado de ecuaciones estructurales basadas en la varianza apoyado en el software PLS-SEM.

Resultados/Implicaciones: Este estudio aporta que las capacidades de absorción y de innovación ejercen un efecto mediador entre el recurso del conocimiento del cliente y los resultados operativos de los servicios. Ello implica que se deben tomar decisiones orientadas a construir capacidades internas para gestionar adecuadamente el conocimiento de los clientes.

MODELO PARA LA GESTIÓN DEL CONOCIMIENTO CIENTÍFICO EN ENTORNOS DE COOPETICIÓN

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Relator: **Diego Corrales Garay** (Universidad Rey Juan Carlos)

El concepto de coopetición ha adquirido una relevancia creciente en el campo de la gestión de empresas debido a los desafíos que supone gestionar las dinámicas contradictorias que surgen en las relaciones de colaboración y competición simultáneas entre actores. Este aspecto se torna particularmente importante en el ámbito científico en el que cada vez más se necesitan establecer relaciones entre los actores para alcanzar los objetivos de investigación. Por ello, este trabajo plantea un modelo para la gestión del conocimiento científico en entornos coopetitivos que permita orientar a los responsables de la gestión del capital humano investigador y lograr un mayor rendimiento científico. Para ello se ha llevado a cabo una revisión sistemática de la literatura que ha permitido revelar el importante papel que ejercen los activos de conocimiento científico (capital humano, social y organizativo), así como las capacidades directivas y las prácticas de recursos humanos en la gestión de los comportamientos cooperativos y competitivos entre los investigadores.

Martes, 21/06/2022: 11:00 – 12:30 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

OPERACIONES Y GESTIÓN TECNOLÓGICA ORGANIZACIONAL IV

Aula 1206

Presidente: **Juan Jose Tari Guillo**, Universidad de Alicante

INTELIGENCIA COMPETITIVA EN DESTINOS TURÍSTICOS: UN CASO DE INVESTIGACIÓN PARA LA ACCIÓN EN LA COSTA BLANCA

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Relator: **Araceli Rojo Gallego-Burín** (Universidad de Granada)

• Objetivos: Generar un ecosistema de inteligencia competitiva en el destino turístico de la Costa Blanca a partir del uso de big data y resolver un reto para la comunidad turística consistente en explicar las búsquedas diarias de vuelos desde los aeropuertos de Gatwick y Manchester al aeropuerto de Alicante-Elche.

• Marco teórico: Se define la inteligencia competitiva y el big data, se identifican sus ventajas para la gestión y cómo el big data es un recurso para la inteligencia competitiva.

• Metodología: Investigación para la acción mediante métodos mixtos. En una primera fase cualitativa, se define el reto y las variables para resolverlo. En la segunda fase cuantitativa, se analizan las búsquedas de vuelos desde Gatwick y Manchester a Alicante desde 2019 a 2021. Las búsquedas se explican por la temperatura en origen, el precio del vuelo, el precio de las habitaciones de los hoteles y la satisfacción de los turistas aplicando modelos de ecuaciones estructurales basados en PLS.

• Resultados/implicaciones: Se crea un cuadro de mando que identifica cómo las distintas variables explican las búsquedas de vuelos y en qué orden de importancia. Existen distintos patrones de búsqueda en función del año, del aeropuerto de origen y la duración de la estancia.

RELACIONES ENTRE GESTIÓN DE LA CALIDAD, AGILIDAD, AMBIDESTREZA Y RESULTADOS EN HOTELES

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Relator: **Javier Gonzalez Benito** (Universidad de Salamanca)

Objetivo: analizar la influencia de la gestión de la calidad en la agilidad y la ambidestreza organizativa, y el papel mediador de la agilidad y la ambidestreza en la relación gestión de la calidad-rendimiento.

Marco teórico: la literatura ha analizado la relación entre la gestión de la calidad y el rendimiento, pero los resultados obtenidos no son concluyentes. Algunos trabajos consideran que determinadas variables mediadoras pueden ayudar a entender esta relación, como la agilidad o la ambidestreza.

Metodología: se realiza un análisis de PLS (Partial Least Squares) con datos de 365 hoteles.

Resultados/implicaciones: la gestión de la calidad favorece la agilidad y la ambidestreza organizativa, y esto contribuye a mejorar el rendimiento hotelero. Con la gestión de la calidad se puede crear un contexto organizativo apropiado para incrementar la agilidad de clientes, de socios y la operativa, y así fomentar el desarrollo simultáneo de innovaciones explotadoras y exploradoras (ambidestreza). Este artículo contribuye a la teoría desarrollando nuevos conocimientos sobre la gestión de la calidad como facilitadora de la agilidad y la ambidestreza, y el papel mediador de ambas en la relación entre la gestión de la calidad y el rendimiento hotelero.

THE REASONS THAT LEAD FIRMS TO EMBED DIGITALLY ITS SUPPLY CHAINS

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Relator: **Jorge Pereira Moliner** (Universidad de Alicante)

• Objectives: This study tests how three types of institutional pressure (normative, coercive, and mimetic) influence supply chain digital embeddedness (SCDE) and how SCDE benefits supply chain (SC) competences

• Theoretical framework: the theoretical framework used to explain the proposed research model is the institutional theory.

• Methodology: The authors develop and test hypotheses through structural equation

• modelling based on data from 201 European firms.. SCDE is assessed through three dimensions: technology, infrastructure, and culture. The data were analyzed using partial least squares (PLS-SEM) modelling with SmartPLS software.

• Resuls/implications: The findings show a positive relationship of normative and coercive pressures to SCDE but no relationship between mimetic pressures and SCDE. Additionally, results confirm a positive relationship between SCDE and SC competences that contribute to SC competitive advantage obtaining. This study contributes to institutional theory by providing empirical evidence of the individual effect of the three types of institutional pressure, with noteworthy lack of influence from mimetic pressures. The paper also contributes a conceptualization of SCDE composed of three dimensions: digital technologies, digital infrastructure, and digital culture. Finally, the study advances the literature on SC competences.

GESTIÓN DEL RIESGO Y DESEMPEÑO OPERATIVO DE LA CADENA DE SUMINISTRO: LA IMPORTANCIA DEL DÉFICIT DE MITIGACIÓN DEL RIESGO.

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Relator: **Juan Jose Tari Guillo** (Universidad de Alicante)

• Objetivos

El objetivo de este artículo es explicar que no hay estrategias de mitigación universalmente válidas, si no que su eficacia depende del ámbito de la cadena en que se aplique (aguas arriba, dentro de la empresa o aguas abajo) y de la intensidad con la que se implementen, que debe ser coherente con el contexto de riesgo en que se desarrolle la actividad empresarial

• Marco teórico

Este trabajo se enmarca dentro de enfoque contingente de la gestión del riesgo en la cadena de suministro.

• Metodología

Se aplica un enfoque novedoso proponiendo por un lado un concepto de 'déficit en la mitigación del riesgo' que se basa en el concepto de desviación de un perfil ideal basado en el ajuste entre la estrategia de mitigación y el riesgo del entorno. Por otro lado, el modelo analizado incorpora de manera desagregada el efecto del déficit en la gestión del riesgo, aguas arriba, en la cadena interna, y aguas abajo, sobre el desempeño operativo de la cadena tanto aguas arriba como aguas abajo. El modelo se contrasta sobre una muestra de 213 empresas españolas

• Resultados/implicaciones

Los resultados confirman de manera general la lógica del modelo propuesto.

Martes, 21/06/2022: 11:00 – 12:30 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

RRHH Y DISEÑO ORGANIZACIONAL VI

Aula 1107

Presidente: **Dra. M. Dolores de La Rosa Navarro**, Universidad Pablo de Olavide

UNDERSTANDING LEADERSHIP STYLES IN THE HOTEL INDUSTRY: A BIBLIOMETRIC APPROACH

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Relator: **Angela Martinez Perez** (Universidad de Castilla La Mancha)

This paper aims to provide an overview and synthesis of the existing body of knowledge about leadership styles in the hospitality industry. Special attention is paid to historical trends and metrics on academic resonance, as well as to the knowledge structure of the topic. In order to do so, a bibliometric analysis was performed over documents extracted from the Web of Science (WoS) and Scopus databases. Productivity assessment and relational techniques were applied by using diverse softwares like VOS viewer, Bibexcel, and Pajek, among others. Results reveal a major development of the field since 2013. In addition, besides the wide diversity of research trends, transformational and servant leadership remain at the center of leadership research. Finally, this study also compares the results to other reviews and bibliometric studies on general leadership.

SERVANT LEADERSHIP AND TEAM CREATIVITY IN THE HOSPITALITY INDUSTRY: THE MEDIATING ROLE OF EMPOWERMENT CLIMATE AND TEAM CITIZENSHIP BEHAVIOR

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Relator: **Juan Jose Najera Sanchez** (Universidad Rey Juan Carlos)

Team creativity is critical to staying ahead in today's competitive hospitality industry. Recent research has suggested servant leadership fosters employee creativity, but the mechanisms and context in which this relationship emerges at team level is unknown. This paper aims to advance this area of research and analyzes the mediating role of empowerment climate and team citizenship behavior in the servant leadership-team creativity relationship. Support for our model was found using a sample of 343 teams, encompassing 835 respondents from various departments at 171 hotels in Spain, a leading international tourist destination. The results show that servant leadership had a positive indirect effect on team creativity, via the sequential application of empowerment climate and team citizenship behavior.

FAMILY FIRMS, AUTHENTIC LEADERSHIP AND AFFECTIVE COMMITMENT

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Relator: **Emilio Domínguez Escrig** (Universitat Jaume I)

• Objetivos: Family social capital (FSC) has been examined as a unique resource of family firms, but up to now, this concept has been understudied. In this work, we analysed the relevant role that authentic leadership (AL) plays in fostering FSC and the positive effect that the latter has on the employee's affective commitment (AC). We go further by analysing the mediating effect that, not only family social capital, but also Leader-Member-Exchange have in the relationship between authentic leadership and employee's affective commitment in family firms.

• Marco teórico: We propose various hypotheses based on family firms literature, social identity theory and authentic leadership research.

• Metodología: We run a number of Structural Equation Models with maximum likelihood estimation using MPlus to test the hypothesized model.

• Resultados/implicaciones: Our results demonstrate that FSC acts as a mediator between AL and AC, suggesting that AL enhance FSC and through it favours the affective commitment. Our results also show that AL promotes high-quality Leader-Member-Exchanges, suggesting that authentic leaders' honest and open communication help to maintain good relationships with their subordinates.

LEADERS' AUTHENTICITY AND FIRM INNOVATIVENES: AN EMPIRICAL RESEARCH

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Relator: **M. Dolores de La Rosa Navarro** (Universidad Pablo de Olavide)

• Purpose: The purpose of this paper is to explore the relations of authentic leadership with employee prosocial motivation and firm innovativeness.

• Theoretical framework: Recently, academia has shown concern about the unethical conduct of some leaders, which led to corporate scandals. In this context, there is a demand for value-laden leadership styles, such as authentic. This paper builds on social exchange theory, which states that when employees perceive their leaders as authentic, they have a feeling of obligation to reciprocate

• Methodology: Structural equations modeling has been used with a sample of 263 workers belonging to diverse Spanish organizations.

• Results: The results showed positive associations of authentic leadership on employees' prosocial motivation and firm innovativeness. The study indicates a type of leadership that should be developed in organizations in order to promote a context which fosters positive behavior among employees and innovation.

Martes, 21/06/2022: 11:00 – 12:30 SESIONES PARALELAS (II)

COMUNICACIONES ORALES

EMPRESA Y SOCIEDAD VI

Aula 1208

Presidente: **Marcos Santamaria Mariscal**, Universidad de Burgos

FRAMING CONFLICTING DEMANDS AND STRATEGIES FOR SUSTAINABILITY IN SOCIAL ENTERPRISES

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Relator: **Marcos Santamaria Mariscal** (Universidad de Burgos)

Research has shown that social enterprises must constantly balance the conflicting demands between their social and economic goals. However, little is known about how the managers of social enterprises perceive and address the challenges posed by these dual goals. Our case study analysis of six work integration social enterprises draws on insights from cognitive frames literature and from institutional logic and paradox management perspectives to explore the cognitive frames that managers use to interpret the hybrid condition of their organisation and the strategies adopted to ensure firm sustainability. We find that managers employ two paradoxical frames, balancing and integrative, each of which is associated with different types of sustainability strategies. These results contribute to our understanding of social enterprises, both from the institutional logic perspective and in terms of paradox management, and provide new insights into how these organisations manage their hybrid condition.

THE ROLE OF SOCIAL MEDIA IN NONPROFIT ORGANIZATIONS' FUNDRAISING

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Relator: **Laura Calzada Infante** (Universidad de Oviedo)

Aim: This study aims to analyze the effect of the use of social media on fundraising by nonprofit organizations (NPOs).

Theoretical framework: We use arguments from signaling theory, stakeholder theory, and legitimacy theory to explain the role of social media on NPOs' donations. We study the presence of the NPO in social media, the number of followers on social media, its activity on these platforms, the content of posts, and the reactions of followers in social media

Methodology: we analyzed the accounts of 83 Spanish nongovernmental for development organizations on Facebook, Twitter, YouTube, and Instagram for five weeks. All these organizations have a presence on at least one of the aforementioned social media platforms.

Results/Implications: Our results show that having only a social media account has no effect on the volume of donations received by the organization, but the size of the NPO's network (followers), its social media activity (posts), its content (posts explicitly asking for donations), and follower engagement influence fundraising. Moreover, we find differences in the influence that different social media platforms have on donations and in the format of the post (feed vs. stories), but we do not find differences depending on the type of follower reaction.

ANÁLISIS DE LA EFICIENCIA DE LOS BANCOS DE ALIMENTOS ESPAÑOLES

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Relator: **Eduardo Sánchez García** (Universidad de Alicante)

• Objetivo: el objetivo del trabajo de investigación presentado es el análisis de la eficiencia de los bancos de alimentos españoles para conocer la adecuación de su gestión.

• Marco teórico: las alarmantes cifras tanto de desperdicio alimentario como de población desnutrida o mal alimentada en el planeta hace que los bancos de alimentos, a pesar de ser una solución coyuntural o de emergencia, se hayan convertido en entidades no lucrativas esenciales para paliar esta desigualdad. Son el núcleo central de cadenas de suministros solidarias de los alimentos y deben gestionarse eficientemente.

• Metodología: se ha recurrido al Análisis de Redes de Dominancia (DNA), que permite evaluar la posición de cada uno de los bancos de alimentos respecto a los demás midiendo la ineficiencia relativa entre cada par de unidades. Esto permite resaltar no solo las unidades más eficientes sino también los benchmarks intermedios.

• Resultados/Implicaciones: los resultados permiten constatar las entidades que pertenecen a la Frontera Eficiente y establece relaciones con aquellas unidades que pueden actuar de benchmark. Estas relaciones muestran vías de mejora a las entidades ineficientes si estas últimas toman como referencia elementos de gestión de las primeras adaptándolos a sus respectivas realidades.

ESPECIALIZACIÓN REGIONAL COMO FACTOR IMPULSOR DEL CAPITAL SOCIAL, LA COOPERACIÓN Y LA INNOVACIÓN

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Relator: **Ana Maria Bojica Bojica** (Universidad de Granada)

El principal objetivo del presente trabajo es determinar los efectos derivados de la localización empresarial en entornos especializados sobre el capital social y la cooperación interorganizacional, así como el impacto de estos factores en el desempeño innovador de las empresas. Este estudio se ha llevado a cabo sobre el sector de suministro de energía eléctrica. Tras calcular su coeficiente de aglomeración en cada una de las 50 provincias españolas, a partir de datos secundarios, se han contrastado las hipótesis de investigación planteadas mediante la técnica PLS-SEM. Los resultados aportan evidencia empírica de la existencia de una relación positiva y significativa entre la aglomeración industrial en clústeres territoriales y el desempeño innovador de las empresas. Además, se confirma asimismo que el capital social con el que cuentan las empresas y su grado de cooperación con entidades de su entorno median parcialmente esta relación. En base a ello, se concluye que la localización empresarial en entornos especializados tiene una importancia estratégica para las empresas. Asimismo, las organizaciones deben ser conscientes de la importancia de construir una red relacional formada por agentes valiosos, y realizar esfuerzos para establecer de forma efectiva acuerdos de cooperación dirigidos a impulsar la consecución de los objetivos empresariales.

Martes, 21/06/2022: 11:00 – 12:30 SESIONES PARALELAS (II)

TALLER DOCTORAL (V)

RRHH Y COMPORTAMIENTO ORGANIZACIONAL

Aula 1508

Presidente de la sesión: **Dra. Jéssica Braojos Gómez**, Universidad de Granada

¿CÓMO LAS EMPRESAS TECNOLÓGICAS ESPAÑOLAS IMPLEMENTAN HR ANALYTICS DE MANERA EXITOSA?

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La digitalización está presente en todos los sectores económicos, y Recursos Humanos no es una excepción. HR Analytics es el nuevo marco de toma de decisiones basadas en la evidencia, con el fin de crear impacto en el negocio a través de la recolección, la gestión y el análisis de los datos de los empleados. Sin embargo, como cambio y proceso de aprendizaje organizacional, esta implementación se encuentra con ciertas barreras. Nuestro objetivo es investigar cuáles son estas dificultades, entender qué tipo de cambio se produce en cada una de ellas y descubrir aquellos factores que facilitan la adopción de HR Analytics como herramienta valiosa para la toma de decisiones.

Seguiremos un proceso inductivo donde analizaremos datos cualitativos y cuantitativos de diferentes fuentes, siendo nuestro campo de investigación, las empresas de Software basadas en España.

Nuestra investigación aclarará a qué barreras se enfrentan estas organizaciones cuando adoptan HR Analytics, qué tipo de cambio se produce al superar cada una de ellas y cuales son aquellos factores que facilitan que este cambio y proceso de aprendizaje organizacional, se lleve a cabo de manera exitosa. Además, los resultados serán útiles como guía para implementar HR Analytics y evitar errores comunes.

LITERATURE REVIEW ON PERFORMANCE OF AGRI-FOOD COOPERATIVES: NEW TRENDS

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Cooperatives' performance has been deeply analysed in the last forty years. However, no consensus was reached on how this phenomenon should be measured and what are the effects of its new organizational changes in performance terms. With a database made with Scopus and WoS, this literature review has the main objective of establish the current tendencies and timeline evolution of the agro-food cooperatives' performance measurement and the changes, if any, due to the emergence of the new cooperative models.

Although the performance measurement importance and the impact of hybridisation processes has been proven by researchers, there is no consensus neither in which technique is the most appropriate and the effects of organizational changes over cooperatives results. Work should be done to cover these two gaps, considering cooperatives not as an isolate and unique business, but as both vertical and horizontal integration processes.

TALENT MANAGEMENT IN SPANISH IT INDUSTRY

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Objectives: We aim to contribute to advance in the global understanding of Talent Management (TM) in practice by studying how it is conceptualized and implemented in the Information Technology (IT) industry of an under-explored country of the EU: Spain. The aim is to get information about a relevant sample group of companies, to determine their approach to Talent Management, to map deployed practices with academic concepts, and to identify those practices that may have proven to be successful.

Method: We propose to conduct mixed-method research, considering both qualitative and quantitative research. According to different calls in the literature of Talent Management, there is also a lack of multi-level research on Talent Management; so, we are going to focus on retrieving information from different levels of the organization.

Results / Implications: The research will provide an insight into the current Talent Management practices carried out by the companies in the industry, help to advance the global understanding of Talent Management in practice. We will also be able to analyse the effectiveness of different TM approaches in IT industry, and will contribute to create future successful practices on Talent Management in IT organizations that are subject to massive and frequent changes.

Martes, 21/06/2022: 11:00 – 12:30 SESIONES PARALELAS (II)

MESA INTERACTIVA

INTERNACIONALIZACIÓN

Aula 1318

Presidente de la sesión: **Antonia Mercedes Garcia Cabrera**, Universidad de Las Palmas de Gran Canaria

SOSTENIBILIDAD Y DIGITALIZACIÓN COMO FACTORES DE INFLUENCIA EN LA INTERNACIONALIZACIÓN DE LA PYME INDUSTRIAL

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Objetivos: Analizar la influencia de la sostenibilidad y de la digitalización en la internacionalización de las PYMES tanto de forma directa como a través de la integración de los canales de distribución.

• Marco teórico/Revisión de la literatura: Se realiza la revisión de la literatura precedente sobre PYME centrada en las relaciones entre la digitalización e internacionalización, la digitalización e integración de canales en la internacionalización y la sostenibilidad e integración de canales en la internacionalización. A partir de ella se establecen las hipótesis y el modelo de relaciones

• Metodología: Se realiza una investigación cuantitativa a partir de un cuestionario estructurado a partir de escalas testadas por la literatura. Los datos obtenidos se analizan utilizando el método PLS para la modelización de ecuaciones estructurales.

• Resultados/implicaciones: A pesar de que no existe relación directa entre digitalización y sostenibilidad con la internacionalización, los resultados sugieren la existencia del trade-off entre digitalización y sostenibilidad, apostando las empresas por la digitalización en la parte downstream de la cadena de suministro.

THE EFFECT OF FEAR OF FAILURE ON ENTREPRENEURIAL ACTIVITY: AN EMPIRICAL STUDY IN THE SAUDI CONTEXT

Turki Alfahaid[1], Tatiana Lopez[2], David Urbano[2]
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The objective of this paper is to analyze the impact of fear of failure on entrepreneurial activity, focusing on Saudi Arabia as a developing country. The paper uses a logit regression to analyze the primary data collected through a survey conducted in Saudi Arabia in 2019. The study examines the moderating effect of the role model and the media on fear of failure and its relationship to entrepreneurship activity. The results show that fear of failure positively influences entrepreneurial activity in Saudi Arabia, which is a counterintuitive result. Moreover, a role model was found to moderate this relationship. Those results have both theoretical and practical implications. Such as the importance of analyzing the role of religion, such as Islam, in fear of failure and their influence on entrepreneurial activity.

IMPACT OF ADVANCED SERVITIZED PRODUCTS ON THE LONGITUDINAL PERFORMANCE OF SALES IN INTERNATIONAL MARKETS: THE MODERATING ROLE OF DISTRIBUTION CHANNELS

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The research presented in this paper is conducted to understand the impact of advanced servitized products (ASP) on the longitudinal sales performance of manufacturing companies across international markets. Furthermore, it strives to understand how the onsite presence leverages this impact. To do so, a sample of more than 4,000 sales transactions covering the period 2010-2019 for 74 foreign markets collected from a high-tech manufacturer specialized in producing and selling optic servitized solutions was used. It was found that foreign sales performance was improved when greater proportions of advanced service provision were made, especially with an onsite presence in foreign markets. The paper offers a rare look into the sales performance of advance servitized products. It does so using a Service Dominant Logic, which is still scarcely used within the servitization literature, despite its adequacy for the study of the international market behaviour of service augmented products.

Martes, 21/06/2022: 11:00 – 12:30 SESIONES PARALELAS (II)

MESA INTERACTIVA

MARKETING

Aula 1312

Presidente de la sesión: **Dr. Jorge Matute Vallejo**, IQS School of Management/Universitat Ramon Llull

EXPLORING RESEARCH TRENDS OF SOCIAL COMMERCE: A BIBLIOMETRIC ANALYSIS FROM 2008-2021

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This research purposes to categorize, evaluate and map the literature on social commerce, thus revealing its intellectual and theoretical creations as well as providing and revising the state of the field's research art and reliably establishing opportunities for future research. The developing field of Social Commerce has evolved dramatically with an increasing number of academic publications in this area. The outcomes of the review articles have shown information lacks and variance concerning the approach envisioned here.A comprehensive study of Social Commerce research issues in the past, present and future are needed, which this research accomplishes along with an investigation of the additional characteristics of Social Commerce.This paper presents a new insight into scientific production through Scitmat bibliometric analyses, a comprehensive thematic review of social commerce research analyzed for two periods.445

references to documents were downloaded from the ISI WOS database, including keywords, abstracts and citation measures for different countries, authors, journals, research areas. This research's main findings showed that Social Commerce is one of the most key concepts in Digital Marketing researches.And key words from the first period: review, usability, impulse buying, online, and adoption were deeply studied.In the second period, internet, online reviews, information,flow,satisfaction,moderating role,and,communities' terms were extremely studied.

TRANSFERENCIA DE CONOCIMIENTO Y TECNOLOGÍA ENTRE LA UNIVERSIDAD Y LA EMPRESA: UNA REVISIÓN SISTEMÁTICA DESDE EL MARKETING

Rosa Vidal Tusal[1], Ercilia García Álvarez[2], José Simó Guzmán[1]
[1]Universitat Politècnica de Catalunya, Spain; [2]Universitat Rovira i Virgili; rosa.vidal@upc.edu

Objetivo: Este artículo analiza de forma sistemática la literatura científica, que des de una perspectiva del marketing, estudia la transferencia de la ciencia al mundo empresarial.

Marco teórico: La transferencia de conocimiento y tecnología hacia las empresas que se genera en las Universidades es una de las misiones fundamentales de estas instituciones, donde se requiere una estrategia de marketing. El marketing y las estrategias de marketing son la base para que una organización trace las directrices con el fin de que los productos o servicios que ofrecen alcancen a su mercado objetivo aportando valor.

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Metodología: Para realizar este estudio se adopta la metodología de la Revisión Sistemática de la Literatura (SLR)

Resultados/implicaciones: Los resultados obtenidos muestran que el área actual de conocimiento está en una etapa incipiente y delinean como líneas principales de investigación: el marketing relacional (RM) y el Science to Business marketing (S-to-B marketing). Se concluye que es necesario indagar en este ámbito de conocimiento científico del marketing guiando la transferencia de valor entre Universidades y empresas.

LEAN SIX SIGMA Y ERP EN CONTEXTOS DROPSHIPPING: UNA INVESTIGACIÓN EN ACCIÓN

Antonio José Biedma Fuentes, Jose Moyano Fuentes, Juan Manuel Maqueira Marín
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Objetivos: Adaptar, desde una óptica de Lean Six Sigma, un Enterprise Resource Planning (ERP) con el objetivo de reducir la variabilidad de los procesos implicados en dropshipping y mejorar la eficiencia de los mismos.

Marco teórico: Desde una perspectiva teórica se investiga como Lean Six Sigma permite conseguir mayor eficiencia en los procesos de negocio relacionados con dropshipping y, de forma más concreta, actuando sobre el ERP de la empresa que realiza dropshipping.

Metodología: El trabajo utiliza la investigación en acción para adaptar, desde una óptica de Lean Six Sigma, un módulo de logística de ERP para conseguir los objetivos perseguidos (mejorar la eficiencia) en un contexto dropshipping.

Resultados/Implicaciones: Indican que, en contextos dropshipping, la óptica de LSS es beneficiosa para conseguir aumentar la eficiencia de los procesos de negocio, en concreto mediante la adaptación de un módulo de logística del ERP consiguiendo la obtención de mejores resultados en la empresa, como reducciones significativas en los tiempos de preparación y embalaje y disminución notable en los errores de etiquetado y procesado.

GENERATION Z CONSUMPTION PATTERNS IN THE TOURISM SECTOR: A SYSTEMATIC LITERATURE REVIEW

María Torrejón-Ramos, Rocío González-Sánchez, Sara Alonso-Muñoz, María-Sonia Medina-Salgado
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The aim of our study is to determine whether there are new consumption patterns in the tourism sector with the variable generation. We focus on Generation Z, (1995-2010) as they are considered the travellers of the future (Monaco, 2018).The evolution in tourism trends is affected by aspects such as the development of communications, transport or globalisation. In addition, the increasing use of social media and online consumption platforms lead to a new consumption pattern particularly in the younger generations accustomed to the use of these new platforms. Through a review of the literature, 48 papers were retrieved and examined from the Web of Science database. After this, 12 articles were selected and analysed in depth, as they corresponded to our object of study. This analysis reveals new consumption patterns

associated with the use of social networks, online consumption and new tourism trends which can be directly associated with the differentiating attributes of Generation Z. These findings not only give an understanding of the 'state of the art' but provides a starting point for future research. Also, it provides information to professionals in the sector to create new products or services or design their marketing campaigns in line with emerging consumers.

Martes, 21/06/2022: 14:45 – 16: 15 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

EMPRENDIMIENTO VI

Aula 1106

Presidente: **Dra. Naiara Fernández Bravo**, Universidad Complutense de Madrid

EL PAPEL DE LA ORIENTACIÓN EMPRENDEDORA Y EL DINAMISMO DEL ENTORNO EN EL EMPRENDIMIENTO INTERNACIONAL

Naiara Fernández Bravo, Ana María Romero Mártinez
Universidad Complutense de Madrid, Spain; naiarafernandezbravo@gmail.com
Relator: **Francisco J. García-Rodríguez** (Universidad de La Laguna)

El objetivo de esta investigación es estudiar la influencia de la orientación emprendedora de las empresas en las tres etapas del proceso de emprendimiento internacional: reconocimiento, evaluación y explotación de oportunidades emprendedoras internacionales, adoptando la teoría de las capacidades dinámicas. Asimismo, analizamos el efecto del dinamismo del entorno en la relación entre orientación emprendedora y reconocimiento de oportunidades emprendedoras internacionales. Mediante una muestra de 277 cadenas hoteleras españolas y el análisis con regresión logística ordinal, nuestros resultados confirman que la innovación y la proactividad, dos de las tres dimensiones de la orientación emprendedora, impactan positivamente en el reconocimiento y en la evaluación de oportunidades emprendedoras internacionales. Del mismo modo, confirmamos que el dinamismo del entorno modera de forma positiva las relaciones de estas dos dimensiones de la orientación emprendedora en el reconocimiento de oportunidades emprendedoras internacionales. Esta investigación pretende contribuir en el campo del emprendimiento y de los negocios internacionales estudiando el impacto de la orientación emprendedora en las oportunidades emprendedoras internacionales y, especialmente, analizando las fases de evaluación y de explotación del emprendimiento internacional que no han sido lo suficientemente analizadas en la literatura previa.

EL IMPACTO DE LA ALERTA EMPRENDEDORA Y LA CREATIVIDAD ORGANIZATIVA EN EL EMPRENDIMIENTO CORPORATIVO

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Relator: **Inés Ruiz-Rosa** (Universidad de La Laguna)

El objetivo de esta investigación es analizar el efecto del estado de alerta emprendedora en el reconocimiento, evaluación y explotación de oportunidades, basándonos en la teoría de los esquemas y de los recursos y capacidades. Además, examinamos el impacto de la creatividad organizativa en la relación entre la alerta emprendedora y el reconocimiento de oportunidades emprendedoras. Mediante una muestra de 277 cadenas hoteleras españolas y regresiones lineales múltiples, nuestros resultados confirman que la alerta emprendedora tiene un efecto positivo en el reconocimiento y en la evaluación de oportunidades emprendedoras. Esta investigación pretende contribuir en el campo del emprendimiento corporativo estudiando el impacto de la alerta emprendedora en las oportunidades emprendedoras y, especialmente, analizando las fases de evaluación y de explotación de oportunidades que no han sido lo suficientemente analizadas en la literatura previa.

IDENTIFICACIÓN Y ANÁLISIS DE LAS CREENCIAS QUE CONFIGURAN LOS ANTECEDENTES DE LA INTENCIÓN DE EMPRENDER

Inés Ruiz-Rosa, Desiderio Gutiérrez-Taño, Francisco J. García-Rodríguez, Esperanza Gil Soto.
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Relator: **Naiara Fernández Bravo** (Universidad Complutense de Madrid)

Aunque muchos estudios han analizado las relaciones y el impacto de las variables antecedentes en la intención de emprender, la identificación y análisis de las creencias que finalmente moldean dichos antecedentes permanece como un campo inexplorado en la literatura académica sobre emprendimiento. Identificar dichas creencias tendría un gran del interés, en la medida en que conociéndolas se podría actuar sobre las mismas y, en última instancia, influir sobre la intención emprendedora del individuo. En este estudio se identifican las creencias actitudinales, normativas y de control más relevantes y se analiza su vinculación con las variables antecedentes de la intención de emprender. Para ello, se diseñó y depuró un instrumento de medida, mediante un trabajo cualitativo con un grupo de personas expertas en asesoramiento empresarial, que posteriormente se aplicó a una muestra de 123 estudiantes universitarios que habían participado en las cinco últimas ediciones de un proyecto de motivación al emprendimiento. Los resultados obtenidos permiten avanzar en el conocimiento del proceso de emprendimiento y en el diseño y desarrollo de programas y políticas de intervención más eficaces para la promoción del comportamiento emprendedor, sobre todo entre personas jóvenes.

Martes, 21/06/2022: 14:45 – 16: 15 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

ESTRATEGIA VI

Aula 1207

Presidente:**. Dr. Bartolomé Marco Lajara**, Universidad de Alicante

DESDE LA FLEXIBILIDAD ORGANIZACIONAL HASTA LA ORIENTACIÓN PIONERA: EL ROL DEL SOPORTE GERENCIAL

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Relator: **Alejandra Cueva** (Universitat Internacional de Catalunya)

El trabajo profundiza los antecedentes de la orientación pionera, estudiando dos factores organizacionales, como son la flexibilidad organizacional y el soporte gerencial, escasamente analizados en la literatura. El objetivo del trabajo es comprender el papel moderador del soporte gerencial sobre la relación entre la flexibilidad organizativa y la orientación pionera en las empresas turísticas de Arequipa, Perú. Los datos se recogieron mediante un cuestionario basado en escalas tipo Likert de 7 puntos, administrado a 306 directivos de empresas del sector turismo de la región de Arequipa (Perú). Para probar las hipótesis, se utilizó un modelo de ecuaciones estructurales con mínimos cuadrados parciales (Smart PLS). Los resultados muestran que la flexibilidad organizacional tiene un impacto positivo en la orientación pionera. Además, el soporte gerencial modera positivamente esta relación. El trabajo tiene importantes contribuciones teóricas y prácticas para el desarrollo organizativo y la orientación pionera de las empresas turísticas en entornos dinámicos de economías emergentes

DEVELOPMENT A TWO-WAY SATISFACTION MODEL

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Relator: **Javier Martínez Falcó** (Universidad de Alicante)

• Objective: Development a two-way satisfaction model, by adapting the ACSI model using the trust construct, in the context of the sharing economy.

• Theoretical Framework: Customer satisfaction has been gaining the attention of researchers in order to develop a model that manages to integrate different constructs to achieve the satisfaction that will lead to customer loyalty. Under the Sharing Economy paradigm, satisfaction is vital to achieve the development of this disruptive business model, in this sense the trust between the consumer and the supplier is what allows its integration. Digital platforms have the role of connecting the consumer with the supplier by creating a framework of trust around transactions. Producer satisfaction is as important as consumer satisfaction, which is why platforms are currently trying to develop a two-way review system. The ACSI is a cause-and-effect model with indicators of factors that lead to satisfaction on the left side. Right-hand side acceptance and satisfaction scores.

• Method: We define a conceptual model that will allow for the development of a two-way satisfaction model, based on the literature review and choice of relevant publications.

• Results/Implications: We propose a new two-way satisfaction model that will be useful for future research and researchers.

LOCALIZACIÓN EMPRESARIAL COMO FUENTE DE INNOVACIÓN: UN ANÁLISIS DEL SECTOR ENERGÉTICO EN ESPAÑA

Bartolomé Marco Lajara, Eduardo Sánchez García, Francisco García Lillo, Pedro Seva Larrosa, Javier Martínez Falcó

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Relator: **Bernardo De la Gala Velásquez** (Universidad Nacional de San Agustín de Arequipa)

La elección del entorno en el cual localizar las actividades empresariales es una decisión estratégica clave, que determina las características de los agentes externos que pueden favorecer la generación de ciertas economías de localización y, consecuentemente, una ventaja comparativa con respecto a aquellas localizadas geográficamente dispersas. El objetivo principal de este trabajo es analizar la relevancia del entorno empresarial como factor impulsor del desempeño innovador de las empresas. Para llevar a cabo este estudio, se calcula el coeficiente de aglomeración del sector energético a nivel provincial en España. Además, se utiliza la técnica de análisis multivariante de segunda generación de mínimos cuadrados parciales (PLS-SEM) para contrastar las hipótesis planteadas. Los resultados muestran que existe una relación positiva y significativa entre el grado de aglomeración del sector y el desempeño innovador de las empresas, así como el efecto mediador del grado de cooperación en esta relación. Además, se confirma también la influencia positiva y significativa de la pertenencia activa a una asociación de empresarios sobre el grado de cooperación empresarial. De este modo, los resultados sugieren que la interacción continuada entre agentes especializados en una industria principal impulsa el desempeño innovador de las empresas.

SERVITIZACIÓN E INDUSTRIA 4.0 Y SUS EFECTOS SOBRE LA COMPETITIVIDAD: ESTUDIO DE CASOS DE EMPRESAS MANUFACTURERAS ESPAÑOLAS

Pedro Enrique Minaya Barrera[1], Lucia Avella Camarero[2], Juan Antonio Trespalacios Gutierrez[3]

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En los últimos años ha aumentado el interés en desarrollar la servitización como modelo comercial para vender ofertas integradas de bienes y servicios, con el fin de proporcionar un mayor valor al cliente. Existen diversas investigaciones que analizan los beneficios que otorga la servitización tanto a las empresas como a sus clientes. Sin embargo, apenas existen estudios sobre el papel moderador que ejerce la Industria 4.0, a través de sus habilitadores digitales, sobre la servitización. Es dicha carencia la que se aborda en esta investigación.

Este trabajo utiliza la metodología basada en el estudio de casos que es apropiada para una investigación de tipo exploratorio. El objetivo que se persigue es analizar los desafíos y oportunidades que afronta el desarrollo de la servitización y la Industria 4.0 en empresas manufactureras. La realización de este estudio, descriptivo y comparativo, se centra en el análisis en profundidad de la experiencia de cinco empresas y de él se extraen conclusiones relevantes, tanto para el avance de la investigación como para la práctica empresarial, acerca de la estrategia de servitización y el papel moderador de la Industria 4.0 en la competitividad empresarial.

Martes, 21/06/2022: 14:45 – 16: 15 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

INNOVACIÓN V

Aula 1019

Presidente:. **Dra. Merce Bernardo Vilamitjana**, Universitat de Barcelona

WHICH PROVIDES BETTER RESULTS: CIVILIAN OR MILITARY R&D?

Francisco Callado-Muñoz[1], Marta Fernández-Olmos[2], Marisa Ramirez Aleson[2], Natalia Utrero-González[3]
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Relator: **Cristina Carrillo Pulido** (Universidad de Jaén)

• Objectives: The aim of this paper is to evaluate the contribution of civil, military and dual R&D investments on firm profitability.

• Theoretical Framework: Related to R&D efficient allocation, the contribution of military, civilian or dual R&D to firm performance is revised in the theoretical framework.

• Method: This paper analyses the role of different types of R&D investments in a sample of Spanish Defence Firms using a unique R&D Spain-based data source with detailed information about the R&D activities developed. The methodology is Generalized Method of Moments

• Results/Implications: Our contribution is twice. First, with respect to the economics of innovation by establishing the importance of disaggregated between types of R&D due to their contributions on the profitability, although being positive in all cases, are different. Second, this work tries to contribute to the existing literature by analysing an industry where investment in R&D takes on an essential role, the defence industry

THE INFLUENCE OF INSTITUTIONS ON INNOVATION POLICIES: A LITERATURE AND BIBLIOMETRIC REVIEW

Cristina Carrillo Pulido[1], Juan Carlos Rodríguez Cohard[1], Bienvenido Ortega Aguaza[2]
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Relator: **José Luis Hervás-Oliver** (Universitat Politècnica de València)

How is it possible that the European Union allocates funds to stimulate innovation and these do not translate into positive results for the agents that most need this impulse? Due to public sector budget constraints and the questioned effectiveness of the implementation of innovation strategies, it is therefore necessary to optimise the design and implementation processes of instruments that stimulate R&D&i. Incentives for firms to innovate should be designed with the institutional environment in mind, not as a one-size-fits-all solution.

The aim of this article is to point out the most relevant arguments on the influence of institutions on innovation policies by adopting a double methodology: through a bibliometric analysis and through a review and summary of the main theoretical contributions on the subject.

Identifying and analysing the main institutional factors that condition the emergence and success of innovative activities can help to understand innovation processes and, therefore, to design more effective innovation policies. These policies include economic incentives to firms, support for the research system and the training of highly qualified human capital, as well as support for cooperation between economic agents as a means of knowledge diffusion.

SME OPEN INNOVATION THROUGH A CONFIGURATIONAL ANALYSIS: UNDERSTANDING TYPES AND LIMITS OF OPEN INNOVATION

José Luis Hervás-Oliver[1], Francisca Sempere-Ripoll[2]
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Relator: **Marisa Ramirez Aleson** (Universidad de Zaragoza)

SME inbound open innovation insights and evidence are biased by correlational theorizing, omitting the fact that sourcing external knowledge constitutes a causal complexity phenomenon. The latter means that different types (breadth) of external and internal sources are combined together, influencing performance. As such, extant literature is primarily focused on symmetric regression-based methods that analyze net effects of one single variable on performance, omitting the combination of external sources. This practice, albeit with key strengths, constrain visualization of open innovation complexity. We addressed the combination of types of external sources searched by SMEs developing a configurational thinking. Based on a series of fuzzy-set qualitative comparative analyses (fs/QCA) of 6,315 SMEs, results show a myriad of 12 different paths of SME inbound open innovation, most of them unobservable from traditional symmetric regression-based methods utilization, contributing to the better understanding of SME open innovation limitations: combinations are determined and limited by the type of their associated technological innovation outcomes set in SME innovation activities. The map of concurrent combinations of innovation activities signals a new research avenue on different types of openness and their specific innovation outcomes.

Martes, 21/06/2022: 14:45 – 16: 15 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

MARKETING III

Aula 1206

Presidente:. **Dr. Ruben Huertas Garcia**, Universitat de Barcelona

¿COMPRAS EN REDES SOCIALES? ANALISIS DE LA IMPULSIVIDAD EN LA ACEPTACION DE INSTAGRAM COMMERCE Y DEL EFECTO MODERADOR DE LA COVID-19

Doaa Herzallah, Francisco J. Liébana Cabanillas
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Relator: **Laura Sáez Ortuño** (Universitat de Barcelona)

Objetivos: Una vez que la COVID-19 entró en nuestra vida en 2020, todo cambió. A partir de esta situación, se observó un aumento en el uso y la compra a través de las plataformas de redes sociales y los sitios web de todo el mundo. Este estudio tiene como objetivo descubrir el impacto positivo de las medidas adoptadas durante la epidemia de la COVID-19 en el comportamiento de compra por impulso de los usuarios españoles en el social commerce.

Marco teórico: En este sentido, se utilizó el marco teórico del modelo Estímulo-Organismo-Respuesta (S-O-R) para apoyar la comprensión del comportamiento de los usuarios españoles hacia el Instagram Commerce.

Metodología: Para llevar a cabo el estudio, se elaboró un cuestionario online y se utilizó un análisis de ecuaciones estructurales.

Resultados/implicaciones: Los resultados obtenidos en el presente estudio contribuyen a incrementar y mejorar el conocimiento científico sobre esta nueva fórmula de comercio. Además, se incorporan interesantes implicaciones empresariales para las empresas relacionadas con esta nueva actividad comercial y derivadas de la COVID-19.

DETECCIÓN DE PERFILES DE USUARIOS QUE FALSIFICAN SUS DATOS CUANDO PARTICIPAN EN SORTEOS Y TEST ONLINE

Laura Sáez Ortuño[1], Santiago Forgas Coll[1], Rubén Huertas García[1], Javier Sánchez García[2]
[1]Universitat de Barcelona, Spain; [2]Universitat Jaume I; laurasaez@ub.edu
Relator: **Lidia Vidal Meliá** (Universitat Jaume I)

Objetivos: Identificar patrones y perfiles de usuarios que falsifican sus datos cuando se registran para participar en sorteos y tests online

Marco teórico: Las tecnologías digitales han dado un fuerte impulso a la desinformación y a la información falsa. Una de las formas de introducir información falsa es a través de los leads que se captan a través de los medios digitales.

Metodología: Análisis descriptivo exploratorio y test de diferencias de proporciones de una muestra de 5.534.702 de participantes, cuyos datos han sido recolectados entre el 2010 y el 2021 en España, para detectar patrones de los grupos que más falsean sus datos personales

Resultados/implicaciones: Los resultados nos muestran que existen perfiles basados en el género y generación declarados de participantes que falsean sus datos de manera involuntaria o intencionada, siendo estos últimos los mayoritarios. En el campo nombre y apellidos, las diferencias más importantes se encontraron en las generaciones de mayor edad que se declaraban hombres y en las de menor edad que se declaraban mujeres. Los resultados obtenidos pueden extrapolarse a otras bases de datos y son relevantes en la medida que tienen implicaciones desde un punto de vista social, ético y económico a corto y largo plazo.

SUSTAINABILITY AND LOCAL FOOD OF A TOURIST DESTINATION IN THE COVID-19 CONTEXT

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Relator: **Walter Palomino-Tamayo** (ESAN University)

The aim of this research is to study the relationship between sustainability and the local food of a tourist destination within the conceptual framework of Transformative Service Research. Moreover, we propose secure experience as a new dimension in the EXQ service experience measurement scale to consider the importance of health security. Our work shows that perceived sustainability, local food, and service experience are key aspects in the strategy of any tourist destination since we find that all the proposed hypotheses are fulfilled. First, perceived sustainability is a determining factor of tourists' service experience in the destination. Second, local food perception reinforces perceived sustainability. Finally, tourists' service experience has a significant positive effect on satisfaction, which in turn, affects advocacy. Moreover, we demonstrate the significance of secure experience in the service experience.

EXPLORING FIRMS BRAND ORIENTATION OF PROMINENT BRANDS: A FRAMEWORK FROM A PRACTITIONER PERSPECTIVE

Walter Palomino-Tamayo[1], Julio Cerviño Fernandez[2]
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Relator: **Doaa Herzallah** (Universidad de Granada)

Objective

From the practitioner perspective, we posit a model to explore the relationships to achieve a rooted brand-oriented organization for prominent brands

Theoretical framework

This research is funded in seminal branding theories and brand orientation theory.

Methodology

The authors used a dataset of selected Spanish firms with prominent brands which are part of the Spain Forum of Leading Brands. The model has tested the four equations system with SUR and 2SLS to avoid misspecification concerns.

Results

The study presents significant and positive relationships between the role of the brand in business strategy, internal branding, and the brand management system and the attention to brand customer touchpoints and subsequently this one with the perceived brand orientation. Likely, the significant and positive relationship between the role of the brand in business strategy and the brand management system with brand activation, subsequently with the brand investment.

Martes, 21/06/2022: 14:45 – 16: 15 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

RRHH Y DISEÑO ORGANIZACIONAL VII

Aula 1107

Presidente: **Dra. Maria Muñoz-Doyague**, Universidad de León

WILLING TO BE MORE CREATIVE? DON´T WORRY, AND BE HAPPY.

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Relator: **Zina Barghouti Abrini** (Universitat Jaume I)

This paper analyses how well-being can affect creative endeavors, considering, at the same time, the important role that gender and age can play in this relationship. Using a sample of 639 students (51.96% female, aged from 17 to 50) in a single time period and 108 of those in two points of time (and objective data), our results show that well-being (psychological and subjective) positively impact students' creativity. Gender moderates the positive impact of subjective well-being on creativity in a way that women seem to be more creative at lower levels of such subjective well-being. Finally, we find a moderation effect between age, gender and subjective well-being. This interaction shows that women become more creative as they get older, while men become less creative when getting older. These results have important implications for the literature and practitioners willing to reinforce student's creativity.

CREATING MORE INNOVATIVE COMPANIES: COMPASSION AND TRUST AS TOOLS TO INNOVATE

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Relator: **Rocio Aguilar Caro** (Universidad Pablo de Olavide)

Objective: In this paper we focus on analyzing the importance of shared values in the organization. Specifically, the value of fostering compassion and trust in the workplace. And how these two phenomena influence organizational learning capability and innovation.

Theoretical framework: Compassion is defined as a process in which an individual or group detects and feels the suffering of another, and this feeling leads them to act selflessly to alleviate the suffering. Compassion is a feeling and an emotional reaction of one person to the suffering of another.

Methodology: structural equations are applied to a sample of employees of innovative Spanish companies from different sectors.

Results/Implications: The results reveal that compassion at work improves organizational learning capability. Also, this positive relationship could be better explained by considering trust as an explanatory and mediating variable. And this relationship has positive effects on organizational innovation. Therefore, we intend to take a step forward in the literature by revealing the consequences of promoting compassion at work.

Martes, 21/06/2022: 14:45 – 16: 15 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

EMPRESA Y SOCIEDAD VII

Aula 1208

Presidente: **Dra. Maria Jose Ruiz Ortega**, Universidad de Castilla La Mancha

INFLUENCIA DE LA AGILIDAD Y LA INNOVACIÓN EN LA GESTIÓN MEDIOAMBIENTAL Y SU IMPACTO EN LAS VENTAJAS COMPETITIVAS: UN ANÁLISIS DEL SECTOR HOTELERO

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Relator: **Job Rodrigo Alarcon** (Universidad de Castilla La Mancha)

Objetivos: El objetivo de este trabajo es estudiar si las capacidades dinámicas de agilidad e innovación influyen positivamente sobre la gestión medioambiental de forma directa; y si la agilidad incide sobre la gestión medioambiental de forma indirecta a través de la innovación. Además, se estudia si la gestión medioambiental contribuye al logro de ventajas competitivas en costes y diferenciación en el sector hotelero.

Marco teórico: Se toma como base la teoría de capacidades dinámicas, recursos, stakeholders e institucional.

Metodología: Se realiza un análisis Partial Least Squares (PLS) basado en datos de 365 hoteles españoles.

Resultados/implicaciones: Los resultados indican que la agilidad (relativa a clientes, relativa a socios y operativa) y la innovación (incremental y radical) inciden sobre la gestión medioambiental de forma positiva; además, la agilidad incide sobre la innovación positivamente. Los resultados también señalan que la agilidad incide sobre la gestión medioambiental de forma indirecta a través de la innovación. Por último, la gestión medioambiental contribuye al logro de ventajas competitivas en costes y diferenciación. Este estudio contribuye a la teoría presentando un modelo que recoge las capacidades dinámicas de agilidad e innovación como antecedentes (facilitadores) de la gestión medioambiental y las ventajas competitivas como consecuencias.

MARKET DYNAMISM AND SUSTAINABILITY IN HERITAGE TOURISM DESTINATIONS: THE ENHANCING ROLE OF BRIDGING CAPITAL

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Relator: **Daniela Freund** (IQS School of Management/Universitat Ramon Llull)

Purpose: In recent years, interest in analysing the conceptualisation, measurement, determinants and consequences of sustainability orientation has intensified. We respond to a growing demand that delves into external and relational antecedents of sustainability orientation at the level of hospitality and tourism firms. This paper aims to analyse how market dynamism influences sustainability orientation of heritage tourism destination firms and how bridging capital affects this relationship.

Design/Methodology: The empirical analysis has been carried out on a sample of 238 firms belonging to the UNESCO World Heritage Cities in Peru.

Findings: The obtained results show a curvilinear relationship between market dynamism and sustainability orientation. Furthermore, bridging capital enhances the effects of market dynamism, reducing the focal width of the U-shaped curve. Specifically, when firms in tourist destinations manage environments with low-medium levels of dynamism, the generation of diverse links will slow down the development of a SO. However, at the highest levels of dynamism, firms with high levels of bridging capital achieve higher levels of SO.

Originality: We contribute to a better understanding of the sustainability commitment of hospitality and tourism firms for the sustainable development of heritage tourism destinations in developing countries by connecting the population ecology and social capital approaches.

SHINING A LIGHT ON GENDER-EQUALITY. EDUCATIONAL INNOVATION IN TOURISM AND HOSPITALITY STUDIES

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Relator: **Pedro Manuel Garcia Villaverde** (Universidad de Castilla La Mancha)

Hospitality and tourism organizations are struggling to achieve sustainability targets. To contribute to the United Nations 2030 Agenda and the Sustainable Development Goals (SDGs), tourism and hospitality higher education institutions are decisive. This pilot educational intervention, in line with SDG 4: Quality education, explores the processes involved in co-designing and implementing an educational intervention applying a multi-stakeholder and open innovation approach, not currently standard practice within universities. It analyzes students' and collaborating facilitators' perceptions regarding the teaching and learning experience and proposes assessment tools for subsequent iterations. Incorporating a co-created educational intervention to an existing core course allowed us to explore SDG 5: Gender equality. It was a starting point to equip students with knowledge, skills, and tools to address challenges related to SDGs. This approach enabled students to bridge knowledge learned in the classroom into real-life sustainable practices, while the direct access to the

initiatives and to professionals in the field by students and facilitators was a further learning outcome. Moreover, it is an example of implementing practical solutions that accelerate change through partnerships, as proposed by SDG 17: Partnership for the goals.

SUSTAINABILITY ORIENTATION AND SUSTINABILITY PERFORMANCE IN RESPONSE TO HOSTILE ENVIRONMENTS IN CULTURAL TOURISM DESTINATIONS

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Relator: **Jorge Pereira Moliner** (Universidad de Alicante)

This paper addresses the controversial relationship, on which research has been demanded, between firms' strategic commitment to sustainability and its impact on performance, from the Triple Bottom Line approach and in the context of cultural tourism destinations in developing countries. In particular, we study how sustainability orientation influences economic (financial and non-financial), environmental and social sustainability performance, and the moderating role of environmental hostility on these relationships. The empirical analysis was conducted on a sample of 238 companies of cultural tourism destinations in Peru, finding a positive effect of sustainability orientation on social and environmental performance mainly, but also on both financial and non-financial economic performance. We also detect a significant negative moderating effect of environmental hostility, which is accentuated in the case of social and economic-financial performance. We conclude that firms in cultural tourism destinations in developing countries are strategically committed to sustainability, not only because of regulatory, institutional and social pressure, but also to achieve greater economic, environmental and social performance. These effects, however, are reduced when firms face hostile environments.

Martes, 21/06/2022: 14:45 – 16:15 SESIONES PARALELAS (III)

COMUNICACIONES ORALES

INNOVACIÓN DOCENTE

Aula 1009

Presidente: **Dra. Mónica Martínez Blasco**, IQS School of Management/Universitat Ramon Llull

INTERNATIONAL STUDENT MOBILITY IN HIGHER EDUCATION: STUDENTS' ATTITUDE TO VIRTUAL MOBILITY

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Relator: **Francesc Prior Sanz** (IQS School of Management/Universitat Ramon Llull)

• Purpose

The study analyses students' perspectives of international virtual mobility (IVM) programs as an alternative to traditional physical mobility. It focuses on credit mobility programs. IVM can help overcome the most profound weaknesses that physical mobility has shown so far: its financial and social selectivity. The study aims to obtain reliable data on the profiles, needs and expectations of international virtual students.

• Theoretical framework

The study draws on paradox theory to help understand international mobility existing forces.

• Methodology

The empirical analysis relies on a sample of over 1,000 Spanish students involved in international mobility programs from 2018-2021. Through descriptive statistics, it compares the experience of students involved in different mobility programs (i.e. face-to face and virtual) during the 2018-2019 (pre-COVID-19 crisis), 2019-2020 (COVID-19 crisis outbreak), and 2020-2021 (ongoing crisis).

• Findings

The design of face-to-face mobility program is generally considered a success. On the other hand, the virtual program was found to expose certain limitations, mainly related to the lack of social interaction and the difficulty to help students

to improve their cross-cultural skills. Overall, students perceive virtual mobility as a second-rate option only to be considered acceptable when traditional mobility is not possible (e.g. during the COVID-19 pandemic crisis).

THE QUESTIONS-ANSWERS DIALECTIC IN ACCOUNTING TEACHING: A CASE STUDY

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Relator: **Víctor Oltra Comorera** (Universitat de Valencia)

This paper shows how an inquiry activity framed by a Study and Research Path (SRP) can be implemented in a traditional university course of accountancy. We describe the running of the SRP especially focusing on the questions-answers dialectic. We also analyse the consequences of the SRP implementation in both the students and the teacher. Our research shows that the proposed path allows to enrich the pre-established by the curriculum content, as well as it develops other skills such as teamwork, self-criticism, and the urge to inquire.

BOOSTING MANAGEMENT STUDENTS' ACADEMIC PERFORMANCE: THE ROLE OF ABSORPTIVE CAPACITY, LEARNING METHODOLOGIES, AND COOPERATIVE CLIMATE

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Relator: **Cristina Lopez Duarte** (Universidad de Oviedo)

Within a research context dominated by an increasing interest in innovative learning methodologies in management education, an individual's capacity to establish links between existing and new knowledge, that is, absorptive capacity (AC), has been surprisingly neglected in management (higher) education inquiry.

This study aims at closing this gap by investigating the role of management students' AC on their academic performance. The study also examines the moderating effect on this relationship of using traditional learning methodologies (such as lectures), innovative learning methodologies (such as interacting with digital platforms), and having a cooperative climate in the classroom.

Secondary and primary data are combined from samples of students enrolled in a strategic management course.

Our findings show that students with higher AC achieve higher levels of academic performance. This relationship is moderated by the intensive use of traditional learning methodologies and by cooperative climates. Students who have higher AC benefit more from traditional learning methodologies and from a classroom with a cooperative climate than those with lower AC.

Our results will be useful to management education instructors, higher education administrators, and policymakers when revising current educational programmes.

Martes, 21/06/2022: 14:45 – 16:15 SESIONES PARALELAS (III)

TALLER DOCTORAL (VI)

EMPRENDIMIENTO II

Aula 1508

Presidente de la sesión: **Dr. Sebastian Aparicio**, Universitat Autònoma de Barcelona

EMPRENDIMIENTO FEMENINO: HACIA UNA ÉTICA EN LOS ALGORITMOS INTELIGENTES

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Motores de búsqueda, sistemas de recomendación, redes sociales, etc. cualquier contexto digital que utilice algoritmos inteligentes es susceptible de reproducir sesgos algorítmicos, los cuales pueden replicar o agravar sesgos sociales, de género, sexistas, etc.; o dirigir influencias culturales, o sociales, debido a limitaciones técnicas de su diseño.

El objetivo general de este trabajo es diseñar un instrumento que permita identificar y depurar los algoritmos inteligentes que en la actualidad arrastran sesgos de género y transformarlos en igualitarios.

Para afrontar esta investigación, primero, se estudiará el fenómeno emprendedor, y la influencia de factores externos e internos en las mujeres; posteriormente, la influencia de la semántica en el ecosistema digital y su impacto en la generación y propagación de sesgos en la identificación y visibilidad de referentes en emprendimiento; y finalmente, se testará el grado de coincidencia o ausencia de ella, entre los aspectos que la sociedad valora a nivel de referentes en emprendimiento y las características o criterios que los algoritmos de internet ponderan en su caso.

Esta investigación tiene como finalidad explorar la existencia de los sesgos más comunes en el liderazgo empresarial y emprendimiento femenino y su propagación cultural a la sociedad a través de la tecnología.

CAPITAL HUMANO Y CAPITAL SOCIAL - ESTRATEGIAS PARA EL FOMENTO DEL EMPRENDIMIENTO ACADÉMICO

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El proyecto de tesis tiene como objetivo general analizar el modelo de Universidad Emprendedora y el emprendimiento académico a partir de tres aspectos clave: capital humano, capital social y creación de empresas spin-off.

Las universidades desempeñan un papel crucial en los ecosistemas de innovación y emprendimiento, dada la importancia de la iniciativa empresarial basada en el conocimiento como catalizadora del desarrollo económico. En este contexto, el término "Universidad Emprendedora" adquiere especial relevancia. Es decir, una Universidad que identifica y aprovecha activamente las oportunidades de mejora y, a través del emprendimiento académico, involucra e interconecta a la comunidad universitaria con los agentes de su entorno, promoviendo el compromiso social y económico y el desarrollo de iniciativas con impacto.

Las tres líneas de la tesis justifican la aplicación de un enfoque multidisciplinar que combina metodologías cuantitativas y cualitativas.

Los resultados muestran la relevancia del desarrollo competencial y la identificación de perfiles para la formación de capital humano emprendedor, así como la importancia del capital social para la creación de spin-offs. Las implicaciones teóricas y prácticas se relacionan con cada una de las líneas, destacándose la utilidad de los resultados en la definición de programas y políticas de fomento del emprendimiento universitario.

BIENESTAR Y FACTORES PSICOSOCIALES DETERMINANTES EN EL PROCESO EMPRENDEDOR CON PERSPECTIVA DE GÉNERO

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• Objetivos: El fenómeno del emprendimiento entendido como acto auto-organizado está considerado como potencial fuente de bienestar personal. Atendiendo a los desafíos y obstáculos a los que una persona emprendedora tiene que hacer frente a lo largo del proceso emprendedor, se plantea la necesidad de conocer cuáles son algunas de las estrategias motivacionales de aprendizaje adoptadas por las personas emprendedoras que, a pesar de dichas dificultades, perciben mayores niveles de bienestar personal.

• Marco teórico: Este proyecto adopta una perspectiva psicosocial de estudiar el emprendimiento, que se complementa con una perspectiva de género e institucional, considerando los roles de género como instituciones informales que influyen otras variables psicosociales del proceso emprendedor.

• Metodología: Este proyecto plantea un diseño mixto cuantitativo con dos fases, una primera fase transversal con mayor muestra de personas emprendedoras en el contexto español, y una segunda, longitudinal. Dada la naturaleza de las variables estudiadas, los datos se analizarán principalmente con modelos de ecuaciones estructurales.

• Resultados/implicaciones: Los resultados arrojarán luz sobre qué estrategias motivacionales del aprendizaje son los más beneficiosos en términos de bienestar psicológico, por lo que acarrearán implicaciones sobre los programas de educación en emprendimiento, por ejemplo, referente a las metodologías didácticas más recomendadas al respecto.

Martes, 21/06/2022: 14:45 – 16:15 SESIONES PARALELAS (III)

MESA INTERACTIVA

ESTRATEGIA

Aula 1318

Presidente de la sesión: **Dra. Elisabet Garrido Martínez**, Universidad de Zaragoza

ORGANIC AGRIFOOD INDUSTRY IN THE COMUNITAT VALENCIANA. POLICIES AND ACTIONS IN THE SECTOR

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Our research focuses on understanding the relationships between the sustainable food system stakeholders. To do so we depart from a descriptive analysis of the organic sector in the region of the Comunitat Valenciana (Spain) together with analysing the policies applied to organic agriculture answering relevant questions from the sector and its stakeholders on the extent to which it is fulfilling its objectives and how public policies contribute or can contribute to generating an ideal environment for its consolidation. Basing our research on the policy cycle theory and the policy instrument classification and using the participatory observation as a tool to extract valuable information from the sector stakeholders. An in-depth documentary revision on organic activity along with an organic activity map with R and the participatory observation in the meetings to create the II Pla Valencià de Producció Ecològica. Our principal research results are Sector and sustainable food system characterization and to highlight the policies and activities on organic activities coming from different administration levels.

PARTNER DIVERSITY AN BUSINESS INNOVATIONS: THE ROLE OF TECHNICAL AND CREATIVE CAPABILITIES IN THE HOSPITALITY INDUSTRY

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Innovation is a source of competitive advantage for the hospitality industry. This study tests whether diversity among network partners facilitates resource sharing and how technical and creative capabilities of employees helps firms to capture these external resources and channel them into the development of business innovations. Results reveal that hospitality firms seeking to introduce service innovations will particularly benefit from having multiple and diverse partners –suppliers, clients, competitors etc., being irrelevant having or not an internal base of human capital. With respect to marketing and organizational innovations, having human resources with technical skills is not relevant and even negative. On the contrary, hospitality employees with transversal and generic skills regarding idea generation or creativity positively influence both marketing and organizational innovations.

FIRM RESILIENCE IN THE FACE OF A PANDEMIC: ACCESS TO RESOURCES, INNOVATIVE ORGANIZATIONAL RESPONSES AND FIRM PERFORMANCE

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This paper analyzes firm resilience in the context of the SARS-Cov-2 pandemic. We make resilience depend on firm resources and on organizational responses. We focus on the owner's gender as a factor that conditions firms' resource availability. We also explore the impact of four organizational responses related to innovation in business processes and products. Our paper analyses the consequences of SARS-Cov-2 on sales variations by assessing more than 5,500 firms from 20 countries. Our findings suggest that women-led firms are less resilient than their men counterparts. The

implementation of organizational responses also improves firm resilience, especially in the case of responses related to business process innovation.

OCULTAMIENTO DE CONOCIMIENTO ORGANIZACIONAL EN LA ERA DIGITAL: ¿CUÁL ES EL PAPEL DE LA TURBULENCIA TECNOLÓGICA GENERADA POR LA INTELIGENCIA ARTIFICIAL?

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Objetivo

El objetivo del artículo es analizar el efecto mediador de la turbulencia tecnológica generada por la inteligencia artificial en el ocultamiento de conocimiento.

Marco teórico

La turbulencia tecnológica se refiere al grado de avance tecnológico en una determinada industria, en este caso por la inteligencia artificial. Por su parte, el ocultamiento se manifiesta de tres maneras en la empresa: ocultamiento evasivo, hacerse el bobo, y ocultamiento razonado.

Método

Se realizó una encuesta y se usaron ecuaciones estructurales para testear el modelo de investigación con datos de 146 empresa.

Resultados/implicaciones

El hallazgo más interesante indica que este tipo de turbulencia incrementa los tres tipos de ocultamiento de conocimiento. En conclusión, nuestros resultados muestran que la creciente adopción de robots inteligentes no está pasando desapercibido para los empleados, por el contrario, los empleados tienen sus ojos puestos en el entorno y son cada vez conscientes de las implicaciones de la llegada de la inteligencia artificial para su trabajo y carrera, y encuentran en el ocultamiento una estrategia defensiva para sabotear e inducir al fracaso la automatización de procesos, con el propósito de reducir el riego de ser reemplazados en el lugar de trabajo por los robots inteligentes.

Martes, 21/06/2022: 14:45 – 16:15 SESIONES PARALELAS (III)

MESA INTERACTIVA

RRHH Y COMPORTAMIENTO ORGANIZACIONAL II

Aula 1312

Presidente de la sesión: **Dra. Pilar Jerez Gómez**, Universidad de Almería

RECOMENDACIONES PARA EL INFORME DE ESTUDIOS DE CASO O INVESTIGACIONES EN ACCIÓN EN EL ÁREA DE GESTIÓN DE EMPRESAS

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Objetivo: proporcionar una guía de trabajo que facilite la precisión, transparencia y, sobre todo, utilidad para académicos y profesionales de los case report papers como tipología de articulo publicable en revistas de impacto. De este modo, pretendemos incrementar el uso y difusión de la lista de verificación para ayudar a la redacción y publicación de informes de casos e investigación en acción.

Marco teórico: los case report papers cuentan una historia en un formato narrativo que incluye las preocupaciones actuales de una persona o una organización, diagnósticos de situación, intervenciones, resultados (incluidos los eventos adversos) y seguimiento. La narrativa debe incluir una discusión de la justificación de cualquier conclusión y lecciones aprendidas.

Método: analizaremos la prevalencia de este tipo de artículos en las publicaciones indexadas en Web Of Science (WOS) y Scopus; Explicaremos como hemos hecho la adaptación case reports (CARE) guidelines para que sean aplicables en el área científica de Management (especialmente en Operations Management o Human Resources Management). Debatiremos la propuesta adaptada con un grupo de académicos y profesionales del área de Management.

Resultados/Implicaciones: las guías de reporte ayudan a mejorar la investigación realizada, reducir el riesgo de sesgo, proporciona información sobre la implantación de prácticas de gestión

¿CÓMO PUEDE LA GESTIÓN DE RRHH MEJORAR LA SOSTENIBILIDAD DE LAS EMPRESAS?: EL PAPEL MEDIADOR DE LA FLEXIBILIDAD DE LOS EMPLEADOS

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Este trabajo tiene como objetivo la propuesta y contraste de un modelo en el que se analiza la influencia de la flexibilidad de los empleados sobre la relación existente entre las Prácticas de Gestión de Recursos Humanos AMO y la sostenibilidad de las organizaciones.

Este trabajo analiza los resultados más relevantes derivados de las acciones de sostenibilidad llevadas a cabo por una organización, fundamentados en la importancia y relevancia de identificar y conocer las relaciones e interrelaciones que tienen determinadas prácticas de gestión de recursos humanos de una organización (Modelo AMO) y la influencia que sobre esta ejercen. Si bien la cantidad de literatura de carácter científico que abordan las interrelaciones de las Prácticas de Gestión de Recursos Humanos con las acciones de sostenibilidad, es abundante, no existen en la actualidad trabajos que estudien la influencia que puede ejercer la flexibilidad de los empleados como variable mediadora. El contexto actual de incertidumbre y de cambio continuo favorece el estudio planteado que vincula estas dos realidades de incontestable actualidad para las organizaciones.

El modelo de mediación planteado ha sido probado a través del método multivariante de ecuaciones estructurales Partial Least Ssquares, sobre una muestra de 124 empresas cooperativas.

LA SALUD Y EL BIENESTAR LABORAL EN LA GESTIÓN DE LAS PERSONAS: UNA APROXIMACIÓN INTEGRAL

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El presente trabajo propone y analiza un modelo integral de gestión de la salud y el bienestar en las organizaciones, orientado desde la Gestión de Personas y los entornos laborales sostenibles.

La gestión de la salud y el bienestar es en un objetivo fundamental para lograr organizaciones sostenibles, siendo parte de los Objetivos de Desarrollo Sostenible (ODS). Esto exige una mutación radical en la tradicional Dirección de Recursos Humanos, que la reconvierta en gestora y promotora del desarrollo integral e integrado de las personas. En este sentido, la Salud en la Organización ofrece un marco teórico adecuado.

A partir de la revisión de la literatura se propone un Modelo integral sustentado en tres ámbitos: las Características del puesto; el Estilo de gestión de personas; y las Políticas de prevención de los riesgos laborales.

Se estudia su impacto sobre diferentes indicadores de salud de trabajadores y organizaciones. Los resultados corroboran que gestionar la salud y el bienestar desde un modelo integral, basado en la Salud en la organización, mejora significativamente ambos aspectos en trabajadores y organizaciones. Se evidencia la necesidad de trascender la tradicional Dirección de Recursos Humanos, y adoptar una aproximación configuracional de la salud, para construir entornos sostenibles.

EL IMPACTO DE TMS COMO VÍNCULO DE MEDIACIÓN ENTRE EMPLEADOS COGNITIVAMENTE DIVERSOS Y LA VIABILIDAD DEL TRABAJO.

Paola Steffany Arce Lopez[1], Antonia Ruiz Moreno[1], Dainelis Cabeza Pulles[1], Javier Llorens Montes[1], María Roldán Bravo[2]
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El éxito o el fracaso de una administración pública se relaciona con la capacidad de buscar alternativas que mejoren la viabilidad del trabajo, a pesar, de la diversidad cognitiva de sus empleados. Apoyados en la teoría de la cognición social y de la homofilia, el objetivo de esta investigación es examinar, la influencia, entre la diversidad cognitiva y la viabilidad del trabajo en la administración pública. Se propone un modelo de mediación moderada, desde la percepción de 193 empleados. Los resultados muestran que los sistemas de memoria transactiva (TMS) actúan como mediadores parciales entre la diversidad cognitiva y la viabilidad del trabajo. Reduciendo los efectos negativos que tiene la diversidad cognitiva. Además, la integración de la tecnología para la difusión externa (ITde) y para la integración interna (ITii), a través de un efecto moderador, también ayuda a atenuar los efectos negativos. No siendo así, para la infraestructura tecnológica (ITinf).

RETOS EN LA CAPACITACIÓN DE LA FUERZA DE TRABAJO DEL SECTOR TURÍSTICO EN LA EPOCA POST-COVID

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La industria del turismo ha sido uno de las más afectados por la pandemia, destruyendo millones de trabajo en todo el mundo y haciendo peligrar muchos otros debido los cambios sobrevenidos en las relaciones sociales y el comportamiento de las personas. Ahora más que nunca se hace necesaria una reflexión sobre qué capacitación tienen que afrontar las empresas para disponer de una fuerza de trabajo preparada para afrontar la recuperación y los nuevos retos en la nueva era turística postcovid. El objetivo de esta investigación es realizar un diagnóstico de las necesidades formativas que la industria del turismo considera prioritarias en los nuevos escenarios. Para ello, se ha empleado una metodología consistente en identificar y organizar las necesidades formativas mediante instrumentos como la investigación documental, las entrevistas semiestructuradas a expertos y referentes sectoriales y encuestas a empleados del sector. Como resultado, se han recogido 1287 necesidades formativas que han sido agrupadas en 30 ámbitos de necesidades formativas clasificados en 4 dimensiones. El análisis de estos resultados pone de manifiesto la priorización por parte del sector de la formación en las dimensiones tecnológica-digital, sostenibilidad y RSE, social y relación con el cliente y, finalmente, innovación.

Martes, 21/06/2022: 16:15 – 17:15 SESIÓN DE ENCUENTRO CON LOS EDITORES

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THE IMPACT OF A FIRM'S INVESTORS ON ORGANIZATIONAL RESILIENCE. A RESOURCE DEPENDENCE VIEW OF AVOIDING RELAPSES INTO CRISES

Elena Mellado García, Natalia Ortiz Martínez de Mandojana, Juan Alberto Aragón Correa
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THE IMPACT OF A FIRM'S INVESTOR ON ORGANIZATIONAL RESILIENCE. A RESOURCE DEPENDENCE VIEW OF AVOIDING RELAPSES INTO CRISES

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Finalistas

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Zahra Ahmadi Ghobadbezani, Alejandro Bello Pintado:
Public University of Navarra, Spain

EXPLORING IT-ENABLED OPEN INNOVATION PERFORMANCE: A LARGE-SCALE EMPIRICAL INVESTIGATION ON THE SPANISH MARKET

Ana Castillo López[1], Jose Benitez[2], Laura Ruiz[1], Florian Schuberth[3], Rafael Reina[4]
[1]Universidad de Granada, Spain; [2]EDHEC Business School; [3]Universidad de Twente; [4]Universidad de Sevilla

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[1]ESCE International Business School, France; [2]Universitat de València, Spain

THE "BLACK BOX" BETWEEN POST-INTERNATIONALIZATION SPEED AND PERFORMANCE: AN EMPIRICAL ANALYSIS FROM EARLIER VERSUS LATER INTERNATIONALIZING FIRMS

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INVESTMENT CROWDFUNDING DOES NOT TRUST SUSTAINABILITY! AT LEAST SO FAR

Carmen Mendoza Resco, Isabel María Parra Oller, Nuria Suárez Suárez
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TOWARDS MORE ALIGNED EXECUTIVE PAY DESIGNS IN LISTED FAMILY FIRMS: DOES SAY-ON-PAY MATTER?

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DO FAMILY BUSINESS SELF-EFFICACY AND COMMITMENT TO THE FAMILY FIRM ENHANCE SUCCESSION INTENTION? THE ROLE OF PARENTAL SUPPORT

Guillermina Tormo-Carbó, Irene Jiménez-Arribas, Elies Seguí-Mas
CEGEA. Universitat Politècnica de València, Spain

AN EVENTS-BASED ANALYSIS OF AMBIDEXTERITY IN FAMILY FIRMS

Pilar Marquès Gou, Anna Arbussà, Andrea Bikfalvi
Universitat de Girona, Spain

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PRODUCING BREAKTHROUGH INNOVATION IN BUSINESS ECOSYSTEMS: THE JOINT MODERATION OF ABSORPTIVE AND DESORPTIVE CAPACITY

Marta Riquelme-Medina[1], Marcel Bogers[2,3,4], Vanesa Barrales-Molina[1], Francisco Javier Llorens-Montes[1]

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A STUDY ON HOW STRATEGIC CAPABILITIES ENHANCE DIGITAL TRANSFORMATION SUCCESS AND FIRM PERFORMANCE

Pauline Weritz[1,2], Jessica Braojos[1,3], Jorge Matute[1], Jose Benitez[4]

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DYNAMIC RESOURCE MANAGEMENT: AN APPLICATION TO SLACK RESOURCES

Maria Agustí Perez[2], Rocio Aguilar Caro[1], Jose Luis Galan Gonzalez[2], Francisco José Acedo Gonzalez[2]

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SLACK HUMAN RESOURCES, BUSINESS GROUPS, AND FIRM PERFORMANCE: EVIDENCE FROM PRIVATELY HELD EUROPEAN FIRMS

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Jesús Cambra Fierro[1], Lia Patrício[2], Yolanda Polo Redondo[3], Andreea Trifu[3]
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[1]Arturo Molina Collado, [2]Mª Leticia Santos Vijande, [1]Mar Gómez Rico
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Mª del Mar Bornay-Barrachina, Jaime Guerrero-Villegas, Macarena López-Fernández, Margarita Ruiz-Rodríguez
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[1]Andrés Salas Vallina, [2]Juani Swart, [2]Yasin Rofcanin:
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Celia Díaz Portugal, Juan Bautista Delgado García, Virginia Blanco Mazagatos:
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IS YOUR BUSINESS A REFLECTION OF YOUR BELIEFS? ENTREPRENEUR'S PERSONAL VALUES INFLUENCE ON THEIR ORGANIZATION'S CLIMATE ORIENTATION AND BUSINESS SUCCESS.

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Gozal Ahmadova[1], Blanca Delgado-Márquez[2], Luis Pedauga[3], Dante I. Leyva-de la Hiz[4]
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