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PAMPLONA 2025
ACEDE
34 CONGRESO INTERNACIONAL
INTERNATIONAL CONFERENCE

*Back to the Roots to Rethink the Future of the
Organization: New Frontiers.*

Booklet 2025

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ACEDE 2025

International Conference

Pamplona

June 15–17, 2025

The 34th edition of the ACEDE International Conference took place from June 15 to 17, 2025, in the city of Pamplona, hosted by the Public University of Navarra. The congress gathered scholars, researchers, and professionals from across the globe to reflect on the future of organizations under the theme “Back to the Roots to Rethink the Future of the Organization: New Frontiers.”

Throughout the event, participants explored how organizations had responded to global challenges through innovation, digital transformation, and sustainability. The academic program included keynote lectures, thematic sessions, and collaborative workshops that fostered critical dialogue and interdisciplinary exchange. Special attention was given to emerging research in strategic management, organizational theory, and entrepreneurship.

The congress also offered a space for doctoral students and early-career researchers to present their work, receive feedback, and build international networks. The city of Pamplona, with its rich cultural heritage and welcoming atmosphere, provided an inspiring backdrop for the conference, encouraging both academic engagement and social interaction.

ACEDE 2025 reaffirmed its commitment to advancing knowledge in economics and business management, while promoting inclusive and forward-thinking approaches to organizational development.



Keynote Lecture Sessions

The conference featured two keynote lectures by internationally renowned scholars. Silvia Dorado-Banacloche, professor at the University of Massachusetts in Boston, explored the role of inclusive entrepreneurship in low-resource contexts. Javier Gimeno, professor at INSEAD in Paris, shared insights on strategic management and organizational transformation.

A high-level academic debate also took place, featuring distinguished figures such as Luis Gómez-Mejía from Arizona State University, one of the most cited scholars in business administration; Vicente Salas Fumás, former member of the Governing Council of the Bank of Spain; Carmen Cabello Medina, professor at the University Pablo de Olavide in Seville; Alfonso Novales Cinca, professor at the Complutense University of Madrid; and Emilio Huerta Arribas, honorary professor at UPNA.

The congress was coordinated by the Department of Business Management at UPNA, with support from the Faculty of Economics and Business Sciences and the university's Chair of Family Business. It provided a unique opportunity for researchers to engage with leading experts in the field and for postgraduate students to participate in cutting-edge scientific discussions.

ACEDE 2025 reaffirmed its role as a reference forum in economics and business management, promoting rigorous academic exchange and fostering collaboration between academia and industry in the pursuit of sustainable and innovative organizational models.



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SPECIAL KEYNOTE SPEAKERS

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SILVIA DORADO BANACLOCHE, PH.D.
PROFESSOR AT UMASS BOSTON

FECHA: 16 DE JUNIO

HOLA: 12:30

LUGAR: AULA FERNANDO REMACHA



JAVIER GIMÉN
PH.D. PROFESSOR OF STRATEGY AT INSEAD
(FONTAINEBLEAU CAMPUS, FRANCE)

FECHA: 17 DE JUNIO

HOLA: 11:15

LUGAR: AULA FERNANDO REMACHA



DEBATE EMPRESARIAL

Esta sesión se configura como un foro de análisis y diálogo en el que se abordarán, de manera integral, las oportunidades y desafíos que emergen en un entorno en constante evolución. El debate buscará conectar la experiencia práctica de la alta dirección con la reflexión académica, impulsando así una visión renovada y multidisciplinar sobre el futuro de las organizaciones.



Ana Goyen

Directora General de SPV y BESS en Ingeteam, consejera de SODENA, ex-presidenta del Cluster de la Energía de Navarra y actualmente vicepresidenta.



Ignacio Ugalde

Director de Recursos Humanos en Tafalla Iron Foundry S. Coop, presidente de CEPES Navarra, de ANEL y de la Cátedra de Economía Social y Cooperativismo de la UPNA



Miguel Ángel Grijalba

Ingeniero Industrial por la UPNA y Director de Producción de Volkswagen Navarra, responsable de una planta con más de 4.500 empleados.

MODERA:

Sandra Cavero

Dpto. Gestión de empresas UPNA



Lunes 16/06/2025 de 11:00 a 12:30
Aula Fernando Remacha

MESA DE DEBATE ACADEMICO



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ACEDE
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CONFERENCE

17 Junio, 2025
Aula 503
Hora: 12:15

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KEYNOTE SPEAKERS



PROF. LUIS
GOMEZ MEJÍA
ARIZONA UNIVERSITY



CARMEN
CABELLO, PH. D
UNIVERSIDAD PABLO
DE OLAVIDE



VICENTE SALAS
FUMÁS, PH. D
UNIVERSIDAD DE
ZARAGOZA



EMILIO HUERTA
ARRIBAS, PH. D
UNIVERSIDAD PÚBLICA DE
NAVARRA



ALFONSO
NOVALES CINCA
UNIVERSIDAD
COMPLUTENSE DE MADRID

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AGENDA DEVELOPMENT

MONDAY, JUNE 16

ORAL COMMUNICATIONS

INTERNATIONALIZATION SESSION 1

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room 501

Session Chair: **Miguel González-Loureiro**, Universidade de Vigo-ECOBAS (España) & CIICESI-IPP (Portugal)

DELVING INTO FIRM PROBLEMISTIC SEARCH: THE CURVILINEAR EFFECT OF POSITIVE PERFORMANCE FEEDBACK ON CROSS-BORDER ACQUISITIONS

Jorge Villagrasa Guarch¹, Ilaria Galavotti²

¹EDEM Business School, España; ²Università Cattolica del Sacro Cuore; jvillagrasa@edem.es

Discussant: **Marisa Ramirez Aleson** (Universidad de Zaragoza)

This paper explores the effect of a firm's positive attainment discrepancy on the performance obtained by the organization following a cross-border acquisition. Building on the behavioral-theory-of-the-firm, this study suggests that the effects of performance feedback are non-linear, offering intriguing interpretations in response to recent calls in the literature highlighting the need to address several unresolved issues in the conceptualization of problemistic search. This work also argues that performance feedback results may be shaped by two contingency factors, namely the firm's financial resources and the prior experience developing these activities.

The hypotheses are tested on a sample of 352 cross-border acquisitions executed by Italian firms in 2010-2019. Findings confirm that the feedback-performance relationship follows an inverted U-shape, indicating that more rewarding performance is achieved at low to moderate levels of positive attainment discrepancy, while higher levels of this variable would lead to the opposite effect. Specifically, this dysfunctional outcome would be attributed to a state of overconfidence arising from such results, ultimately resulting in diminished future organizational performance. Furthermore, the results show that the availability of slack resources strengthens this curvilinear relationship between performance feedback and firm's post-acquisition performance, whereas prior experience in acquiring firms does not play a significant role.

HOW DOES RISK SHAPE THE DYNAMICS OF EARLY INTERNATIONALIZATION? INSIGHTS FROM A LATENT TRAJECTORY ANALYSIS

Joana Gomes-Silva^{1,2}, Miguel González-Loureiro^{1,2,3}, Fabio Duarte⁴, Ana Borges^{5,3}

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Discussant: **Jorge Villagrasa Guarch** (EDEM Business School)

Goals: This study revisits the classification of early internationals by including a proxy of the variable risk and using a different approach (latent trajectory modeling) to detect different internationalizing behaviors.

Theoretical framework: So far, extant classifications have omitted that variable or, at most, it has been treated as implicit. On the other hand, extant classifications have set arbitrary thresholds and have analyzed averages of the main variables or the change between values measured on two occasions. We claim that risk and trajectories during the initial years of internationalization must be included in these classifications. This will give managers of early internationals a clearer picture of potential patterns of successful early internationalization. We contribute to two of the main theories that can explain early internationalization, namely the Uppsala-Model and the International Entrepreneurship Approach.

Methodology: To do so, we selected a sample restricted to 394 early regular exporters, which went international for the first time when aged 7 years or under. We tracked this sample, apparently homogeneous, over the initial 7 years after the first internationalization.

Results/implications: we found that risk matters at least as much as the usual variables of extant classifications, and we found at least four different internationalizing behaviors.

HOW DO EXPORT DESTINATION AND INDUSTRY INFLUENCE THE PERFORMANCE OF EMERGING MARKET EXPORTERS?

Daniel Botero-Guzmán^{1,2}, Marisa Ramírez-Alesón²

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Discussant: **Joana Carolina Gomes Silva** (Universidade de Vigo)

Purpose: The present study analyzes the influence of international expansion, both within and outside the home region, on the performance of emerging market exporters. In addition, it examines the moderating effect of the level of development of destination countries and the dynamism of the industry where the company operates in the home country

Methodology: This study uses a panel data set of 2181 Colombian exporting companies during the period 2017-2021. To test the hypotheses, panel regressions with random effects and clustered standard errors are estimated at the company level, which are consistent with heteroscedasticity and autocorrelation problems.

Results: The main results confirm that both expansion within the home region (regional orientation) and expansion outside the home region (global orientation) have a positive effect on the performance of exporters, and that these effects, unexpectedly, are not significantly different from each other. The results also reveal that the relationship between regionalization and performance is positively moderated by lower levels of development of the destination countries within the home region. Contrary to expectations, no evidence is found to confirm the moderating effect of industry dynamism and the level of development of countries outside the home region.

WHICH INTERMEDIATE INPUT SOURCE IS BEST FOR INNOVATION IN NON-MULTINATIONAL ENTERPRISE GROUPS?

Marta Fernández-Olmos, Jorge Fleta-Asín, Talía Gómez-Aguas

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Discussant: **Maria Ruiz Castillo** (Universidad de Granada)

Choosing the intermediate input source has become an activity of increasing relevance for firms, but many of its effects have yet to be evaluated thoroughly. This work analyses whether the different sources of intermediate inputs contribute to enhancing the innovation performance of firms, depending on whether suppliers are internal or external, national or international (i.e., importing). Each intermediate inputs source option may offer different advantages when it comes to accessing new knowledge, which influence the learning and exploiting from it on innovation performance. Our sample included around 4,100 firm-year observations of manufacturing firms (non-MNE) belonging to groups located in Spain between 2006 and 2020. The results conclude that a firm's ability to innovate from intermediate inputs will be dependent on the source type, whose effectiveness depends on being internal/external and national/international, and the specific nature of the innovation (radical or incremental). Incorporating these results is particularly important for business groups and their affiliated firms, as it can help company managers make better decisions on input sourcing choices. By categorizing the implications of each intermediate input source, this paper suggests that policies used to develop firm's absorptive capacity can be effective measures to promote firms' innovation.

BUSINESS AND SOCIETY AND SUSTAINIBILITY SESSION

1

Time: Monday, 16/June/2025: 8:30am - 10:00am · Location: Room 003

Session Chair: Gregorio Martín de Castro, Universidad Complutense de Madrid

MATERIAL ENVIRONMENTAL SUSTAINABILITY DISCLOSURE AND FIRMS' MARKET CAPITALIZATION: A CROSS-COUNTRY ANALYSIS IN THE TOURISM SECTOR

Ana Cuesta González, Laura Cabeza García, Roberto Fernández Gago

Universidad de León, España; acueg@unileon.es

Discussant: L. Javier Cabeza-Ramírez (Universidad de Córdoba)

Firms' environmental sustainability is particularly relevant for the tourism sector, given its strategic importance in the global economy, its role in protecting the environment and its link to the 2030 Agenda. The integration of sustainable practices within this sector not only addresses pressing environmental current challenges but also enhances the long-term viability of tourism businesses. In this context, this paper studies how disclosure on material environmental issues impact on the performance of listed tourism companies over the period 2012-2023. The disclosure of Sustainability Accounting Standards Board (SASB) accounting metrics may increase investor confidence and improve firms' market valuation. In addition, we analyse if countries' legal system may moderate this impact. The results of a GMM model indicate that tourism companies that report on material environmental issues show higher market value, being the effect significantly stronger in countries with a common law legal system. This empirical study provides a valuable insight into the importance of material corporate environmental disclosure for managers and investors.

ENTRE DEPENDENCIA Y AUTONOMÍA: ESTUDIO CUALITATIVO SOBRE NECESIDADES DE PERSONAS CON LESIÓN MEDULAR

L. Javier Cabeza-Ramírez, Sandra M. Sánchez-Cañizares, María Montilla Carmona, Juan Carlos Tinahones Nieto

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Discussant: Ana Cuesta González (Universidad de León)

La lesión medular es una condición médica que transforma la vida de las personas, generando desafíos físicos, emocionales, sociales y económicos. Este trabajo tiene como objetivo avanzar en la identificación de las necesidades de las personas afectadas y profundizar en cómo la falta de respuesta a estas necesidades impacta en su independencia, autonomía y en la de su entorno cercano. Para ello, aplicamos un análisis de contenido reflexivo inductivo (RCA) a la información obtenida de un grupo focal de personas lesionadas, profesionales y familiares. Los resultados revelaron que las necesidades sociosanitarias, la personalización de tratamientos y la compatibilidad de prestaciones son áreas críticas que requieren atención prioritaria. La insuficiencia de recursos y la desconexión entre políticas públicas y necesidades dificulta significativamente la adaptación y reintegración de las personas con lesión medular. Algunas de ellas desean reincorporarse con normalidad al ámbito sociolaboral, y enfrentan barreras estructurales como la incompatibilidad entre trabajo y ayudas económicas, limitando su participación plena en la sociedad. Esta investigación subraya la urgencia de incluir la visión de los afectados en el diseño de políticas inclusivas y adaptadas.

ORGANIZATIONAL TRUST AND COOPERATIVE CLIMATE AT WORK: IMPACT ON PSYCHOLOGICAL WELL-BEING THROUGH PSYCHOLOGICAL NEEDS IN THE EUROPEAN TOURISM INDUSTRY

Ana M. Lucia Casademunt¹, Laura Padilla Angulo², Diego Gómez Baya³, Daria Sarti⁴, Teresina Torre⁵

¹Universidad de Málaga, España; ²Universidad Loyola Andalucía, España; ³Universidad de Huelva, España; ⁴University of Florence; ⁵University of Genoa; lpadilla@uloyola.es

Discussant: Gregorio Martín de Castro (Universidad Complutense de Madrid)

Objectives: This study examines employee psychological well-being (PWB) by integrating organizational trust and cooperation-based work climate with Self-Determination Theory (SDT) to assess their impact on three basic psychological needs: autonomy, competence, and relatedness. Using data from the 2021 European Working Conditions Survey (EWCS), we test a model that conceptualizes organizational trust and a cooperation-based work climate as essential for fulfilling these psychological needs and promoting employee PWB.

Theoretical Framework: Organizational trust and cooperation-based work climate with Self-Determination Theory (SDT).

Methodology: Descriptive, correlational, and mediational analyses using SPSS and JASP software were conducted to explore the relationships among the study variables, with additional moderation analysis to examine the role of gender

Results/Implications: Our analysis, based on a sample of 736 tourism sector employees, demonstrates that the proposed model exhibits strong predictive capabilities for PWB, outperforming individual models of trust or SDT alone. The findings underscore the significant role of organizational trust and cooperation in fulfilling psychological needs and, consequently, enhancing PWB. This research provides critical insights into the importance of supportive work climates for employee satisfaction and service quality,

particularly in the dynamic tourism sector, and offers valuable guidance for industry leaders seeking to foster healthier and more productive workplaces.

Green Directors and Corporate Environmentalism. A Dynamic Cognitive Managerial Capabilities Perspective

Gregorio Martin de Castro, Pedro Emilio Colina Morales

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Discussant: **Laura Padilla Angulo** (Universidad Loyola Andalucía)

In this research, we empirically analyse the cognitive theory, adopting a cross-fertilizing framework by blending cognitive frames for sustainability (Hahn et al., 2024) and cognitive dynamic managerial capabilities (Teece, 2007; Helfat and Martin, 2014; Helfat and Peteraf, 2015) to explore the effect of green director appointment in the board of directors on fostering environmental strategic change and the paradoxical firm's economic and environmental performance. We empirically test three hypotheses and two sub-ones in a sample of companies belonging to the S&P 500 in a longitudinal analysis from 2012-2022. Our results show that the appointment of a green director in the BOD promotes strategic change towards corporate environmentalism. Showing the existence of a paradoxical framework in environmental sustainability (Hahn et al., 2014). Furthermore, from a cognitive dynamic managerial perspective, we frame green director appointment as the sensing cognitive capability, and the consequent improvements in environmental innovation and performance as the implementation of seizing and reconfiguring cognitive capabilities.

ENTREPRENEURSHIP (English)

Time: Monday, 16/June/2025: 8:30am - 10:00am · Location: 603 room

Session Chair: **Sofía Louise Martínez Martínez**, Universidad de Málaga

What drives sustainability action? A study on institutional dimensions and their impact on sustainable entrepreneurship

Carolin Maaßen, Tatiana Lopez, David Urbano

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Discussant: **Adriana Pérez-Encinas** (UNIVERSIDAD AUTONOMA DE MADRID)

Understanding how sustainable entrepreneurs can effectively drive change is inherently tied to the institutional environment since incentives, regulations, and social norms can be supportive or hindering. Moreover, individual-level factors, such as beliefs, values, and perceptions, shape behaviours, especially in the sustainability domain. Using a mixed-method approach and data from Catalonia – a Spanish region known for strong sustainable initiatives and entrepreneurial vibrancy – this study analyses the role of institutional dimensions (regulative, normative, and cultural-cognitive) for sustainable entrepreneurship. Results show that while the normative (sustainability culture) and cultural-cognitive (abilities and knowledge to start a sustainable firm) dimensions positively influence sustainable entrepreneurship, the regulative dimension has an unexpected negative effect, with increased government support associated with lower levels of sustainable entrepreneurship. The results highlight the importance of normative and cultural-cognitive factors, advancing the sustainability debate beyond technological fixes and redirecting attention to the underlying sociocultural imaginaries that drive meaningful sustainable change. These findings could be instrumental for policymakers in re-politicising economic activity, fostering community engagement, and aligning incentive structures and entrepreneurship narratives with sustainability goals.

DRIVING CHANGE: ARE SPANISH ENTREPRENEURS ALIGNING WITH THE UN'S SDGS?

Yolanda Bueno Hernández, Miguel Angoitia Grijalba, Adriana Pérez-Encinas, Rubén Mora Ruano

Universidad Autónoma de Madrid (UAM). Facultad de Ciencias Económicas y Empresariales, España; ruben.mora@uam.es

Discussant: **Ana Pérez-Luño** (Trinity College Dublin)

In 2015, the United Nations (UN) adopted the 2030 Agenda, which included the 17 Sustainable Development Goals (SDGs17). In this context, in recent years studies on business sustainability have increased considerably. However, it is still necessary to analyse the factors that drive entrepreneurs to behave in a way that respects the economic, social, and environmental dimensions. The paper aims to analyse whether the motivation to change the world, embedded in the Global Entrepreneurship Monitor (GEM) methodology, is contributing to sustainable practices of entrepreneurs in a framework characterised by different levels of awareness of the SDGs17. For this purpose, a large sample of 8,070 entrepreneurs in Spain will be used. The interviews were conducted in 2021 and 2022 and included both start-up and established entrepreneurs. Using binary logistic regression models, we find the importance of awareness of SDGs17 in motivating entrepreneurs to change the world, and that the joint effect of both variables would contribute significantly to increasing the sustainable practices of entrepreneurs. The results suggest that, in practical terms, all efforts by public authorities, education, and non-profit organisations to raise awareness among citizens and firms about sustainability are more than welcome to achieve SDG12: Responsible production and consumption.

ENTREPRENEURS' WELL-BEING AND LONG WORKING HOURS: HOW DO GENDER AND SOCIAL CLASS IMPACT THIS RELATIONSHIP?

Ana Pérez-Luño¹, Ana Bojica², Javier Martínez del Río³

¹Trinity College Dublin, Irlanda; ²Universidad de Granada; ³Universidad de Almería; perezlua@tcd.ie

Discussant: **Tatiana Lopez** (Universitat Autònoma de Barcelona)

Aim: This study examines how gender and social class moderate the impact of long working hours on entrepreneurs' well-being.

Theoretical Framework: Drawing on entrepreneurship and social psychology, we propose that while extended work hours generally impair well-being, structural factors alter this relationship. Traditional gender roles may heighten work-life conflict for women, whereas higher social class—reflected in educational attainment and household income—provides critical cognitive and material resources to buffer stress.

Methods: We analyzed two datasets: a longitudinal sample of entrepreneurs tracked across pre-pandemic, pandemic, and post-pandemic periods, and the EU-SILC 2018 dataset comprising 3,742 entrepreneurs. Hierarchical linear regression models with moderated moderation tests were used to assess the interactions among working hours, gender, and SES, while controlling for age, marital status, and other covariates.

Results and Implications: Findings reveal that long working hours significantly diminish entrepreneurial well-being. However, entrepreneurs with higher social class experience a less pronounced decline, and high-social class women, in particular, report equal or higher well-being compared to their male counterparts. These results underscore the need for tailored interventions that address gender-specific challenges and improve access to socioeconomic resources, promoting sustainable entrepreneurial performance and enhanced mental health.

NAVIGATING RISK-TAKING THROUGH WELL-BEING: HOW GENDER AND ENTREPRENEURSHIP PROGRAM LEARNING SHAPE ENTREPRENEURS' RISK-TAKING CHOICES

Ana Pérez-Luño¹, Joaquín García-Cruz², Elena Sousa Ginel², José Ruiz- Navarro³

¹Trinity College Dublin; ²Universidad Pablo de Olavide, España; ³Universidad de Cádiz; esougin@upo.es

Discussant: **Carolin Maaßen** (Universitat Autònoma de Barcelona)

Aims: This study aims to examine the relationship between entrepreneurs' well-being and risk-taking, focusing on the moderating roles of gender and entrepreneurship program learning (EP learning). It challenges conventional assumptions by analyzing whether higher levels of well-being foster or inhibit entrepreneurial risk-taking and how gender and EP learning shape this dynamic.

Theoretical Framework: Grounded in well-being and entrepreneurial decision-making theories, this study builds upon prior research on the cognitive and emotional factors influencing risk-taking. We investigate how gender and entrepreneurship education interact with well-being to shape entrepreneurs' risk-taking propensity.

Methodology: Using data from the 2021 Spanish edition of the GUESSS project, we analyze responses from 4,130 active entrepreneurs. Structural equation modeling (SEM) and hierarchical regression analyses are used to test the hypotheses.

Results and Implications: Contrary to most literature, our findings reveal that well-being relates negatively with risk-taking, and this negative relationship is more pronounced for female than for male entrepreneurs. More remarkable, for male entrepreneurs, EP learning attenuates the negative relationship between well-being and risk-taking until it becomes non-significant. However, in the case of females, EP learning intensifies the negative effect of well-being on the propensity to take risks.

FAMILY FIRMS SESSION 1

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room 002

Session Chair: **Lucía Garcés-Galdeano**, Universidad Pública de Navarra

FAMILY COLLECTIVE PSYCHOLOGICAL OWNERSHIP AND SUCCESSION PLANNING: A SYNERGISTIC APPROACH FOR FAMILY BUSINESS CONTINUITY

Ana Lucia Caicedo, Lucia Garcés, Martin Larraza

UPNA, España; analucia.caicedo@unavarra.es

Discussant: **Valeriano Sanchez-Famoso** (University of the Basque Country UPV/EHU)

ABSTRACT

Succession planning in family firms is a critical component for ensuring business continuity, minimizing internal conflicts, preparing for unforeseen circumstances, nurturing internal talent, and preserving financial stability. The implementation of a comprehensive plan not only guarantees the long-term success of the business, but also fortifies the foundations for future generations. Despite this, there is limited knowledge about the socio-economic and collective mechanisms underpinning the process. Therefore, the primary objective of this study is to emphasize the significance of understanding and managing family collective psychological ownership for the success of family businesses, particularly in the context of succession planning. To achieve this objective, a quantitative research design was employed using a sample of 107 Spanish family firms. The results of this study may contribute to a better understanding of the factors that influence the successful implementation of succession plans in family firms.

Keywords. Family collective psychological ownership, succession planning, family firms.

DIGITAL ALIGNMENT IN FAMILY FIRMS. THE ROLE OF SOCIOEMOTIONAL WEALTH AND PERFORMANCE CONTEXT

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Discussant: **Mikel Alayo** (University of the Basque Country UPV/EHU)

This study examines the antecedents of digital alignment (DA) within the context of family firms. For family owners, investments in information technology and its adoption present a complex dilemma: while these investments are essential for long-term growth and survival, they also carry significant risks. Drawing on the socioemotional wealth (SEW) and behavioral theories, we propose that SEW priorities—specifically, family control and influence, family members' identification with the firm, and their emotional attachment—along with the performance context, directly influence DA. Furthermore, due to the specificities of family firms, we hypothesize that the impact of SEW priorities on DA is positively moderated by transformational leadership. Our empirical analysis provides strong support to both types of economic and noneconomic priorities and partial support for the moderating role of transformational leadership.

Family businesses and corporate risk-taking: the moderating role of independent directors and institutional investors

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Discussant: **José Fernando López Muñoz** (ESIC Business & Marketing School)

We analyse the moderating effect of independent directors and the ownership of pension funds on the risk-taking of Chilean-listed family firms for the 2005-2020 period. Our results show a negative relationship between familiness and risk-taking. In the Chilean context, where ownership is highly concentrated and investor protection is weak, the family shareholders might use their power to avoid risky decisions that could reduce the financial and socioemotional wealth of the family. We also find that independent directors and the presence of pension funds as shareholders counteract the risk aversion of families and avoid sub-optimal corporate risk levels. These results suggest that independent directors and pension funds have the resources and knowledge to incentivise risky but profitable projects and reduce the controlling family's conservative behaviour.

Digitalización e Internacionalización en las Empresas Familiares Españolas

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Discussant: **Carlos Cid Aranda** (Universidad de Santiago de Chile)

La internacionalización impulsa el crecimiento de las pequeñas y medianas empresas familiares (PYMEs) y contribuye a sus objetivos a largo plazo. Sin embargo, estas empresas enfrentan diversas limitaciones en sus esfuerzos de internacionalización, y afirmamos que la transformación digital puede abordar dichas limitaciones. Basándonos en la teoría de costos de transacción, este estudio busca dilucidar cómo la transformación digital afecta el proceso de internacionalización de las PYMEs familiares. La transformación digital no solo ofrece mayores oportunidades en términos de recopilación de información, conectividad y reducción de costos en mercados

extranjeros, sino que también mitiga sus riesgos. El análisis se centra en una muestra de pequeñas y medianas empresas familiares españolas y prueba las relaciones hipotéticas mediante modelización de ecuaciones estructurales. Nuestros resultados sugieren que la transformación digital tiene un efecto positivo en la internacionalización de las PYMEs familiares y que esta relación se ve positivamente moderada por la participación multigeneracional y negativamente por la implicación familiar en los puestos gerenciales. Esta investigación ofrece varias contribuciones a la teoría y práctica de las empresas familiares.

FINANCE AND ACCOUNTING SESSION 1

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room 502

Session Chair: Cristina del Río, Universidad Pública de Navarra

FROM FIELDS TO FINANCES: HOW GOVERNANCE SHAPES SPANISH COOPERATIVE SUCCESS

Irene Martínez-López, Marta Fernández-Barcala, Manuel González-Díaz

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Discussant: **Marta Sánchez Sancho** (Universidad de Salamanca)

This study examines the impact of formal and relational governance mechanisms on the performance of agrifood cooperatives, focusing on financial-economic results and member satisfaction as key performance indicators. The theoretical framework integrates insights from cooperative governance and performance and social capital literature, emphasizing the balance between economic and socio-emotional goals. The study tested six hypotheses concerning the effects of property and control rights redesigns and social capital modifications on performance using a dataset of 117 Spanish agrifood cooperatives. Results indicate that modifications in property rights, i.e., hybridization, positively influence financial-economic results and have no significant impact on member satisfaction. Secondly, innovations in control rights, i.e., hiring a professional CEO or the presence of professionals in the BoD, do not affect performance. However, financial-economic results improve when simultaneously a professional occupies the CEO position and professionals are included in the BoD, again without affecting members' satisfaction. Thirdly, changes in relational governance, i.e., a higher social capital stock, significantly enhance financial-economic performance and members' satisfaction. Thus, results suggest that moving away from the classical cooperative model and professionalizing cooperative management enhances financial-economic performance but requires complementary strategies to increase member satisfaction. Fostering social capital is crucial for ensuring long-term cooperative success.

EXPLORING THE PUZZLE: A SISTEMATIC LITERATURE REVIEW ON PERFORMANCE AND EFFICIENCY IN NONPROFITS

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Discussant: **Francisco J. Lopez-Arceiz** (Universidad Pública de Navarra)

The aim of this study is to analyze how previous literature has measured performance and efficiency in nonprofit organizations (NPOs). To pursue it we performed a Systematic Literature Review that led to 159 articles tackling these issues. Our results suggest that, even though performance and efficiency are closely related concepts, they do not represent the same. Rather, performance is a wider concept, and efficiency is one of its dimensions. Regarding efficiency, its measurement is contested between the use of ratios and frontier analyses. Even though there is a trend towards the use of frontier analyses given their better fit with the definition of efficiency, ratios also provide important information for stakeholders and allow for comparability through industries. In relation with performance, we find that this concept is multidimensional. We have identified four main dimensions: efficiency, generation of revenues, financial health and the output generated by the NPO.

This study sheds some light on the state of the art of NPO performance and efficiency measures that could enlighten future research in the lookout for an aggregate measure of performance or for ways to adapt the used measures to the different industries included in the nonprofit sector.

"THE LEVEL OF MANAGERIAL BIAS IN SUSTAINABILITY ASSURANCE AND IDIOSYNCRATIC RISK IN CARBON-INTENSIVE SECTORS: A TEXTUAL ANALYSIS APPROACH"

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Discussant: **Marta Fernandez Barcala** (Universidad de Oviedo)

This study examines the effect of managerial bias in sustainability assurance engagements on firm idiosyncratic risk, focusing on carbon-intensive sectors facing heightened scrutiny due to growing climate-related concerns and regulatory shifts. Drawing on legitimacy, stakeholder, agency, and impression management theories, the research examines how managerial bias—reflected in the completeness, reliability, balance, and tone of assurance reports—affects accountability and firm-specific unsystematic risk. Using 1,465 assurance reports from European listed firms (2018–2022), the study employs Natural Language Processing algorithms to

measure scope restrictions and tone as proxies for managerial bias and applies panel data techniques for hypothesis testing. The findings suggest that a narrow scope and optimistic tone—as indicators of managerial bias— in assurance reports significantly increase idiosyncratic risk. This effect is amplified by firms' stock sensitivity to climate transition risks and greenhouse gas emissions intensity. Moreover, the relationship varies across different country-level regulatory settings. The study establishes a novel link between managerial bias and firm idiosyncratic risk, demonstrating how bias in assurance reports undermines their effectiveness in supporting portfolio risk management. It underscores the importance of accountability for investors and highlights the need for regulators to advance towards a standardized assurance framework aligned with the CSRD (2022/2464).

SDG ALIGNMENT AND ESG RISKS: THE ROLE OF RISK MANAGEMENT

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Discussant: **Teresa Elvira Lorilla** (Universidad de Burgos)

- **Purpose:** This study aims to explore the relationship between SDG-aligned practices and ESG risks, emphasizing the role of risk management in mitigating these risks.
- **Theoretical framework:** We integrate stakeholder theory, institutional theory, and the resource-based view to understand the motivations behind SDG adoption and its potential impact on ESG risks.
- **Methodology:** The study uses a dataset of firms across various industries and regions, analyzing the effects of SDG alignment on ESG risk exposure. The research employs both qualitative and quantitative methods to assess the interaction between SDG practices and risk management strategies, examining sectoral and national variations in the dynamics of these relationships.
- **Results/implications:** The results show that while SDG adoption initially increases ESG risks due to the complexity involved in integrating sustainability, effective risk management significantly mitigates these risks. The research contributes to the theoretical understanding of SDG integration and provides a practical framework for firms to balance sustainability goals with robust risk management strategies for long-term success.

HUMAN RESOURCE MANAGEMENT SESSION 1

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room 605

Session Chair: Félix Guerrero Alba, Universidad de Cádiz

CAN GREEN HUMAN RESOURCE MANAGEMENT DRIVE GREEN INNOVATION? EXPLORING THE ROLE OF THE KNOWLEDGE CREATION PROCESS

Ana Labella-Fernández, Carlos Martínez-Egea, María del Mar Martínez-Bravo, Javier Martínez del Río

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Discussant: Raquel Sanz Valle (Universidad de Murcia)

This study examines the role of green human resource management (HRM) in fostering green innovation and analyzes the mediation of the knowledge creation process. Drawing on the ability-motivation-opportunity theory and the knowledge-based view, the research explores how green HRM practices — e.g., green recruitment, training, performance management, pay and rewards, and employee involvement — enhance organizational knowledge dynamics through the SECI model (socialization, externalization, combination, and internalization). Using data from a survey of 244 firms in the Spanish textile industry, the findings of this study reveal that green HRM significantly influences the knowledge creation process, which, in turn, drives green product and green process innovation. The study identifies the knowledge creation process as a critical mediator, demonstrating that the impact of green HRM on green product and green process innovation is not merely direct but also operates through enriched knowledge processes. This research contributes to the theoretical understanding of green HRM as a strategic enabler of green innovation and offers actionable insights for managers seeking to align human capital strategies with sustainability objectives.

EXPLORING THE IMPACT OF GREEN HRM AND EMPLOYEE'S GREEN BEHAVIOR ON GREEN PERFORMANCE

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Discussant: Begoña Echaburu (Mondragon Unibertsitatea Enpresagintza - MIK)

PURPOSE. The main purpose of this paper is to examine the relationship between green human resources management (GHRM) and the firm's green performance, and the possible mediating role of employees' green behavior (CG) in that relationship. In addition, this paper analyses the relationship between green performance and firm's performance.

THEORETICAL FRAMEWORK. The growing concern for the preservation of the environment is leading an increasing number of companies to seek ways to reduce the negative impact of their activities on the environment, that is, to improve their green performance. Recent literature argues that human resources are key to achieving this objective, specifically that companies should promote employees' green behavior and that GHRM practices are essential for this. However, empirical research on this topic remains limited.

METHODOLOGY. After reviewing the literature on the topic, this article proposes a research model, which is analysed by using the partial least squares structural equation model (PLS-SEM) for a sample of 211 Spanish manufacturing companies.

FINDINGS. Our results show that there is a positive relationship between GHRM and green performance and that employees' GB partially mediates that relationship. Our findings also support the win-win perspective regarding the relationship between green performance and firm's performance.

CONCEPTUALIZACIÓN DEL TALENTO EN EL CONTEXTO COOPERATIVO: LA VISIÓN DE LAS DIRECCIONES DE GESTIÓN SOCIAL EN LA CORPORACIÓN MONDRAGON

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Discussant: Jordi Trullen (ESADE Business School)

Aunque el talento es un tema central en la gestión empresarial, las cooperativas han recibido poca atención en investigaciones académicas y prácticas sobre este ámbito, especialmente desde la perspectiva de las direcciones de recursos humanos. Este estudio aborda esta brecha al analizar el concepto de talento en cooperativas de trabajo asociado, con el Grupo MONDRAGON como caso de estudio, un referente global en el ámbito cooperativo.

El trabajo se centra en explorar si las cooperativas de MONDRAGON cuentan con una definición explícita de talento y cómo las direcciones de Gestión Social conceptualizan este término. Los resultados preliminares, obtenidos mediante encuestas, muestran que solo una minoría dispone de una definición formal. Además, surgen tensiones en torno a la conceptualización: algunas direcciones consideran que todas las personas pueden ser talento, mientras otras lo restringen a quienes poseen competencias específicas o generan un impacto significativo en el valor de la cooperativa.

El estudio combina implicaciones prácticas para la gestión de personas con avances teóricos, destacando las particularidades del talento en el contexto cooperativo y proporcionando evidencia relevante para mejorar la gestión del talento en este tipo de organizaciones.

INNOVATIVE WORK BEHAVIOR, JOB PERFORMANCE AND EMPLOYEE WELL-BEING: MUTUAL GAINS OR CONFLICTING OUTCOMES?

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Discussant: **María del Mar Martínez-Bravo** (Universidad de Almería)

Objectives. Innovative work behavior (IWB) is considered a valuable resource for organisations; however, its impact on employee well-being is not always positive. While it can drive growth and job satisfaction, it may also result in increased workloads. In this study, we aim to explore both the positive and negative implications of IWB. We also examine the climate for innovation as an organisational resource that can amplify the positive effects of IWB while also mitigating its potential negative impact on employee well-being.

Theoretical framework. From the perspective of the mutual and conflicting gains framework, we analyse the question regarding whether both employees and organisations benefit equally from IWB. To explore the impact of IWB on employee well-being, we draw on the JD-R model.

Methodology. Matched data on 476 employees working in 146 R&D areas from technology-based companies in Spain were analysed to examine the proposed relationships. Multilevel structural equation models were estimated using MPlus software.

Results. Our findings suggest that while IWB boosts job performance and work engagement, it also poses a risk of increased work exhaustion. The climate for innovation can enhance these positive effects, especially engagement, but it only marginally mitigates the negative impact of IWB on employee well-being.

INNOVATION MANAGEMENT SESSION 1

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room 606

Session Chair: ESTEBAN GARCIA CANAL, UNIVERSIDAD DE OVIEDO

THE ASYMMETRIC IMPACT OF INTENSITY AND DURATION OF INNOVATION PERFORMANCE DISCREPANCIES ON FIRMS' INNOVATIVE SEARCH SCOPE

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Discussant: Angela Yuliana Arredondo Salas (Universidad Nacional de San Agustín de Arequipa)

Objectives: This study investigates how the duration of both positive and negative innovation performance discrepancies influences firms' innovative search scope by increasing the diversity of their technological alliance portfolios. The research disentangles the asymmetrical impact of historical and social performance feedback dimensions.

Theoretical framework: Grounded in the behavioral theory of the firm and the resource-based view of alliances, it argues that while persistent historical performance discrepancies activate the need for external resources, social performance discrepancies primarily affect a firm's attractiveness as a partner and raise appropriability concerns.

Methodology: To explore how the persistence, not just the intensity, of innovation performance feedback affects technological alliance decisions, the research utilizes a large dataset of Spanish firms in technology-intensive sectors from 2008 to 2015. It employs a negative binomial model with Generalized Estimating Equations (GEE).

Results/implications: The findings indicate that prolonged innovation underperformance, particularly in the social dimension, decreases alliance portfolio diversity, while persistent overperformance, particularly in the historical dimension, increases it. This study contributes to technology management literature by highlighting the significance of innovation performance feedback duration in shaping alliance strategies, providing evidence that persistent positive innovation deviations lead to different external search responses compared to persistent negative performance shortfalls.

EL IMPACTO DE LA RENOVACIÓN ESTRATÉGICA EN EL DESEMPEÑO INNOVADOR: EL PAPEL DE LA INNOVACIÓN DE LOS EMPLEADOS Y DEL CAPITAL PSICOLÓGICO.

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Discussant: ANDREA MARTÍNEZ NOYA (UNIVERSIDAD DE OVIEDO)

RESUMEN

Objetivos: Este estudio examina cómo la renovación estratégica influye en el desempeño de innovación en el sector gastronómico de un país en desarrollo, incorporando la mediación de la innovación de los empleados y la moderación del capital psicológico.

Marco teórico: Desde la teoría de capacidades dinámicas, se plantea que la renovación estratégica impulsa la innovación al movilizar recursos internos y fomentar la creatividad organizacional. El capital psicológico y la innovación de los empleados son claves para traducir estrategias en resultados innovadores.

Metodología: Se realizó un análisis cuantitativo no experimental con datos de 310 empleados del sector gastronómico. Se empleó un modelo de ecuaciones estructurales (PLS-SEM) para evaluar las relaciones planteadas.

Resultados/Implicaciones: Los hallazgos muestran que la renovación estratégica mejora el desempeño de innovación, mediada por la creatividad de los empleados y moderada por el capital psicológico. Esto resalta la importancia de fomentar una cultura organizacional que promueva la experimentación y el desarrollo de habilidades psicológicas positivas. Este estudio contribuye al entendimiento de la innovación en economías emergentes, ofreciendo un marco teórico y práctico para mejorar la competitividad empresarial.

ORGANIZACIONES INTERMEDIARIAS COMO FACILITADORAS DE LA TRANSFERENCIA DE CONOCIMIENTO EN EL SECTOR AGRÍCOLA DE ECONOMÍAS EMERGENTES: EL CASO DE TECNICAFÉ- COLOMBIA

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Discussant: Vitor Melão Cassânego (Federal University of São Carlos)

El objetivo de este artículo es analizar los factores que condicionan el cumplimiento de las funciones que generalmente se han asignado a las organizaciones intermediarias de innovación en el contexto de los sectores agrícolas de las economías emergentes. Teóricamente la investigación se sustenta en las corrientes que estudian la transferencia de conocimiento y las organizaciones intermediarias de innovación. Se desarrolla un estudio de caso en el Parque Tecnológico de innovación del café, Tecnicafé, primer parque en Latinoamérica dedicado exclusivamente a la generación y transferencia de conocimiento para este sector, ubicado en la región del Cauca- Colombia. Los hallazgos de este estudio permiten confirmar el papel relevante que tienen estas organizaciones para facilitar los flujos de conocimiento en estos sectores, y que el éxito en el cumplimiento de sus funciones depende de factores internos

y externos relacionados con su equipo de trabajo, la cultura organizacional, la gobernanza de la institución, y el grado de colaboración que éstas logran desarrollar en los contextos donde están insertas.

EXPLORING THE ROLE OF OPEN INNOVATION AND ARTIFICIAL INTELLIGENCE FOR GREEN INNOVATION: A DYNAMIC CAPABILITIES APPROACH

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Discussant: **Abelardo David Quispe Ambrocio** (Universidad Nacional de San Agustín de Arequipa)

Objectives: This research examines the impact of open innovation partnerships on corporate green innovation (CGI), specifically focusing on green product and process innovation. Additionally, it explores the role of artificial intelligence (AI) capabilities in enhancing CGI outcomes and their interaction with open innovation.

Theoretical framework: Grounded in the dynamic capabilities framework, this study considers how firms develop, integrate, and reconfigure internal and external competencies to address environmental challenges through open innovation and AI adoption in CGI.

Methodology: A sample of approximately 1,780 firms across 93 countries on five continents was analyzed. The study assesses how firms actively seek partnerships and incorporate AI capabilities to influence green product and process innovation. FGLS and FE-DK were employed as econometric regression strategies.

Results/implications: Findings indicate that firms engaging in open innovation partnerships significantly enhance CGI, particularly in process innovation. AI capabilities further catalyze green innovation, and their synergy with open innovation strengthens this effect. Green process innovation benefits more intensely than green product innovation. Policymakers and firms should invest in AI and open innovation strategies to improve innovation efficiency and tailor green initiatives to different technological, institutional, and regional contexts.

MARKETING SESSION 1

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room A3_mod 1

Session Chair: Manuel Sánchez Pérez, Universidad de Almería

¿CÓMO OPTIMIZAR EL USO DE LAS PROMOCIONES CON BENEFICIOS MONETARIOS EN EL CONTEXTO DE APPS COMERCIALES?

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Discussant: **Antonio Marín García** (Universitat de València)

Este estudio analiza la efectividad de diferentes tipos de promociones utilizadas en un contexto de aplicaciones móviles (descuentos directos y programas de recompensas por frecuencia) sobre la intención de compra del consumidor y la lealtad hacia la propia aplicación móvil. Se utilizó un diseño experimental con seis tratamientos para examinar el impacto del tipo de promoción en productos de diferente naturaleza (hedónico y utilitario) sobre el comportamiento del consumidor. Los resultados indican que los descuentos directos aumentan significativamente la intención de compra a corto plazo, mientras que los programas de recompensas por frecuencia son más efectivos para fomentar la lealtad a largo plazo hacia la aplicación. Además, el análisis del papel moderador de la sensibilidad al precio de los clientes indica que la lealtad hacia la aplicación se ve reducida en los clientes con una alta sensibilidad al precio.

ANÁLISIS DE LA UBICACIÓN DE HOTELES EN TORNO A RECURSOS CULTURALES A TRAVÉS DE FUENTES DE INFORMACIÓN EXTERNAS

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Discussant: **Álvaro Garrido Morgado** (Universidad de Salamanca)

El presente estudio tiene como objetivo analizar el papel de la proximidad a recursos históricos y culturales como factores determinantes del precio hotelero. Para ello, se utiliza como marco de referencia la teoría de los recursos de la organización y la visión estratégica de la empresa, que explican cómo los recursos culturales pueden generar valor y actuar como mecanismos de aislamiento frente a la competencia.

El desarrollo empírico del estudio se ha realizado sobre una muestra de 547 hoteles de siete ciudades españolas que exhiben un destacado valor cultural e histórico (Barcelona, Bilbao, Granada, Madrid, Málaga, Sevilla y Valencia). Los resultados confirman que la aglomeración hotelera influye en la fijación de precios y que la proximidad a monumentos especiales tiene un impacto positivo en distancias medias (2.5-3 km), mientras que la accesibilidad a museos y teatros no es significativa. Además, la interacción entre aglomeración y proximidad cultural muestra efectos diferenciados según la distancia. Estos hallazgos resaltan la importancia de la ubicación en la estrategia hotelera y aportan implicaciones clave para la gestión de precios y la competitividad del sector.

CANCELLATION VS CONTINUANCE ON SUBSCRIPTION-BASED SERVICES: HOW EXPECTED UTILITY SHAPES USER DECISIONS

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Discussant: **Natalia Lavado Nalvaiz** (Universidad de Zaragoza)

The rise in subscription cancellation rates is becoming one of the most prominent challenges for companies. This study delves into users' decision making, particularly assessing inter-temporal dynamics as one of the factors behind subscription cancellation. Building on expected utility theory, we propose that future utility expectations -shaped by individual and market-related- influence the cancellation decision. In turn, we analyse the moderating effect of user involvement with the service. We test our model with a 3-year household panel of subscription video on demand services (n=2.389). Our preliminary findings show that meeting heightened expectations can be challenging for subscription-based services and undermine the long-term continuance decision. In turn, the users' involvement might accelerate or decelerate the cancellation process. By including expectations in the model, based in a longitudinal dataset, we advance subscription services literature on providing a dynamic decision-making model.

EL ROL DE LA CIM Y LA SOSI EN EL ÉXITO EMPRESARIAL: UN ENFOQUE COMPARATIVO ENTRE GRANDES Y PEQUEÑOS MINORISTAS

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Discussant: **Pablo Antonio Muñoz Gallego** (Universidad de Salamanca)

• Objetivos

El propósito de este estudio es examinar el efecto impulsor de la Comunicación Integrada de Marketing (CIM) en la Innovación de Servicios Orientada a la Sostenibilidad (SOSI) y analizar el impacto de la SOSI en los resultados empresariales, tanto financieros

como no financieros. Además, el estudio evalúa el efecto moderador del tipo de minorista, distinguiendo entre grandes y pequeños minoristas.

- Metodología

Para alcanzar los objetivos del estudio se realizó una encuesta personal a 200 gerentes de establecimientos minoristas. Los datos recopilados se analizaron utilizando la técnica de regresión por mínimos cuadrados parciales.

- Resultados/implicaciones

Los hallazgos sugieren que la CIM es una herramienta crucial para fomentar la SOSI, lo que a su vez mejora los resultados organizacionales. Además, el estudio identifica diferencias significativas en estas relaciones según el tipo de minorista, siendo los efectos más pronunciados en los pequeños minoristas. Por tanto, este estudio contribuye a la literatura existente proporcionando perspectivas sobre cómo la CIM puede impulsar a la SOSI y su impacto en el desempeño organizacional. También destaca los efectos diferenciales del tamaño del minorista en estas relaciones, ofreciendo nuevas perspectivas sobre el papel de estas variables en el entorno del comercio al por menor.

OPERATION MANAGEMENT SESSION 1

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room A6B _ mod 1

Session Chair: Lucia Avella Camarero, Universidad de Oviedo

A LA BÚSQUEDA DE CADENAS DE SUMINISTRO DELFÍN: UNA PROPUESTA DE CLASIFICACIÓN DE CADENAS DE SUMINISTRO CON CAPACIDADES DINÁMICAS TRIPLE-A

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Discussant: **Gustavo Lannelongue** (Universidad de Salamanca)

Objetivos: presentar un proceso para la clasificación de las cadenas de suministro (CS) dependiendo de la capacidad dinámica, o conjunto de capacidades dinámicas de la Triple-A que éstas posean. También se propone un framework, en forma de matriz visual de tres dimensiones, que permite dicha clasificación.

Marco teórico: la Triple-A consiste en un conjunto de capacidades dinámicas de la CS (adaptabilidad, agilidad y alineación) que tienen grandes repercusiones en la competitividad de las mismas. El enfoque teórico de las capacidades dinámicas apoya este trabajo.

Metodología: la revisión de literatura sobre las capacidades dinámicas de la Triple-A y su forma de medición permite el desarrollo del proceso de clasificación de la CS de cualquier empresa. La revisión de la literatura sobre aproximaciones similares, y un brainstorming entre los miembros del equipo investigador, permite el desarrollo del framework propuesto.

Resultados/implicaciones: un novedoso proceso de clasificación de la CS de cualquier empresa, según su/s capacidad/es dinámica/s de la Triple-A, y un framework en forma de matriz visual de tres dimensiones, que permite identificar la posición de cada empresa en relación con la capacidad o conjunto de capacidades dinámicas que posea, utilizando analogías con animales que también destacan por esa/s capacidad/es.

TRANSFORMACIÓN DE LA CADENA DE SUMINISTRO AGROALIMENTARIA: NUEVOS MODELOS DE NEGOCIO"

José Manuel García Gallego, Antonio Chamorro Mera, Sergio Rubio Lacoba, Marta Martínez Jiménez, Pilar Romero Muñoz, Víctor Valero Amaro, Francisco Javier Miranda González, María Teresa Miranda García-Cuevas

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Discussant: **Noelia García Buendía** (Universidad de Jaén)

Los pequeños agricultores son el eslabón más vulnerable de la cadena de suministro agroalimentaria. Tras décadas enfrentándose a amenazas, estas se han intensificado en los últimos años con crisis como la del COVID-19 o la guerra de Ucrania, lo que pone aún más en peligro la viabilidad de sus explotaciones. En este contexto surge SMALLDERS, un proyecto europeo que tiene como objetivo la creación de una plataforma tecnológica que mejore la resiliencia de los pequeños agricultores del área mediterránea frente a estos restos. Este documento resume el trabajo llevado a cabo en uno de los paquetes de trabajo del proyecto, dedicado al diseño e implementación de nuevos modelos de negocio en la cadena de suministro agroalimentaria. Las conclusiones obtenidas del trabajo realizado hasta el momento actual sirven como guía para la toma de decisiones de todos los agentes de la cadena de suministro del sector en lo que se refiere a la implementación de nuevos modelos de negocio en general, y de la plataforma SMALLDERS en particular

CONTRIBUCIÓN DE LAS TECNOLOGÍAS DE LA INDUSTRIA 4.0 EN LA GESTIÓN SOSTENIBLE DE LA CADENA DE SUMINISTRO

Iván Roca Murgado, José Moyano-Fuentes, Juan Manuel Maqueira-Marín, Noelia García-Buendía

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Discussant: **Sergio Rubio Lacoba** (Universidad de Extremadura)

Objetivo. Este estudio examina el papel de las Tecnologías de la Información y Digitalización (IDT) de la Industria 4.0 en la gestión sostenible de la cadena de suministro (GSCS) para identificar y clasificar las IDT en función del ciclo de vida de la tecnología.

Antecedentes. La Industria 4.0 está revolucionando la gestión de la cadena de suministro y las IDT son cruciales para facilitar la toma de decisiones que conduzca a una gestión sostenible a nivel de cadena de suministro.

Metodología. Se realizó una Revisión Sistemática de la Literatura utilizando la base de datos Web of Science y filtrando por revistas de más alta reputación según el ranking ABS. Se identificaron así 149 artículos.

Resultados. Se presenta una clasificación innovadora de la literatura y una segmentación de las IDT emergentes según su grado de innovación. Los hallazgos revelan el impacto de estas tecnologías en la optimización de recursos, mejora de las condiciones sociales y la reducción del impacto ambiental, pero también destacan vacíos de investigación, como la medición en tiempo real de la sostenibilidad y la influencia de factores culturales y gubernamentales en la adopción de tecnologías verdes.

EL EFECTO DEL RIESGO MEDIOAMBIENTAL EN LA CADENA DE SUMINISTRO EN LA RELACIÓN ENTRE LA INTENSIDAD DE LA COMPRA EN EL EXTRANJERO Y EL DESEMPEÑO AMBIENTAL: EL CASO DE LA HOSTELERÍA ESPAÑOLA

Gustavo Lannelongue, Carmen González Zapatero, Javier González Benito

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Discussant: **Rafaela Alfalla-Luque** (Universidad de Sevilla)

Este estudio explora el papel moderador del riesgo medioambiental en la cadena de suministro sobre la relación entre la intensidad de las compras en el extranjero y el desempeño ambiental en el sector hostelero español. A pesar de la significativa contribución del sector a las emisiones de gases de efecto invernadero, ha habido un enfoque académico limitado en cómo las cadenas de suministro extendidas influyen en los resultados ambientales. Un análisis empírico con datos de fuentes distintas de 101 empresas del sector español de la hostelería indica que una mayor intensidad de compras en el extranjero está asociada con un peor desempeño ambiental, una relación que se agrava por el aumento del riesgo medioambiental en la cadena de suministro. El estudio revela que, si bien un sistema de gestión de riesgos robusto puede mitigar algunos impactos negativos, las complejidades geográficas y regulatorias de los proveedores extranjeros presentan desafíos sustanciales. Esta investigación contribuye al debate continuo sobre la gestión sostenible de la cadena de suministro al destacar la interrelación crítica entre las estrategias de compra y el riesgo medioambiental en las cadenas de suministro extendidas.

STRATEGY SESSION 1

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room 604

Session Chair: Elisabet Garrido Martínez, Universidad de Zaragoza

KNOWLEDGE STRATEGIES AND COOPETITION CAPABILITY: A GENDER PERSPECTIVE OF RESEARCHERS' INDIVIDUAL VS. COLLECTIVE PERFORMANCE

Claudia Benítez-Núñez, Petra De Saá-Pérez, Nieves Lidia Díaz-Díaz

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Discussant: Beatriz Domínguez (Universidad de Zaragoza)

This study explores how knowledge strategies and coopetition capability influence individual vs. collective performance of researchers working in a coopetitive context where they need to balance the paradoxical tension of sharing vs. hiding knowledge. Additionally, we analyse whether female researchers' performance differ from their male counterparts. A survey of 140 researchers working at an R&D centre were conducted. After classifying researchers according to their knowledge strategy using a k-means cluster, the results underscore that researchers employing knowledge-sharing or knowledge-hiding strategies exhibit lower individual performance compared to those adopting a knowledge-coopetitive strategy. Moreover, our findings show an inverted U-shaped relationship between coopetition capability and individual performance. In addition, the impact of knowledge strategies and coopetition capability differs between individual and collective performance. Specifically, researchers who adopt a knowledge-sharing strategy reveal the highest collective performance, while coopetition capability contributes to collective performance in a linear manner. From a gender perspective, our results reveal that women present lower individual performance but higher collective performance. Furthermore, our study highlights the moderating role of gender in the relationship between researchers' knowledge strategies, coopetition capability, and individual vs. collective performance. This study represents a significant step about knowledge management strategies and coopetitive dynamics within R&D contexts.

THE RIPPLE EFFECTS OF DEMAND SHOCKS: A STUDY OF PLATFORM COMPLEMENTORS' ONLINE COMMUNITIES

Beatriz Domínguez Bronchal¹, Elisabet Garrido Martínez¹, Eduardo Lope Ruiz¹, Juan Maícas López²

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Discussant: Naiara Uriarte Gallastegi (UPV/ EHU)

This study investigates the influence of demand shocks on complementors' online communities and their growth within content creation platforms, focusing on the Twitch platform as a research setting. Demand shocks, characterized as sudden increases in user activity, are categorized into platform-level shocks, affecting the entire platform, and complementor-level shocks, specific to individual creators. Using a sample of 856,920 observations (2016–2023), the study examines how these shocks impact the growth of an online community. Results indicate that both types of shocks positively affect community growth, with complementor-level shocks demonstrating a more substantial impact. This research enhances understanding of demand shocks by demonstrating their distinct effects on community formation and their strategic potential for creators. The study also provides actionable insights for creators and platform owners to optimize engagement strategies during shocks, highlighting the importance of tailored responses to maximize community integration and retention.

DETERMINANTES DEL DESEMPEÑO EMPRESARIAL: CAPITAL ESTRUCTURAL, ADAPTACIÓN Y ORIENTACION PIONERA

PATRICIA PILAR ZIRENA-BEJARANO, BERNARDO RAMON DE LA GALA VELASQUEZ, ELBIA MYREYLE CHAVEZ ZIRENA

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Discussant: Claudia Benítez Núñez (Universidad de las Palmas de Gran Canaria)

- **Objetivos:** Este artículo analiza los determinantes del rendimiento empresarial, proponiendo como objetivo analizar el efecto del capital social estructural en el rendimiento empresarial, luego incorporar la capacidad de adaptación como variable mediadora y finalmente la orientación pionera como variable moderadora
- **Marco teórico:** La investigación se sustenta en el análisis de las variables Capital social estructural, la capacidad de adaptación y la orientación pionera como predictoras, del desempeño empresarial, las que han sido integradas en un modelo, demostrando que la capacidad de adaptación es el medio promotor para conseguir mejor desempeño y la orientación pionera modera positivamente mejorando los resultados.
- **Metodología:** El estudio empírico se ha aplicado en una muestra de 238 empresas relacionadas a la actividad turística de las Ciudades Patrimonio de la Humanidad de Perú, utilizando ecuaciones estructurales mediante mínimos cuadrados parciales con Smart PLS para la evaluación estadística.
- **Resultados/implicaciones:** Los resultados indican que el capital social estructural mejora el desempeño empresarial, mediado por la capacidad de adaptación y moderado por la orientación pionera. Teóricamente, este estudio destaca su importancia como predictores en el desempeño empresarial. En la práctica, proporciona información clave para diseñar estrategias que optimicen la gestión en empresas turísticas, fomentando adaptabilidad e innovación.

LOS FACTORES CLAVE DE LAS LLAVES MICHELIN: ANÁLISIS PARA EL SECTOR HOTELERO EUROPEO

Naiara Uriarte-Gallastegi¹, Germán Arana-Landín¹, Raúl Escalante², Merce Bernardo², Beñat Landeta-Manzano¹

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Discussant: **Beatriz Domínguez** (Universidad de Zaragoza)

Este estudio examina los factores que influyen en la difusión de las Llaves Michelin en el sector hotelero en las regiones de España, Francia e Italia.

El desarrollo regional del sector turístico está determinado por diferentes factores, como los restaurantes, los hoteles, la promoción, etc. La excelencia en la prestación del servicio permite analizar si los premios obtenidos también dependen del desarrollo del conjunto.

A través de un análisis cuantitativo con una muestra de 14.160 hoteles, se investiga la relación entre el PIB per cápita, la intensidad de hoteles de 4 y 5 estrellas, la proporción de hoteles con restaurante y la intensidad de restaurantes con estrellas Michelin respecto a la concentración regional de hoteles con Llaves Michelin. La relación se ha medido con un modelo de regresión multivariante.

Los resultados indican que la intensidad hotelera y de restaurantes con estrellas Michelin está positivamente relacionada con la concentración de hoteles con Llaves Michelin. Estos hallazgos sugieren que las zonas con concentración de hoteles y restaurantes de alto standing son más propicias para localizar hoteles con Llaves Michelin. Estos resultados tienen implicaciones tanto para la gestión hotelera como para las políticas de promoción del turismo regional, como para la academia.

BUSINESS AND SOCIETY AND SUSTAINIBILITY SESSION

2

Time: Monday, 16/June/2025: 11:00am - 12:30pm · Location: Room 003

Session Chair: **Francisco J. Lopez-Arceiz**, Universidad Pública de Navarra

EL ISOMORFISMO INSTITUCIONAL COMO FACTOR EXPLICATIVO DE LA EXPANSIÓN DE LAS B CORP: ANÁLISIS ESPACIAL CON SISTEMAS DE INFORMACIÓN GEOGRÁFICA

Lidia Sanchez-Ruiz, Olga de Cos Guerra, Elsa Díez-Busto

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Discussant: **Alicia Rodríguez Márquez** (Universidad Carlos III de Madrid)

Objetivo: analizar si la expansión del movimiento B Corp está influenciada por el entorno y, más concretamente, por el isomorfismo institucional mimético.

Marco teórico: este trabajo se enmarca en la teoría institucional y, de forma más concreta, en el concepto de isomorfismo institucional, entendido como el proceso por el cual las empresas tienden a parecerse entre sí debido a presiones coercitivas (leyes y regulaciones), miméticas (imitación de empresas exitosas) o normativas (expectativas sociales).

Metodología: se aplican métodos de análisis espacial que, haciendo uso de la posición geo-referenciada de las empresas, identifican patrones y tendencias espaciotemporales estadísticamente significativas en la distribución de las empresas certificadas.

Resultados: el crecimiento del movimiento B sigue un patrón no aleatorio de tipo concentrado, en línea con la teoría institucional y, más concretamente, con el isomorfismo institucional. En otras palabras, los resultados apuntan que la existencia de otras empresas certificadas es un factor que influye positivamente en la certificación de nuevas empresas. Adicionalmente, los análisis realizados han reforzado la idea de que, tal y como señala la teoría institucional, las condiciones del entorno afectan a las empresas a la hora de adoptar modelos de gestión más sostenibles y, en concreto, la certificación B Corp.

DIGITAL TECHNOLOGIES AND SUSTAINABILITY IN SMEs: A MODERATED MEDIATION ANALYSIS OF THE ROLES OF INNOVATION AND BUSINESS MODELS

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Discussant: **Lidia Sanchez-Ruiz** (Universidad de Cantabria)

The rapid adoption of advanced digital technologies, along with the pressing need for the transition to a greener economy, are disrupting most industries and posing significant challenges to SMEs. In this study, we analyze how disruptive digital technologies and innovation may contribute to developing sustainable business practices in SMEs in two ways. First, the utilization of these technologies may directly reduce negative environmental impacts, enabling greater resource efficiency, waste reduction, and optimization of processes and operations. Second, as an indirect effect, these technologies may facilitate innovations that in turn may result in more sustainable business practices. Additionally, we introduce the concept of business model compatibility and analyze its role in moderating both relationships. The arguments above are captured in a moderated mediation model tested on a sample of 11,309 European Firms. The results provide empirical support for direct and indirect hypothesized relationships. Our findings also show that business model compatibility strengthens the direct relationships between disruptive technologies and sustainability. We conclude that digitalization brings significant opportunities for more environmentally-friendly businesses; the ability of SMEs to seize such opportunities and contribute to the transition to a greener economy partially depends on their innovation activities and the design of their business models.

ENVIRONMENTAL DISCLOSURE AND ITS RELATIONSHIP WITH BOARD INDEPENDENCE, ENVIRONMENTAL STRATEGY AND FINANCIAL PERFORMANCE

Pilar Rivera Torres, Concepción Garcés Ayerbe, Inés Suárez Perales, Rafael Beortegui Díaz

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Discussant: **Mercedes Gil-Lamata** (Universidad de La Rioja)

In recent years, companies have been subjected to great pressures from different stakeholders, including the integration of environmental requirements and the need to disclose information related to these environmental changes. In addition, the conflict of interests existing in large companies has led some companies to integrate the interests of certain stakeholders in a superficial or symbolic way, without carrying out the required integration process within the strategic decisions. From the theoretical approaches of agency and stakeholders, this paper delves into the phenomenon known as stakeholders' engagement and the company's response to this integration, in a superficial or deep way, through the disclosure of environmental information. The results of the analysis of a sample of 540 US large companies over a period of 13 years reveal that the superficial integration of environmental requirements through the presence of independent board members increases the disclosure of environmental information. However, if this integration is done in a deep or substantive way, with a modification of processes and concrete objectives and measures in the company, the disclosure of environmental information is higher, and there is a creation of financial value.

BEYOND GREEN GOALS: UNVEILING THE IMPACT OF STAKEHOLDER ENGAGEMENT AND SDGS ON ENVIRONMENTAL PERFORMANCE IN EUROPEAN COMPANIES

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Discussant: CONCEPCIÓN GARCÉS AYERBE (UNIVERSIDAD DE ZARAGOZA)

Environmental preservation has emerged as a critical focal point on the future global agenda. Corporations now recognize the imperative of integrating a dedicated commitment to the natural environment as a strategic necessity in their competitive endeavours. While stakeholders and sustainable development are acknowledged as pivotal drivers of corporate performance, an unexplored dimension exists regarding the interplay between stakeholders, commitment to Sustainable Development Goals (SDGs) and the promotion of environmental performance (EP). In addressing this knowledge gap, our study contributes to stakeholder theory through a compressive analysis of the influence of stakeholder engagement and SDGs on EP. The empirical analysis relies on a cross-country sample of 1,460 public companies from 2017 to 2021 released by Eikon Thomson Reuters. Our findings reveal that both stakeholder engagement and commitment to SDGs 7 and 12 play decisive roles in enhancing the EP of European public companies. This study thus deepens the understanding of the intricate dynamics between stakeholders, SDG commitments and EP within the ever-evolving landscape of environmental strategy.

SHAPING ENVIRONMENTAL INNOVATION THROUGH CORPORATE GOVERNANCE CONFIGURATIONS

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Discussant: PILAR RIVERA TORRES (UNIVERSIDAD DE ZARAGOZA)

Environmental innovation is a critical strategy for firms seeking to mitigate their environmental impact. Given that various corporate governance actors share environmental responsibilities, it is essential to consider them collectively when analyzing this issue. Boards leverage social capital as a mechanism to fulfill their service role in corporate decisions related to environmental innovation. This study examines how both external and internal board social capital may contribute to fostering environmental innovation, in conjunction with other governance mechanisms such as CEO entrenchment, institutional ownership, and ownership concentration. Employing a configurational approach and applying the fuzzy-set qualitative comparative analysis (fsQCA) method to a sample of 67 listed firms, our findings identify three distinct configurations that consistently lead to high levels of environmental innovation. These configurations represent three governance archetypes—ambidextrous, bridging, and bonding boards—that emerge from complementarities enabling boards to enact their service role regarding other powerful actors (CEOs and owners) in ways that drive high environmental innovation

ENTREPRENEURSHIP SESSION 1

Time: Monday, 16/June/2025: 11:00am - 12:30pm · *Location:* 603 room

Session Chair: Ariadna Monje-Amor, Universidade da Coruña

WELL-BEING IN IMMIGRANT ENTREPRENEURSHIP IN EUROPE: DEMANDS AND RESOURCES AS DRIVERS OF ENGAGEMENT AND BURNOUT

Francisco Javier Gutiérrez Pérez, Deybbi Cuéllar-Molina, Aristides Olivares-Mesa

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

- **Goals:** This study analyses the well-being of immigrant entrepreneurs by examining how individual and work-related demands and resources influence burnout and engagement.
- **Theoretical Framework:** Grounded in the Job Demands-Resources (JD-R) model, this study explores how these factors shape the well-being of immigrant entrepreneurs. The model explains how resources sustain engagement and well-being, while demands may lead to burnout, directly and indirectly by reducing engagement.
- **Methodology:** We apply Partial Least Squares Structural Equation Modeling (PLS-SEM) using data from the EWCS, analyzing a sample of 522 immigrant entrepreneurs in Europe.
- **Results/Implications:** That demands and resources have mixed effects. Some resources, such as job rewards, self-realization, and work-life balance, enhance engagement and reduce burnout. Conversely, physical demands increase burnout and decrease engagement. Work intensity fosters engagement, suggesting a high workload may be perceived as a sign of growth rather than stress. Engagement is a strong predictor of well-being, whereas burnout negatively affects it, directly and indirectly by reducing engagement. This study develops the JD-R model by applying it to immigrant entrepreneurship. It highlights the need for policies that strengthen job resources, in line with ODS 8, and underscores the role of well-being, aligning with ODS 10.

THE MORE, THE MERRIER? TEAM SIZE AND AMBITIOUS ENTREPRENEURSHIP UNDER INSTITUTIONAL CONSTRAINTS

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Discussant: **Deybbi Cuéllar Molina** (Universidad de Las Palmas de Gran Canaria)

The phrase “two heads are better than one” is widely accepted, but to what extent does adding more members to an entrepreneurial team enhance growth aspirations across diverse institutional contexts? This paper examines how economic freedom (at the macro-level) moderates the inverted U-shaped relationship between entrepreneurial team size and growth aspirations (at the micro-level). Using a multi-layered approach, we analyze data from 41,256 individuals across 63 countries during the 2019–2022 period. Our findings reveal a non-linear relationship between team size and growth ambitions. Specifically, we identify eight members as an optimal team size for entrepreneurial projects. In contexts with stronger institutions, such as greater economic freedom, this team size is associated with an increase in job creation. However, beyond a certain point, larger teams may negatively impact job creation aspirations. These results contribute to the literature on solo entrepreneurs versus entrepreneurial teams and the role of institutional contexts in shaping entrepreneurial ambitions. Theoretical and practical insights are provided for scholars, practitioners, and policymakers.

ARE AMBITIOUS ENTREPRENEURS MORE SUSTAINABILITY-ORIENTED? THE ROLE OF THE REGULATORY CONTEXT

Joan-Lluís Capelleras¹, Ignacio Contín-Pilart², Martín Larraza-Kintana², Víctor Martín-Sánchez³

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Discussant: **Susana Lopez Bayon** (Universidad de Oviedo)

Objective: This study examines the impact of entrepreneurial growth aspirations on sustainability orientation. Additionally, the study investigates the moderating role of environmental regulatory stringency in shaping this relationship.

Theoretical framework: The research draws on the literature on ambitious entrepreneurship and new institutional economics. We argue that growth-oriented entrepreneurs are more likely to adopt sustainability-focused strategies and that environmental regulations positively influence sustainability orientation. However, we also suggest that, for entrepreneurs with higher growth aspirations, the impact of stringent regulations is less pronounced.

Methodology: We utilize a multisource dataset comprising individual data from the Global Entrepreneurship Monitor (GEM) and country data from the World Economic Forum, the World Bank, and the Heritage Foundation. We employ multilevel modeling techniques to analyze how individual-level aspirations influence sustainability orientation, while accounting for the contextual effects of national-level institutional factors.

Results/implications: We find support for our expectations. Our findings highlight the importance of both entrepreneurial ambitions and regulatory frameworks in fostering sustainability, emphasizing how they interact to shape sustainable business practices.

COLLABORATIVE VS. INDEPENDENT ENTREPRENEURSHIP. IS FRANCHISING THE ANSWER TO UNFAVORABLE ENTREPRENEURIAL CONDITIONS?

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Discussant: **Ignacio Contín Pilart** (Universidad Pública de Navarra)

This paper delves into the personal and contextual characteristics that differentiate collaborative entrepreneurs (franchisees) from those who have decided to start their own businesses (independent owners). Both types of entrepreneurship have been analyzed separately, without really knowing which conditions favor one or the other form of entrepreneurship. This knowledge is fundamental to understanding how to promote entrepreneurship in different environments or among different individual profiles. Thus, based on neo-institutionalist and RBV theories, we first identify the conditions capable of discriminating between collaborative vs. independent entrepreneurship and then empirically test their influence. Using a unique dataset from the Global Entrepreneurship Monitor (GEM) survey, the results identify several actor-centric (e.g., formal education and age) and environmental-centric (e.g., informal institutional norms) factors that favor collaborative forms of entrepreneurship (franchising) over individual initiatives. Results also show that franchisees are not necessarily less entrepreneurial than independent owners. On the other hand, they do not support the advantages of collaborative entrepreneurship in adverse institutional contexts, at least when analyzed at a country level.

FAMILY FIRMS SESSION (English)

Time: Monday, 16/June/2025: 11:00am - 12:30pm · Location: Room 002

Session Chair: María Iborra, Universitat de València

THE ROLE OF SUSTAINABLE PRACTICES IN BOOSTING SMES' MARKETING INNOVATION: THE CASE OF FAMILY SMES.

Lirios Alos-Simo¹, Cristina Aragon-Amonariz², Cristina Iturrioz-Landart³

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Discussant: **Ivan Salazar** (UPNA)

Previous research has largely focused on how marketing innovations impact sustainability. In contrast, this study examines the less-understood influence of sustainability practices on marketing innovation, with a particular focus on small and medium-sized enterprises (SMEs) and family firms (FFs).

The present study analyses the impact of environmental and social sustainability practices on marketing innovation, and how the nature of the FF moderates this relationship.

To this end, we used data from 6843 European companies, sourced from Eurobarometer 486 (Eurostat, 2022). The results show that both environmental sustainability and social sustainability positively and significantly influence marketing innovation. Likewise, it is highlighted that FFs that prioritise social sustainability have a greater probability of implementing marketing innovations compared to non-family firms.

These results highlight the importance of social and environmental sustainability actions in European companies, and in particular, the relevance of social sustainability for FFs is made concrete.

This research proposes the influence of environmental sustainability practices and social sustainability practices, demonstrating that both are drivers of marketing innovation in European companies. Furthermore, the research shows the distinctive relationship between social sustainability and marketing innovation in FFs.

UNDERSTANDING THE MECHANISMS BEHIND DIVERSITY SUCCESS: THE IMPACT OF FEMALE DIRECTORS ON GREEN PERFORMANCE

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Discussant: **Silvia Gomez Anson** (Universidad de Oviedo)

Family firms are the most common type of business worldwide. Understanding their role in addressing environmental threats is crucial. While family firms are numerous, larger ones allocate more resources to eco-friendly initiatives. However, decisions involve not just the family owner but also the board of directors.

Using the SEW framework and upper echelons theory, this study examines how female directors influence green performance, mediated by ESG criteria. We analyze large US firms based on the percentage of women on the board and their connection to the founding family.

Results show that board diversity positively impacts green performance, with ESG factors playing a partial mediating role. The mediation effect is stronger when distinguishing between independent and family-affiliated female directors. This study highlights the benefits of board diversity on firm performance.

FEMALE DIRECTORS AND EMPLOYMENT REDUCTION IN FAMILY FIRMS: FAMILY AFFILIATIONS AND FINANCIAL VULNERABILITY

Jessenia Davila¹, Luis Gomez-Mejia², Fernando Muñoz-Bullon³, Maria Jose Sanchez Bueno⁴

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Discussant: **María Asunción Sacristán Navarro** (Universidad Rey Juan Carlos)

This study examines board gender diversity by uncovering its effects on employment reduction in family-owned firms compared to nonfamily-owned firms. Drawing from socioemotional wealth (SEW) and gender socialization theories, we argue that female directors in family firms are likely to mitigate employment reduction, given their socialized roles of care and protection and the fact that this female role is congruent with the family's desire to avoid SEW losses. By contrast, female directors in non-family firms, driven by bottom-line pressures and owners unconstrained by SEW motives, may endorse job cuts, revealing a clash between social gender expectations and the adopted job security policies. Additionally, we propose that female board members who are part of the owning family are more likely to have a negative impact on employment reduction. Finally, we argue that the negative effect of board gender diversity on employment reduction observed in family-owned firms (relative to nonfamily-owned firms) is mitigated under financial hazards. Using longitudinal data from publicly listed U.S. firms (2007–2022), our empirical evidence supports these predictions.

BALANCING FAMILY OWNERSHIP AND FAMILY CONTROL STRATEGIES AND SUSTAINABILITY PRACTICES

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Discussant: **María Jose Sanchez Bueno** (Universidad Carlos III de Madrid)

This article analyses how family ownership affects sustainability strategies in family firms (overall and in its different components). Moreover, we consider the moderation effect of different family's control strategies so like the existence of other large shareholders and their identities, on that relation. For this purpose, a panel of Spanish companies listed on the continuous Stock Market over the period 2016-2019 is used. We measure corporate sustainability practices building manually a global sustainability index and different environmental, social, and governance sustainability indices. Our main findings indicate that family ownership leads to lower sustainability practices concerning the social index. Additionally, the use of pyramids positively moderates the impact of family ownership on governance sustainability practices, while family chairman and CEO positions do not moderate this relationship. Finally, the shareholder's identity matters, when there are foreign firms among the other large shareholders, this has a negative moderating effect on the relationship between family ownership and the governance and global sustainability indices. However, the presence of institutional investors does not moderate this relationship.

ESTADO DEL ARTE DE LAS TICs EN LA GESTIÓN DE LAS EMPRESAS FAMILIARES

Yadira Robles-Santana, Raquel Gómez-López, Lidia Sánchez-Ruiz

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Discussant: **Fernando Muñoz Bullón** (Universidad Carlos III de Madrid)

Objetivo: Determinar el estado actual del campo de tecnologías de información y comunicación en la empresa familiar.

Metodología: Se lleva a cabo una revisión sistemática de literatura en la que se plantean nueve preguntas de investigación. Se utiliza la metodología PRISMA y se realiza una estrategia de búsqueda de información en las bases de datos de SCOPUS y Clarivate-Web of Science (WOS) identificándose finalmente 38 artículos para la revisión.

Resultados/implicaciones: A partir del análisis realizado se reafirma la importancia de las tecnologías en el ámbito de la empresa familiar, aunque desde el puesto de vista de la investigación es un campo incipiente que necesita más desarrollo. Hasta el momento, se han identificado tres tópicos claves: la digitalización, los factores determinantes de la adopción de tecnología y las herramientas tecnológicas utilizadas. En esta última temática, se realiza un análisis exhaustivo clasificando las herramientas tecnológicas mencionadas en la literatura, según su tipología y su uso. Por otro lado, también se han propuesto varias líneas de investigación futuras como, por ejemplo, las plataformas tecnológicas como E-commerce, inteligencia artificial, chatbots, blockchain y redes sociales.

FINANCE AND ACCOUNTING SESSION 2

Time: Monday, 16/June/2025: 11:00am - 12:30pm · Location: Room 502

Session Chair: **Domingo Javier Santana Martín**, Universidad de las Palmas de Gran Canaria

BOARD GENDER DIVERSITY AND GREENWASHING IN EUROPE

Gema C. Fleitas-Castillo, Devora Peña-Martel, Domingo Javier Santana Martín, Yaiza Santana-Negrín

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Discussant: **Pilar GIRALDEZ-PUIG** (Universidad Pablo de Olavide)

- **Objetivo.** We analyse how the relative power of female directors influences the level of greenwashing using a sample of European listed firms (2020-2023).
- **Marco teórico.** Theories of tokenism, critical mass, attribution, corporate hypocrisy, gender socialization, upper echelons and fault lines.
- **Metodología.** OLS, 2SLS and Heckman models.
- **Resultados.** The results point to an inverted U-shaped relationship between the number of female directors and greenwashing. At low levels of female representation, women are used as ‘insurance’ to improve public image without incurring a high cost if the deception is discovered. However, a high number of female directors exerts a significant influence on decision-making, due to their characteristic traits and their concern for preserving their reputation, thereby encouraging more ethical behaviour and greater transparency, and so reducing the gap between reports issued and action taken.

GENDER PAY GAP ON BOARD. THE EFFECT OF BOARD GENDER DIVERSITY IN A DOMINANT OWNER CONTEXT

Gema del C. Fleitas-Castillo, Devora Peña-Martel, Domingo Javier Santana Martín

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Discussant: **Viviana Patricia Narváez-Castillo** (Universitat de València)

- **Objective:** This study examines how the presence of gender diversity on boards affects the pay gap among board members in a context of concentrated ownership and how the presence of women directors on the remuneration committee affects the gender pay gap on board.
- **Theoretical arguments:** Tokenism, critical mass, congruency role theories, queen bee phenomenon.
- **Methodology:** OLS, 2SLS, GMM, and Heckman.
- **Results:** Using a sample of non-financial Spanish listed firms 2014-2022, the results show an inverted U-shape, suggesting that a small number of female directors increases the gender pay gap. However, if a critical mass of women on the board is reached the gender pay gap narrows. In addition, the study reveals that the participation of female directors on the remuneration committee increases the gender pay gap.

BREAKING THE CEILING OR BRIDGING THE GAP? HOW TENURE AND EDUCATION SHAPE THE CEO GENDER-PERFORMANCE RELATIONSHIP IN ECUADOR

Karla González-Soto¹, Reyes Samaniego-Medina², Pilar Giráldez-Puig²

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Discussant: **Domingo Javier Santana Martín** (Universidad de las Palmas de Gran Canaria)

Purpose

This study investigates the relationship between CEO gender and firm performance in the Ecuadorian manufacturing sector, focusing on how tenure and education moderate this relationship. Grounded in Upper Echelons Theory (UET), it explores how career stages and educational backgrounds shape performance outcomes.

Design/methodology/approach

We analyze an unbalanced panel of 1,912 firm-year observations from 662 manufacturing firms (2016–2020), employing System-GMM estimations with Propensity Score Matching to address endogeneity concerns and ensure robust results.

Findings

The results indicate that the relationship between CEO gender and firm performance is contingent on tenure and education. Female CEOs outperform their male counterparts at lower levels of tenure and education, but these differences fade as experience and education increase. This suggests that performance outcomes are primarily driven by career stages and qualifications rather than gender alone.

Originality/value

This study offers novel insights by demonstrating that the gender-performance relationship is contingent on experiential and educational factors. It contributes to UET by highlighting how demographic and experiential attributes interact to shape leadership

effectiveness. Additionally, it provides practical implications for leadership selection and development, emphasizing the importance of evaluating career stages and educational profiles in CEO appointments.

ENVIRONMENTAL RISKS IN THE SPOTLIGHT: HOW AUDITOR AND COMPANY CHARACTERISTICS SHAPE KEY AUDIT MATTERS IN SENSITIVE INDUSTRIES

Viviana Patricia Narváez-Castillo¹, María-Antonia García-Benau², Nicolás Gambetta³, Laura Sierra-García⁴

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Discussant: **Devora Esther Peña Martel** (Universidad de Las Palmas de Gran Canaria)

Objectives: This study examines whether financial auditors incorporate environmental risks into Key Audit Matters (KAMs) in audit reports and evaluates how auditor and client characteristics influence the inclusion of these environmental matters.

Theoretical Framework: The research is grounded in stakeholder theory and builds on prior studies on auditing, sustainability, and the disclosure of environmental risks in financial reports.

Methodology: A sample of 137 companies from environmentally sensitive sectors in the United Kingdom, France, and the Netherlands was analysed between 2014 and 2022. Content analysis and statistical techniques were employed to identify the presence and determinants of Environmental KAMs (EnvKAMs).

Results/Implications: Findings reveal significant disparities in the inclusion of EnvKAMs across countries, sectors, and auditor types. Big Four audit firms lead in recognising and reporting environmental risks, particularly in highly regulated sectors such as utilities and oil and gas. Companies with higher ESG scores and larger asset bases are more likely to disclose EnvKAMs, driven by regulatory pressures and stakeholder expectations. However, inconsistencies persist, particularly among non-Big Four auditors and in less regulated sectors.

HUMAN RESOURCE MANAGEMENT SESSION 2

Time: Monday, 16/June/2025: 11:00am - 12:30pm · *Location:* Room 605

Session Chair: **M. Dolores de la Rosa Navarro**, UNIVERSIDAD PABLO DE OLAVIDE

EL PAPEL DEL LIDERAZGO DIGITAL EN EL DESARROLLO DEL COMPORTAMIENTO LABORAL INNOVADOR DEL EMPLEADO

Alfonso Jesús Gil López, Claudia Tobías Marín, Jorge Chaparro Madaras

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Discussant: **Eva Rimbau** (Fundació per a la Universitat Oberta de Catalunya)

Objetivos: Este estudio examina la influencia del liderazgo digital en el comportamiento innovador del empleado, la relación entre liderazgo digital y aceptación de la tecnología, la conexión entre aceptación de la tecnología y comportamiento innovador, y el efecto mediador de la resiliencia en esta última relación.

Marco teórico: Nuestro trabajo toma como base los estilos de liderazgo y su influencia en el desarrollo del comportamiento de los individuos. El efecto de mediación toma se fundamenta en la teoría de los recursos y demandas laborales (JD-R).

Metodología: Se realizó un estudio cuantitativo con encuestas a 202 empleados en España. Se utilizaron ecuaciones estructurales con SmartPLS4 para analizar relaciones entre variables.

Resultados/implicaciones: Se encontró que el liderazgo digital influye significativamente en el comportamiento innovador y en la aceptación de la tecnología. Asimismo, la aceptación de la tecnología impacta en el comportamiento innovador. Además, la resiliencia ejerce un efecto de mediación parcial en la relación entre aceptación de la tecnología y comportamiento innovador. Este estudio aporta una visión integral al combinar factores contextuales y comportamentales que influyen en la innovación laboral.

AN INTEGRATIVE EXPLORATION OF THE NATURE OF CYBERLOAFING FROM ONLINE AND OFFLINE PERSPECTIVES

Pablo Zoghbi-Manrique-de-Lara¹, Ricardo Martínez-Cañas², Pablo Ruiz-Palomino², Jorge Linuesa-Langreo²

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Discussant: **Alfonso Jesús Gil López** (Universidad de La Rioja)

Previous research has considered the counterproductive and restorative impacts of cyberloafing but has overlooked its online and offline impacts. This paper uses construct-level theory (CLT), psychological distance, and the technical core idea to argue that cyberloafing is a complex behavior whose nature goes beyond the simple counterproductive and restorative duality. We contend that, despite cyberloafing having been defined as online behavior, it also includes offline aspects, such as putting off work tasks while online. Moreover, considering the unique characteristics of online and offline contexts, we propose that cyberloafing requires distinct mechanisms to function effectively in each context. We gathered and analyzed data from 300 employees across 100 banks in the City of London to test an integrative model that includes cyberloafing, empathetic concern, and peer-focused contextual performance for both online and offline targets. Using structural equation modeling (SEM) to analyze the data, we found that cyberloafing decreased both online and offline peer-focused contextual performance, suggesting that individuals who engage in cyberloafing also engage in offline activities simultaneously. Empathetic concern mediates cyberloafing online but not offline, indicating that cyberloafing uses different mechanisms when offline than online.

THE RISK OF SEXUAL HARASSMENT OF TELEWORKERS: ORGANIZATIONAL AND INDIVIDUAL INFLUENCES

Imanol Nuñez, Andrea Ollo López, Salomé Goñi Legaz

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Discussant: **Ricardo Martínez Cañas** (Universidad de Castilla-La Mancha)

Objectives: The rise of telework, driven by technology and cultural shifts, presents both opportunities and challenges for employee well-being. This study explores how traditional workplace issues, such as sexual harassment (SH), have evolved in remote work environments.

Theoretical framework: We analyze the classic factors of SH at the workplace from the perspective of teleworking. Our framework divides SH into two phases: victim selection and organizational environment. Findings indicate that teleworkers report lower levels of SH but similar levels of unwanted sexual attention compared to in-office employees.

Desing/methodology/approach: Using data from the Sixth European Working Conditions Survey (EWCS), we analyze the determinants of SH among teleworkers versus face-to-face workers.

Findings: Findings indicate that teleworkers report lower levels of SH but similar levels of unwanted sexual attention compared to in-office employees. While the factors explaining unwanted attention remain consistent across both groups, the determinants of SH differ. Notably, personal characteristics like age and gender have a weaker influence on SH risk for teleworkers. Additionally, peer support significantly mitigates SH in face-to-face settings but is less effective in remote work. Our results suggest that teleworking can be an effective deterrent of SH, by minimizing physical interactions and changing traditional power dynamics.

TENSIONES EXPERIMENTADAS POR EL PERSONAL DIRECTIVO CON LAS REUNIONES EN UN CONTEXTO DE TRABAJO HÍBRIDO

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Discussant: **Salomé Goñi Legaz** (Universidad Pública de Navarra)

Objetivos: Este estudio analiza las tensiones que experimenta el personal directivo en la gestión de reuniones en un contexto de trabajo híbrido. Se examina cómo los directivos perciben y responden a demandas contrapuestas cuando su equipo o ellos mismos teletrabajan parte del tiempo.

Marco teórico: El estudio se enmarca en la perspectiva de las tensiones organizacionales, que destaca cómo los directivos afrontan demandas contradictorias en su día a día. Se analiza cómo estas tensiones emergen y afectan la actividad directiva en entornos híbridos.

Metodología: Mediante un enfoque cualitativo y análisis abductivo, se realizaron 32 entrevistas semiestructuradas a directivos en España. La codificación temática permitió identificar patrones en su experiencia con reuniones híbridas.

Resultados/Implicaciones: Se identifican cuatro tensiones clave: (1) la comunicación, entre estructura formal e interacciones informales; (2) el control, vinculado a la jerarquía y autonomía en la convocatoria y desarrollo de reuniones; (3) el desempeño, entre la proliferación de reuniones y el tiempo para el trabajo individual; y (4) los límites, donde la disponibilidad para reuniones puede afectar la conciliación. Estas tensiones están interconectadas y requieren estrategias adaptativas. Los hallazgos aportan claves para mejorar las políticas de reuniones en organizaciones híbridas.

INNOVATION MANAGEMENT SESSION 2

Time: Monday, 16/June/2025: 11:00am - 12:30pm · *Location:* Room 606

Session Chair: José Ángel ZÚÑIGA VICENTE, Universidad Rey Juan Carlos

INNOVATIVE PRACTICES FOR SUSTAINABLE EVENT MANAGEMENT: A CASE STUDY APPROACH

SILVIA MARIA GONZALEZ FERNANDEZ¹, GONZALO GARCIA CARRO², LUCIA RODRIGUEZ OLAY³,
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Discussant: Eva María Mora Valentín (Universidad Rey Juan Carlos)

The integration of technology and engineering into event management has revolutionized event management, as technology enables efficient tracking, analysis, and optimization of event-related activities. The research discusses the methodology for managing and measuring sustainability (environmental, social, and economic impacts) of events. A framework is introduced to use digital tools for data collection, emissions tracking, and stakeholder engagement. This involves identifying the essential indicators of sustainability, such as carbon emissions related to transportation, energy consumption, and waste management, as well as social impact measured through community engagement and inclusivity. For the methodology, a small questionnaire was designed and administered to 80 congress attendees regarding mobility, following international guidelines on environmental sustainability in event management. The measurements were made using sensors developed by MediaLab and designed by engineers. The technical aspect of the article was analyzed from an economic-technological perspective, using cutting-edge engineering and technological knowledge. Effortless transportation methods were utilized to reduce the carbon footprint of events, while renewable energy usage minimized energy consumption, as per key findings. Event managers can achieve environmental sustainability and positive social and economic outcomes by utilizing engineering principles and real-time data, as confirmed by the study.

MIDIENDO EL IMPACTO DE LOS PARQUES CIENTÍFICOS Y TECNOLÓGICOS SOBRE LA SOSTENIBILIDAD: UN MODELO DE ANÁLISIS

Eva-María Mora-Valentín, Diego Corrales-Garay, José-Ángel Zúñiga-Vicente

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Discussant: SILVIA MARIA GONZALEZ FERNANDEZ (Universidad de Oviedo)

El objetivo de este trabajo es analizar cómo los Parques Científicos y Tecnológicos (PC&T) contribuyen al cumplimiento de los Objetivos de Desarrollo Sostenible (ODS). Para ello y tras llevar a cabo una revisión teórica sobre el tema propuesto, se describen algunas experiencias de la contribución de los parques a los ODS. A continuación, se propone un modelo de análisis que sirva como herramienta para medir el impacto de los parques en la consecución de los ODS, tanto a nivel del parque, como de las empresas y organismos de investigación localizadas o que colaboran en el parque, respectivamente. Del trabajo se derivan varias implicaciones prácticas para los gestores de los parques, ya que permite evaluar el impacto real de sus parques en la consecución de los ODS, para los directivos de las empresas localizadas en el parque, ya que al conocer a priori cómo impactan en los ODS, serán capaces de reformular sus objetivos estratégicos para alinearlos con los ODS, para los organismos de investigación a la hora de decidir con qué socios colaborar y, finalmente, para los gobiernos, que pueden utilizar nuestros indicadores y medidas a la hora de definir políticas gubernamentales que aboguen por el cumplimiento de los ODS.

FIRM INNOVATION: EXTENDING ANOMIE THEORY THROUGH A CROSS-NATIONAL ANALYSIS

Kristine Velasquez Tuliao

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Discussant: Job Rodrigo Alarcon (Universidad de Castilla La Mancha)

Objectives

This study explores the firm-level and country-level factors that foster innovation, emphasizing how pressures within firms and the role of social institutions in countries influence innovative behavior.

Theoretical Framework

Grounded in anomie theory, this paper conceptualizes innovation as a form of positive deviance, proposing a multilevel moderation framework to investigate the interaction of firm-level pressures and social institutions that influence innovation.

Methodology

Using hierarchical linear modeling (HLM), the study examines how factors such as informal competition, business obstacles, and financial constraints at the firm level impact innovation. Additionally, the moderating effects of country-level social institutions, specifically education and polity, were tested.

Results/Implications

The findings reveal that informal competition, business obstacles, and financial constraints significantly impact innovation at the firm level. Furthermore, education and polity at the country level moderate these relationships. The study contributes to a deeper understanding of how institutional contexts influence firm innovation and suggests practical implications for policy and management to support innovation-driven growth.

IMPORTANCIA DEL CAPITAL SOCIAL ESTRUCTURAL Y EL EFECTO SECUENCIAL DE LAS CAPACIDADES DINÁMICAS EN EL DESARROLLO DE LA CAPACIDAD DE INNOVACIÓN

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Discussant: **Kristine Velasquez Tuliao** (National Central University)

- **Objetivos:** El presente estudio responde a la necesidad de identificar los factores determinantes del desarrollo de la capacidad de innovación en empresas de la industria turística, analizando el efecto de mediación secuencial de la capacidad de adaptación y absorción de conocimiento en la relación del capital social estructural y la capacidad de innovación.
- **Marco teórico:** La investigación se ha centrado en la revisión teórica del capital social y las capacidades dinámicas, planteando el análisis de relaciones directas entre el capital social estructural y la capacidad de innovación y relaciones indirectas en forma secuencial de la capacidad de adaptación y absorción de conocimiento para promover el desarrollo de la capacidad de innovación.
- **Metodología:** Se analizó una muestra de 300 empresas del sector turístico ubicadas en la ciudad de Arequipa-Perú, aplicando ecuaciones estructurales de mínimos cuadrados parciales a través del software SmartPLS.
- **Resultados/Implicaciones:** Se demostró el efecto directo e indirecto de las variables propuestas mejorando el resultado de la capacidad de innovación. Las conclusiones sugieren varias implicaciones teóricas y recomendaciones prácticas para las empresas de turismo de la ciudad de Arequipa-Perú.

INTERNATIONALIZATION SESSION 2

Time: Monday, 16/June/2025: 11:00am - 12:30pm · *Location:* Room 501

Session Chair: Nuria Esther Hurtado Torres, Universidad de Granada

PERFORMANCE FEEDBACK AND INTERNATIONAL BUSINESS RESEARCH: A REVIEW AND FUTURE DIRECTIONS

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Discussant: **José Luis Galán** (Universidad de Sevilla)

Objectives: This study aims to synthesize and advance research on the role of performance feedback in international business (IB) decisions. It evaluates how performance deviations influence multinational enterprises (MNEs) across various strategic contexts, addressing inconsistencies in literature and proposing a research agenda.

Theoretical Framework: The research is grounded in the behavioral theory of the firm, particularly the theory of learning from performance feedback. It integrates this perspective with traditional IB theories such as the Uppsala model and internalization theory, highlighting how firms adjust international strategies based on past and peer performance.

Methodology: A systematic review of empirical studies in IB literature was conducted, coding research themes related to performance feedback and MNE decision-making. The analysis includes a diverse range of IB decisions (e.g., market entry, innovation, location choices) and various performance feedback measures (financial vs. non-financial, historical vs. social aspirations).

Results/Implications: Findings indicate fragmented empirical results due to differences in performance metrics and theoretical applications. The study calls for a more systematic integration of performance feedback insights into IB research. It identifies key research gaps, including the role of goal conflicts, geopolitical factors, and cultural variations in shaping MNE responses to performance deviations.

INFLUENCE OF FIRM-SPECIFIC AND EXTERNAL FACTORS ON THE INTERNATIONALISATION PROCESSES OF COMPANIES

Antonio Cuesta Pérez¹, Rocío Aguilar Caro², José Carlos Casillas Bueno³, José Luis Galán González⁴

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Discussant: **ANDREA MARTÍNEZ NOYA** (UNIVERSIDAD DE OVIEDO)

Objectives: This study examines the heterogeneity of firms' export intensity in Spain, highlighting that business factors significantly influence internationalization decisions. It emphasizes the need to analyze firm-specific resources and capabilities to reduce uncertainty in internationalization.

Theoretical approach: Over recent decades, various theories have explored the factors influencing business internationalization, focusing on both internal and external elements. Industry effects, such as market structure and competition, significantly impact firms' internationalization strategies. Firm-specific factors, like size and age, including resources and capabilities, play a crucial role in shaping unique internationalization paths for each company too.

Methodology: The data used have been taken from the Encuesta de Estrategias Empresariales (ESEE—Survey on Business Strategies). We have a sample with 413 companies followed from 2000 to 2020 with 8,673 observations. We employ a hierarchical multilevel model to decompose the variance in Export Intensity (EI) across multiple levels of analysis. We fit models via restricted maximum likelihood (reml) of Stata 18 mixed command.

Results and implications: While industry, area, and situation also play roles, they are less influential compared to firm-specific factors such as size, age, R&D intensity, and ownership structure. Therefore, multi-theoretical frameworks are essential for understanding the internationalization process.

ECONOMÍAS DE AGLOMERACIÓN Y EXPORTACIONES: EL ROL MODERADOR DE LOS FACTORES INTERNOS EN LA PROPENSIÓN A EXPORTAR

Juan Camilo Sanchez Lopez^{1,2}, Isabel Suárez Gonzáles¹, Giovanni Efraín Reyes Ortiz²

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Discussant: **Ana Valdés** (Universidad de Oviedo)

Las exportaciones comprendidas como procesos de planeación estratégica en las empresas son un factor clave para el desarrollo económico de los países. La mayoría de estudios que abordan esta temática se dividen en el análisis de factores internos y externos; sin embargo, poca atención se ha prestado a la interacción entre estos dos factores en la propensión a exportar. Este estudio busca examinar, por un lado, los efectos directos de los spillovers de exportación y, por otro lado, el rol moderador que los factores internos en la probabilidad de exportar de las empresas manufactureras en Colombia. Tomando una muestra de 55.327 observaciones de empresas manufactureras colombianas en el período 2014–2021, los resultados de la estimación de un modelo probit dinámico muestran que los efectos de los spillovers de exportación no son iguales en todas las empresas, sino que varían dependiendo las características internas de las mismas.

ENHANCING KNOWLEDGE TRANSFER IN EUROPEAN HIGHER EDUCATION INSTITUTIONS: THE ROLE OF INTERNATIONALIZATION

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Discussant: **Isabel Suárez González** (Universidad de Salamanca)

This study analyzes the extent to which country-specific factors and characteristics of Higher Education Institutions (HEIs) influence the effective knowledge transfer to society. Using a longitudinal dataset comprising 5,671 observations from 862 European universities over 37 countries, we evaluate the factors influencing HEIs' knowledge transfer. Results confirm that higher public expenditure on tertiary education, robust national innovation profiles, and superior research performance significantly supports knowledge transfer. Additionally, internationalization amplifies the positive effects of public investment, though it does not moderate the relationship with national innovation profiles and research performance. These findings contribute to understanding how HEIs can effectively align their missions to balance teaching, research, and societal engagement in a competitive global landscape.

MARKETING SESSION 2

Time: Monday, 16/June/2025: 11:00am - 12:30pm · *Location:* Room A3_ mod 1

Session Chair: Miguel-Ángel Gómez-Borja, Universidad de Castilla-La Mancha

INNOVACIÓN Y SOSTENIBILIDAD: POTENCIANDO LA ARTESANÍA WAYUU EN LA GUAJIRA

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Discussant: **Cristina Farjas** (Universidad de Zaragoza)

Desde una perspectiva comercial la artesanía wayuu representa un patrimonio cultural invaluable de Colombia. El objetivo es analizar la innovación y sostenibilidad para la potencialización de la artesanía wayuu en La Guajira. La identificación de estrategias para fortalecer la competitividad de este sector, preservando su valor cultural y promoviendo el desarrollo económico. Teniendo como sustento teórico a Sierra et al (2020), Sánchez et al (2022), Ayala y Janssen (2024), entre otros. El método es cuantitativo positivista, tipo descriptiva, diseño no experimental, población 80 MiPymes de artesanía wayuu, técnica de encuesta, con un cuestionario de 20 ítems. A modo de conclusión, la vinculación de la innovación y la sostenibilidad, contribuye al desarrollo comercial de los artesanos wayuu, para favorecer y contribuir en la calidad de vida y bienestar de los indígenas wayuu, los hallazgos encontrados generaron nuevas estrategias de como el desarrollo de nuevos productos innovadores permiten mejorar la calidad comercial por medio de los canales de distribución, formación y la creación de procesos innovadores. A través de la implementación de estas estrategias y la colaboración entre diferentes actores, se puede lograr un desarrollo sostenible del sector artesanal wayuu, generando beneficios económicos y sociales para la comunidad.

LA GESTIÓN DEL EWOM EN HOTELES: ¿CÓMO INFLUYE LA CO-CREACIÓN Y LA CATEGORÍA DEL ESTABLECIMIENTO?

Beatriz Moliner-Velázquez¹, Maria Fuentes-Blasco², Irene Gil-Saura¹

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Discussant: **Marta Arce-Urriza** (Universidad Pública de Navarra)

Objetivos: El estudio de la conducta de EWOM desde la óptica del gerente es un área de reciente interés por su efecto en las decisiones empresariales. Considerando la importancia que tiene una adecuada gestión de reseñas en un sector tan competitivo como el de los hoteles, se aborda el proceso de gestión del EWOM estudiando la cadena de relaciones “co-creación de valor □ actitudes hacia el EWOM □ gestión del EWOM” y analizando el efecto moderador de la categoría de hotel en estas relaciones.

Marco teórico: Se presenta una revisión de la literatura más reciente sobre la conducta de EWOM, especialmente enfocada a la gestión de esta conducta por parte de la empresa y su relación con la co-creación de valor con el cliente.

Metodología: Se desarrolla una investigación cuantitativa con una muestra de 250 gerentes de hoteles representativos a nivel nacional. Se estima un modelo causal y un análisis multigrupo para valorar las diferencias en la fortaleza de las relaciones.

Resultados/implicaciones: La co-creación de valor influye indirectamente en la gestión del EWOM a través de las actitudes hacia esta conducta y el número de estrellas del hotel modera estas relaciones. A partir de estos efectos, se derivan implicaciones teóricas y prácticas.

IMPROVING PRODUCTS IN SPANISH LANGUAGE TEACHING COMPANIES: A SENTIMENT ANALYSIS OF CUSTOMER OPINIONS

Cristina Ceballos-Hernández, Juan L. Blanco-Guzman, Vladimir Perdomo-Verdecia, Rafaela Alfalla-Luque

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Discussant: **José Gregorio Sierra Llorente** (Universidad de La Guajira)

• **Objetivo:** Promover la mejora del producto ofrecido por las empresas de enseñanza de español en España mediante la identificación de las tendencias del sentimiento en las opiniones de los clientes.

• **Marco teórico:** La satisfacción de los clientes se refleja en sus reseñas en redes. Identificar estas percepciones es crucial para mejorar la calidad del producto, reduciendo la brecha entre expectativas y realidad, lo que se traduce en clientes más satisfechos y un alto grado de recomendación.

• **Metodología:** Se realizó un análisis de sentimiento de reseñas de Google de las escuelas de español en España acreditadas por el Instituto Cervantes, utilizando un enfoque híbrido basado en modelos léxicos (VADER, SentiWordNet), aprendizaje automático (SVM con TF-IDF) y aprendizaje profundo (RoBERTa). Además, se aplicó un análisis de sentimiento basado en aspectos (ABSA) para identificar patrones en las reseñas negativas y áreas de mejora en el servicio que prestan.

• **Resultados/implicaciones:** Se identifican problemas en estos centros en los servicios de enseñanza-aprendizaje prestados, principalmente y, en menor medida, en su proceso organizativo y de funcionamiento. Los servicios adicionales ofrecidos por las escuelas (alojamiento, visitas, actividades culturales, excursiones, etc.), no son objeto de comentarios negativos.

SHAPING CUSTOMER EXPERIENCE THROUGH CHATBOTS: A STUDY OF TRENDS AND OPPORTUNITIES

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Discussant: **Mónica Cortiñas Ugalde** (Universidad Pública de Navarra)

Customer experience (CX) has emerged as a critical factor for companies seeking to differentiate themselves in competitive markets. The rapid advancements in Artificial Intelligence (AI) are driving a significant transformation in how CX is perceived and delivered. Among these innovations, the proliferation of chatbots introduces new challenges for organizations in understanding and managing CX effectively. This highlights the pressing need to explore the role of chatbots in shaping CX. To address this challenge, this study conducts a systematic literature review (SLR) enriched with a TCCM analysis and a Nomological Network, mapping the current landscape of CX in the context of chatbots, and identifying the dominant theories, contexts, characteristics (antecedents and outcomes) and methods to empirically measure CX in this field. Our findings offer a comprehensive overview of the existing body of knowledge, laying a solid foundation for future research by pinpointing areas requiring further investigation and proposing a Research Agenda to guide upcoming studies.

HOW DIGITAL CONTENT ELEMENTS ENHANCE FIRM OUTCOMES: A SYSTEMATIC LITERATURE REVIEW

Sara Lapresta-Romero¹, Blanca Hernández-Ortega²

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Discussant: **Andrea Calorina Brito Castro** (Universidad de La Guajira)

Digital content is increasingly becoming a valuable tool for firms to persuade consumers. As a result, research on digital content has started to explore which content elements help firms to achieve positive outcomes. However, this research is fragmented and lacks a comprehensive overview. Different content elements have received varying levels of attention and results regarding effects on firms' outcomes have been uneven. The present study aims to provide a broader understanding of the field by developing a systematic literature review to examine the state of the art in depth. The findings classify digital content elements into six broad groups—visual, auditory, linguistic, symbolic, social, and message—and identify their influence in diverse outcomes, including engagement, purchase intention and sales, brand-related outcomes, and consumers' content perceptions and attitudes. Additionally, the findings allow us to identify significant research gaps and to propose several areas for further investigation.

OPERATION MANAGEMENT SESSION 2

Time: Monday, 16/June/2025: 11:00am - 12:30pm · *Location:* Room A6B _ mod 1

Session Chair: Gustavo Lannelongue, Universidad de Salamanca

¿ES LA INTELIGENCIA ARTIFICIAL UNA HERRAMIENTA ÚTIL EN LA TRANSICIÓN HACIA LA ECONOMÍA CIRCULAR?

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Discussant: Pedro Enrique Minaya Barrera (Universidad de León)

La necesidad de adoptar modelos más circulares aprovechando las tecnologías de la Industria 4.0 está cobrando cada vez más fuerza en el mundo empresarial. Concretamente, este estudio analiza la contribución de la inteligencia artificial sobre indicadores básicos de la economía circular como son el consumo de recursos (materiales, energía y agua), la reutilización, recuperación, reciclaje y el fin de vida de los productos (residuos y emisiones) mediante un análisis de casos múltiple.

Los resultados confirman que la inteligencia artificial contribuye a mejorar la circularidad de los productos y tiene un impacto potencial importante principalmente en relación a la eficiencia de recursos. En consecuencia, la inteligencia artificial tiene capacidad para ser un elemento diferenciador, en las organizaciones y potenciar la economía circular desde sus tres perspectivas: medioambiental, económico y social. Sin embargo, se detectan diferencias importantes entre los impactos potenciales de la inteligencia artificial en función de su aplicación. Además, se constata la necesidad de seguir explorando los nuevos impactos generados por la inteligencia artificial tanto desde el ámbito empresarial con el desarrollo de nuevas aplicaciones, como de las administraciones públicas por ejemplo mediante la integración de la Inteligencia Artificial en el diseño de políticas fiscales.

OUT OF SIGHT, OUT OF MIND: DIGITALIZATION'S DOUBLE ROLE IN DRIVING SUSTAINABLE TRANSITION

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Discussant: Ana Castillo López (Universidad de Granada)

This paper addresses how digitization can help overcome barriers to sustainability. The limited and inconclusive research on this relationship prevents a clear understanding of how sustainability practices can be effectively implemented. Drawing on the attention-based view (ABV) theory, the study explores how digitalization can shape attention structures, influence the perception of sustainability barriers and affect decision-making regarding sustainability practices. Using data from 1,334 manufacturing plants and applying multiple regression analysis, the empirical findings shows that digitalization exerts both direct and indirect effects on the adoption of sustainability while also creating trade-offs. Higher digitalization levels may divert managerial attention, making barrier removal seem less urgent. While digitalization enables sustainability adoption, it does not fully overcome its barriers, highlighting the need for a balanced approach in manufacturing firms.

EXAMINING THE IMPACT OF DIGITAL TECHNOLOGIES ON ORGANIZATIONAL RESILIENCE THROUGH TRANSFORMATIONAL LEADERSHIP AND INNOVATION.

Rodrigo Martín Rojas¹, Aurora Garrido Moreno², Víctor Jesús García Morales¹, María Esmeralda Lardón López¹

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Discussant: María J. Martínez-Romero (Universidad de Almería)

Theoretical framework: Resilience has become a vital concept for businesses in today's complicated economic environment. Especially in the current environment when digital technologies which improve agility and flexibility and adapt firms to external challenges by updating their business operations to be more resilient. Despite the recent increase in research attention to organizational resilience, there is a dearth of empirical studies that analyse the interactions and relationships on the key drivers or determinants of resilience and performance in Small and Medium Enterprises.

Objectives: This article pretends to explore how digital technologies contribute to building organizational resilience, and what factors influence their successful implementation to achieve a sustainable performance, taking into account the role of transformational leadership and innovation capability of Small and Medium Enterprises.

Methodology: Building on the dynamic capabilities' theory, a quantitative study, focusing on a sample of 206 SMEs operating in Spain, was conducted through a Structural Equation Modelling to test the hypotheses.

Results/Implications: The findings show that the studied hypotheses are confirmed. And it has important implications for scholars, managers and policymakers to maintain and achieve sustainable performance by reducing the impact of threats, adapting strategies, rethinking processes, and responding appropriately to new digital environments.

PERCEPCIÓN ESTRATÉGICA DE LA INDUSTRIA 4.0 Y SU IMPACTO EN LA SERVITIZACIÓN DIGITAL EN EMPRESAS MANUFACTURERAS

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Discussant: German Arana Landin (Universidad del País Vasco)

Objetivos: Este estudio examina cómo la percepción estratégica de la Industria 4.0 y las estructuras organizativas influyen en la configuración de competencias, la formación del personal y la consecución de objetivos estratégicos en empresas manufactureras. Se identifican relaciones clave y se ofrecen directrices para optimizar estrategias de servitización digital.

Marco teórico: El estudio combina la teoría de recursos y capacidades con las capacidades dinámicas, resaltando la interacción entre percepción estratégica y estructuras organizativas en entornos de transformación digital. Se analizan los roles del talento humano y las tecnologías avanzadas en la competitividad empresarial.

Metodología: A través de un modelo de ecuaciones estructurales (SEM), se analizan datos de 98 empresas manufactureras españolas. Las variables clave incluyen la percepción de la importancia de la Industria 4.0, las competencias requeridas y la diversidad de perfiles formativos.

Resultados/implicaciones: La percepción estratégica de la Industria 4.0 tiene un impacto significativo en la configuración de competencias, la formación del personal y la consecución de objetivos estratégicos. Sin embargo, la existencia de áreas formales dedicadas a la Industria 4.0 no garantiza resultados por sí sola, lo que subraya la necesidad de enfoques integrales. Estos hallazgos ofrecen orientaciones prácticas para la transformación digital en el sector manufacturero.

STRATEGY SESSION 2

Time: Monday, 16/June/2025: 11:00am - 12:30pm · *Location:* Room 604

Session Chair: Lucio Fuentelsaz Lamata, Universidad de Zaragoza

DOES RESOURCE SLACK DRIVES CORPORATE RESPONSIBILITY OR MISCONDUCT?

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Discussant: María Obeso (Universidad de Cantabria)

This paper explores the critical yet contentious role of organizational slack as a driver of corporate misconduct. Leveraging a longitudinal dataset comprising 3,486 firms (14,336 observations) from 2014-2023, this article shows that excess financial resources better equip decision-makers to tackle responsibility concerns, while human slack drives corporate misbehavior. Furthermore, we reveal firm opacity as a fundamental boundary condition diminishing the effect of financial slack on responsible behavior. This paper, therefore, bridges economic and organization theories. Financial slack, being easier to monitor, deters managerial wrongdoing, supporting organizational theorists' predictions. In contrast, human slack, harder to oversee, fosters misconduct, aligning with economic theorists' views. Furthermore, firm opacity emerges as a potential explanation for previous controversy, as it diminishes financial slack's value.

THE KEY ROLE OF STRATEGIC FLEXIBILITY AND KNOWLEDGE MANAGEMENT FOR ENHANCED ORGANISATIONAL LEARNING

María Obeso, Marta Pérez-Pérez, Concepción López-Fernández, Ana María Serrano-Bedia

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Discussant: Nahuel Ignacio Depino Besada (Universidad de Vigo)

• Objetivos:

The aim of this paper is to empirically explore whether the simultaneous management of knowledge exploration and exploitation influences organisational learning in firms. Specifically, this relationship is analysed both directly and indirectly through the mediating role of strategic flexibility. Additionally, the paper aims to extend previous theoretical contributions by providing empirical evidence of the relationship between strategic flexibility and organisational learning.

• Marco teórico:

The paper builds on the Knowledge-based view and arguments from the dynamic capabilities theory to logically explain the proposed research model.

• Metodología:

The paper applies structural equation modelling (SEM), specifically Partial Least Squares (PLS), to a sample of 400 Spanish SMEs. The SmartPLS3 software is used to analyse the model.

• Resultados/implicaciones:

The results confirm, first, that the combined management of knowledge exploration and exploitation positively influences organisational learning. Second, that this relationship is more complex than a direct link. Specifically, this paper identifies strategic flexibility as a partial mediating variable, thus highlighting its strategic role between knowledge and learning. Additionally, the paper provides empirical evidence of the positive impact of strategic flexibility on organisational learning.

RIDING THE TROJAN HORSE: HEDGE FUND ACTIVISM AND CORPORATE GOVERNANCE STEWARDSHIP

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Discussant: Juan Pablo Valbuena Hernandez (Universidad de Granada)

Objectives: This study examines the impact of activist hedge funds on corporate environmental investments, exploring the moderating role of corporate governance structures, specifically independent directors and CEO duality. It aims to assess whether hedge fund activism poses a threat to companies' environmental commitments and to determine which corporate governance mechanisms can mitigate or amplify this effect.

Theoretical Framework: The study builds on agency and stewardship theories to analyze how corporate decision-making is shaped by individualistic versus collectivist governance approaches. While agency theory posits that independent directors enhance governance by limiting managerial opportunism, stewardship theory suggests that CEO duality fosters long-term value creation by aligning executive interests with the firm's sustainability objectives.

Methodology: Using a longitudinal dataset of 1,211 firms targeted by activist hedge funds between 2012 and 2020, the study employs panel data regression.

Results & Implications: Hedge fund activism leads to a decline in corporate environmental investments. Independent directors do not significantly moderate this relationship, challenging their presumed monitoring role. In contrast, CEO duality mitigates the negative

impact, suggesting they act as stewards protecting long-term sustainability. These results highlight the complexity of corporate governance structures in balancing shareholder pressures and sustainability objectives.

ENVIRONMENTAL DISCLOSURE AND CORPORATE STOCK VOLATILITY: THE INFLUENCE OF INVESTOR ATTENTION

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

This study examines the impact of firms' environmental disclosures on corporate stock volatility through the lens of investor behavior, based on the attention-based view theory. Using data from 2016 to 2021, we find a positive association between environmental disclosure and stock volatility, suggesting that increased transparency attracts heightened investor attention, which amplifies volatility. However, this effect is less pronounced for firms with lower environmental performance or under lower external scrutiny. Such firms might adopt full disclosure as a strategy to offset negative perceptions of their environmental impact, thereby stabilizing stock volatility. In contrast, firms with higher environmental performance or facing higher external scrutiny may opt for "strategic silence" to avoid the risk of backlash and minimize stock volatility. These findings provide insights for managers seeking to balance environmental transparency with stock market stability.

BUSINESS AND SOCIETY AND SUSTAINIBILITY SESSION 3

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · Location: Room 003

Session Chair: Miguel Pérez Valls, Universidad de Almería

VALORES DE CONSUMO PERCIBIDOS POR EL CONSUMIDOR ASOCIADOS AL ALQUILER DE ROPA

Ana Grilló-Méndez, Mercedes Marzo-Navarro, Marta Pedraja-Iglesias

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Discussant: **Íñigo García Rodríguez** (Universidad de Burgos)

Objetivos:

Analizar los valores de consumo percibidos por los consumidores españoles asociados al alquiler de ropa, centrándose en su impacto en la actitud e intención de alquilar. Comprender cómo factores funcionales, económicos, sociales, emocionales y sostenibles influyen en este comportamiento para desarrollar estrategias que fomenten su adopción.

Marco teórico:

Se emplea la Teoría del Valor de Consumo, que identifica cinco dimensiones clave del valor percibido: funcional, económico, social, emocional y sostenible. Además, se considera la relación actitud-intención según la Teoría del Comportamiento Planificado, contextualizando su aplicabilidad en el consumo circular.

Metodología:

La información analizada fue recogida a través de encuesta online, obteniendo 273 encuestas válidas. La medición de las variables valores, actitud e intención se realiza a través de escalas Likert. El análisis se realiza mediante análisis factorial confirmatorio y modelos de ecuaciones estructurales.

Resultados/implicaciones:

Los valores funcional-económico, emocional y sostenible influyen positivamente en la actitud hacia el alquiler. La intención de alquilar viene positivamente determinada por la actitud y el valor emocional. Sin embargo, el valor social no muestra impacto significativo. Resulta clave potenciar el disfrute, la sostenibilidad y la accesibilidad económica en las estrategias seguidas por las empresas además de fomentar una mayor conciencia social sobre la sostenibilidad.

ACTIVE RESILIENCE IN NONPROFIT ORGANIZATIONS: DETERMINANTS OF SUCCESS DURING THE COVID-19 CRISIS

Tania Cuesta Elvira¹, Teresa Elvira Lorilla¹, Íñigo García-Rodríguez¹, Elizabeth Searing², M. Elena Romero-Merino¹

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Discussant: **Ana Grilló Méndez** (UNIVERSIDAD DE ZARAGOZA)

- Aims: To identify the determinants of the resilience of small and medium-sized nonprofit organizations working in the development cooperation sector (NGDOs).
- Theoretical framework: In the nonprofit sector, the crisis caused by COVID-19 led to increased demand for their services, while social restrictions forced them to stop operating. We analyze which factors, focusing specifically on their financial resources, human capital, social capital, technological resources, and organizational structure, helped NGDOs to successfully overcome this crisis.
- Methodology: We interviewed twenty-six leaders of NGDOs located in different Spanish provinces.
- Results: To increase their resilience to a future crisis, organizations emphasize the need to diversify their funding sources, increase their efficiency, and apply stricter project selection criteria. Furthermore, NGDOs needed flexibility to develop alternative projects adapted to emerging needs. Regarding human resources, the proactive attitude and trust of members, the commitment of volunteers, and the presence of a leader stand out as factors determining organizational resilience. Likewise, building effective and lasting relationships with other NGOs over time has been a key resource at critical times. Finally, innovation, creativity and speed in decision-making are also attributes that can determine a resilient organization.

BOARD DIVERSITY AND WATER-ENERGY DISCLOSURE QUALITY: A STUDY OF PACIFIC ALLIANCE FIRMS

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Discussant: **Luis M. Lozano-Lozano** (Universidade de Vigo)

This study examines the relationship between board diversity and non-financial disclosure in Latin American companies, focusing on how board composition influences environmental transparency, particularly regarding water and energy management. Based on a sample of 95 non-financial companies listed in the Pacific Alliance countries over the 2018-2023 period, we employed multiple linear mixed-effects regression analysis to evaluate the impact of various board characteristics on disclosure quality. Our findings reveal that gender diversity on boards significantly enhances transparency in environmental reporting, with the percentage of women directors being one of the board attributes showing a strong and significant positive relationship. Companies with female board chairs demonstrate superior disclosure practices, particularly in quantitative reporting and target-setting. Additionally, the average tenure on the board, directors with foreign education, and total assets also significantly impact on disclosure. These findings highlight the critical role of board diversity in fostering environmental transparency and better decision-making, aligning with the Sustainable Development Goals. The study provides compelling evidence supporting policy initiatives that promote gender diversity as a key factor in improving environmental disclosure practices in corporate boards across Latin America, which is especially relevant given the increasing magnitude of environmental and social challenges in the region.

UN ANÁLISIS CRÍTICO DE LA TRANSICIÓN HACIA LA MOVILIDAD ELÉCTRICA EN EUROPA: CADENAS DE SUMINISTRO Y POLÍTICAS PÚBLICAS

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Discussant: **Ivette Nuñez Laguna** (Universidad de Valencia)

El trabajo analiza los desafíos y estrategias sobre la política europea de descarbonización de la movilidad mediante el uso de vehículos eléctricos. El documento examina cómo las grandes potencias mundiales reflejan dinámicas con diferentes equilibrios entre políticas económicas, sociales y medioambientales. Se abordan las consecuencias sobre la cadena de suministro de baterías, desde la minería de materias primas hasta el refinado y la manufactura de componentes. El resultado es un sector europeo del automóvil en crisis, con una estrategia de reestructuración en marcha incapaz de afrontar la competencia china y sufriendo desajustes con el mercado a corto/medio plazo. A partir del diagnóstico realizado, se realizan propuestas centradas en la tecnología, la economía, y la regulación, abogando por una revisión de la hoja de ruta basada en una mayor neutralidad tecnológica, con énfasis en las emisiones de CO2 durante el ciclo de vida de los vehículos, además de medidas para promover una adopción amplia y equitativa de soluciones de movilidad descarbonizada. Se enfatiza cómo proteger a los ciudadanos europeos y no europeos ante los efectos más perniciosos de la transición a la movilidad eléctrica, y se sugieren vías para estrechar la cooperación internacional incluso entre aquellas potencias con mayor rivalidad potencial.

ENTREPRENEURSHIP SESSION 2

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · *Location:* 603 room

Session Chair: MARIA SAIZ SANTOS, Universidad del País Vasco UPV/EHU

UNRAVELING THE INFLUENCE OF DIVERSITY ENTREPRENEURIAL CONDUITS FOR KNOWLEDGE SPILLOVERS IN ECOSYSTEMS

Sebastian Aparicio¹, Stephanie Scott², Maria Noguera¹, David Urbano¹

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Discussant: JESUS ARTEAGA ORTIZ (ULPGC)

The role of knowledge spillovers has long been linked to innovation performance and subsequent R&D growth, yet the antecedents, mechanisms, and drivers for enabling this function and achieving aggregated economic outcomes remain highly debatable. Disparate observations from various global evidence also suggest that more comparative studies are needed. This study analyzes the role varying resource structures (entrepreneurial ecosystems) and diverse actor behavioral compositions (entrepreneurial motivation and gender-based) have on endogenous growth in different institutional environments. Through a cross-country unbalanced panel data (2006-2016) with instrumental variables this study finds that entrepreneurs (regardless of motivation and gender variations) contribute positively to national performance. Yet, there are significant variations in the scale of the impact that depends on behavioral features. Furthermore, the results reveal that ecosystems reduce their scale of impact. These findings bring evidence to the theoretical and policy discussion about ecosystems for entrepreneurship and economic growth as factors manifesting knowledge spillover.

THE HIDDEN INTERPLAY BETWEEN ENTREPRENEURIAL ORIENTATION, PROACTIVE SOCIAL STRATEGIES AND SUSTAINABLE BUSINESS MODELS: A BCORP STUDY

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Discussant: Virginia Fernández Pérez (Universidad de Granada)

Entrepreneurial Orientation (EO) has been widely recognized as a driver of sustainable proactivity across both environmental and social dimensions. However, prior studies have often overlooked the distinct influences of each EO dimension and, in particular, the role of competitive aggressiveness. Understanding these nuances is critical to revealing potential tensions among the various EO dimensions themselves. Our study demonstrates that EO dimensions can play distinct, sometimes contradictory roles in shaping companies' social strategies and sustainable business models. Notably, we find that competitive aggressiveness acts as a barrier to sustainability—contrary to our initial assumptions. Moreover, social strategies centered on employee support negatively affect companies' adoption of sustainable business models (SBMs), whereas strategies fostering community development positively contribute to such adoption. The latter also mediate the relationship between risk-taking and SBMs, underscoring that, alongside proactivity and innovativeness, they form a particular EO configuration conducive to the adoption of SBMs.

These findings offer academics and practitioners valuable insights into the mechanisms and potential tensions underlying the relationships between EO, social strategies, and SBMs. To test our hypotheses, we employed objective measures for social strategies and SBMs and applied PLS-SEM on a sample of 96 B Corp companies.

IS SUSTAINABLE ENTREPRENEURSHIP EDUCATION EFFECTIVE IN ENCOURAGING SUSTAINABLE ENTREPRENEURIAL INTENTIONS? AN ANALYSIS BASED ON THE THEORY OF PLANNED BEHAVIOUR AND PRIOR EXPERIENCE AMONG LATIN AMERICAN STUDENTS

Carlos Gamarra Chávez^{1,2}, Virginia Fernández Pérez¹, Rosaura Fernández Pascual¹

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Discussant: Gonzalo Martín Rocañín (Universidad Complutense de Madrid)

This paper explores the impact of sustainable entrepreneurship education in shaping the sustainable entrepreneurial intentions of university students through their cognitive antecedents (sustainable entrepreneurial attitudes and self-efficacy). Grounded in a sustainable expanded version of Ajzen's Theory of Planned Behaviour, it also examines the influence of prior experience among the variables studied. The data, gathered through a survey of Latin American university students enrolled in sustainable entrepreneurship courses within management faculties, were analyzed using structural equation modeling.

Our findings demonstrate that sustainable entrepreneurship education positively influences students' entrepreneurial intentions, through its indirect effect on their cognitive antecedents. Subjective norms and perceived support also have a positive influence on intentions. The study also highlights the role of sustainable education across different levels of prior experience. For students without prior experience, the effectiveness of this education is notably weaker in fostering self-efficacy. This implies that for those lacking prior experience, education alone is insufficient to foster a strong inclination towards sustainable entrepreneurship. On the other hand, subjective norms do not have a greater incidence in the group of students with prior experience, which shows that the opinion of people close to this differentiated group of sustainable tendency is little or no important.

SURVIVING AND THRIVING: TECHNOLOGY, CULTURE, AND INFORMATION SYSTEMS IN SUBSISTENCE SMALL BUSINESS

Xavier Martinez Cobas¹, Carlos Maria Fernandez-Jardon¹, Jesus Arteaga Ortiz², Gonzalo Hernandez Soto³

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

The objective of this paper is to analyse the technological and cultural factors that determine the impact of information systems on competitive advantages in subsistence small businesses, specifically in developing countries. In particular, the technology that facilitates the constitution of information systems is analysed. Additionally, the paper studies how the culture conditions the impact on the generation of competitive advantages. This research aims to contribute to the understanding of technology adoption and organizational culture in the case of subsistence small businesses and developing countries. The results show that technology does not affect information systems; rather, information systems generate a competitive advantage on their own. Culture moderates the effect of technology on information systems, but not the impact of information systems on competitive advantages. Technology, which normally plays an important role in the competitive advantages of companies, is less important in the context of BSSs. This is an important break from the most common traditional ITC literature, usually focusing on larger SMEs. This study may provide information to businesses and policymakers in a business typology where resources are very limited, highlighting the need to make the most efficient use of them.

FAMILY FIRMS SESSION 3

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · *Location:* Room 002

Session Chair: Mikel Alayo, University of the Basque Country UPV/EHU

COMPETITION INTENSITY, STRATEGIC INNOVATION READINESS, AND BUSINESS MODEL INNOVATION: A COMPARATIVE STUDY OF EUROPEAN FAMILY AND NON-FAMILY SMES

María de las Mercedes Gracia Laborda, Carolina López Nicolás, Angel Luís Meroño Cerdán

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Discussant: **Lucía Garcés-Galdeano** (Universidad Pública de Navarra, CIF nº Q 3150012G)

- Objective: This study examines the impact of competition intensity on business model innovation, analysing the mediating role of strategic innovation readiness and comparing the relationships in European family and non-family Small and Medium Sized Enterprises.
- Theoretical background: Drawing on the socioemotional wealth perspective and the familiness concept, we propose and verify that the impact of competition intensity on BMI is stronger in non-family than in family SMEs.
- Methodology: Using a sample of European SMEs, we employ structural equation modelling with partial least squares (SEM-PLS) to test our hypotheses.
- Results/ Implications: this research reveals that competition intensity has a positive and significant impact on BMI, with strategic innovation readiness mediating these relationships, being it stronger in non-family than in family firms. These findings highlight the distinct ways in which family and non-family SMEs respond to competitive pressures in terms of BMI.

EXPLORING THE LINK BETWEEN STRATEGIC INNOVATION READINESS, BUSINESS MODEL INNOVATION AND FIRM PERFORMANCE IN FAMILY AND NON-FAMILY FIRMS

María de las Mercedes Gracia, Carolina López Nicolás, Angel Luís Meroño Cerdán

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Discussant: **Maria Jose Sanchez Bueno** (Universidad Carlos III de Madrid)

- Objectives: This study analyses the relationship between Strategic Innovation Readiness (SIR), Business Model Innovation (BMI), and firm performance within European SMEs, comparing family and non-family firms.
- Theoretical background: Driven by the Organizational Readiness for Change Theory and the Resource-Based View (RBV), we propose and verify that Strategic Innovation Readiness acts as a driver of BMI. Furthermore, drawing on the Socioemotional Wealth (SEW) approach and the "do more with less" innovation perspective, we consider the relationship between Strategic Innovation Readiness, BMI and firm performance to be stronger in family than in non-family firms.
- Methodology: Structural equation modelling with partial least squares (SEM-PLS) is used to test and verify the hypotheses proposed. For this purpose, a sample of 417 SMEs is analysed.
- Results/ Implications: The results provide empirical evidence that SIR acts as a direct driver of BMI, and that BMI serves as a partial mediator between SIR and firm performance. The findings reveal that these relationships are stronger in family firms compared to non-family firms, supporting the view that family firms, driven by socioemotional wealth considerations and a "do more with less" approach, may be more effective at leveraging innovation inputs for successful BMI.

DIGITAL TECHNOLOGIES AND GROWTH IN FAMILY FIRMS

Maria Jose Sanchez Bueno¹, Fernando Muñoz-Bullón², Eric Clinton³, Jose C. Casillas⁴

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Discussant: **Ricardo Martínez Cañas** (Universidad de Castilla-La Mancha)

This paper examines the complexities of digitalization, focusing on the distinct organizational goals (both economic and non-economic) of family-owned small and medium-sized enterprises (SMEs). Using the Behavioral Agency Model (BAM) as our theoretical foundation, we analyze the distinct relationship between growth strategies, specifically product diversification and international expansion, and the influence of family ownership on the adoption of digital manufacturing technologies. We hypothesize that digitalization in family-owned SMEs is positively linked to higher levels of product diversification and export activities. Our analysis, which examines a panel dataset of family SMEs from 2002 to 2019, supports our hypotheses.

HOW SERVANT LEADERSHIP FOSTERS RADICAL INNOVATION IN HOTELS VIA INCREASING INTERNAL COMMUNICATION FLOW: IS THIS EFFECT GREATER IN FAMILY-OWNED HOTELS?

Pablo Ruiz-Palomino, Ricardo Martínez-Cañas, María Ángeles García-Haro, Jorge Linuesa-Langreo

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Discussant: **María Gracia** (Universidad de Murcia)

The pursuit of firm radical innovation is crucial for establishing a sustainable competitive advantage, particularly in the hospitality industry where technological adoption, such as service robots, is becoming increasingly prevalent. In this industry, radical innovation is pivotal for hotels to attain leadership, and the extent to which communication freely flows within the hotel can be key for that purpose. Drawing on the Upper Echelons theory we argue that the servant leadership practiced at the top, with its emphasis on serving, community building and emotional healing could engender such flow of internal information, especially in family-owned hotels where, according to a Socio-Emotional Wealth Theory, there is a strong interest for building ties for and between all involved in the firm. The empirical analysis conducted on 176 hotels in the Canary and Balearic Islands using Partial Least Squares (PLS), confirms that CEO servant leadership fosters radical innovation by positively impacting the flow of internal communication. Notably, this mediated effect is more pronounced in family-owned hotels, highlighting the suitability of adopting a servant leadership style in family businesses to enhance the flow of internal communication and consequently the achievement of radical innovation.

HUMAN RESOURCE MANAGEMENT (English)

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · *Location:* Room 605

Session Chair: Eva María Mora Valentín, Universidad Rey Juan Carlos

THE HUMAN SIDE OF COOPETITION: HOW WELLBEING AND COOPETITION CAPABILITY DRIVE GOAL ACCOMPLISHMENT

Claudia Benítez-Núñez¹, Tatbeeq Raza-Ullah², Daniel Dorta-Afonso¹, Petra de Saá-Pérez¹

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Discussant: Isabel Gausí Carot (Universitat de València)

This study examines the micro-foundations of coopetition, highlighting how individuals manage the simultaneous demands of cooperation and competition in high-pressure, knowledge-intensive environments. Through a sequential mixed-methods approach, we investigate how researchers in a high-performing R&D centre in Spain navigate these tensions. Study 1, based on an analysis of 37 in-depth interviews and 4 focus groups, reveals that the demands of coopetition contribute to emotional exhaustion and burnout, ultimately hindering engagement and goal achievement. These findings emphasise the critical role of individual wellbeing in shaping coopetitive processes and outcomes, an aspect often overlooked in the literature. Building on these insights and grounded in Job Demands-Resources Theory (JD-R), Study 2 empirically tests a research model proposing that coopetition capability acts as a key personal resource. Survey data from 155 researchers show that coopetition capability helps individuals mitigate burnout, sustain engagement, and enhance both knowledge acquisition and coopetitive performance. Therefore, this study advances the literature by shifting attention to the individual as an active agent in coopetition management.

SHAPING EMPLOYEE WELL-BEING: THE ROLE OF HRM IN JOB SATISFACTION, EXHAUSTION AND QUALITY OF LIFE IN AN R&D CENTRE

Manuel Alejandro Espino Bolaños, Daniel Dorta Afonso, Petra De Saá Pérez

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Discussant: Isabel Gausí Carot (Universitat de València)

- **Goals:** This study aims to explore the relationship between human resource management practices and employee wellbeing, analysing the bundles of HR practices following the AMO framework.
- **Theoretical framework:** This study considers the Job Demands-Resources theory and the AMO framework.
- **Methodology:** Data was collected from 155 individuals currently employed by a public R&D centre and the analysis was carried out using PLS-SEM.
- **Results:** Findings reveal exhaustion reduces job satisfaction and QoL, while job satisfaction enhances QoL. The Ability-HR bundle positively influences satisfaction and QoL and reduces exhaustion, with the strongest benefits observed in the interaction of Ability-HR, Motivation-HR, and Opportunity-HR practices.

THE IMPACT OF TOP MANAGEMENT TEAM COMPOSITION AND PROCESSES ON LIFE-FRIENDLY ORGANIZATIONAL CULTURES: DOES THE ENVIRONMENT MATTER?

Isabel Gausí Carot, Ana García Granero, Ana Botella Andreu, Justo Herrera

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Discussant: Daniel Dorta Afonso (Universidad de Las Palmas de Gran Canaria)

The evolution of firms has been shaped by their ability to respond to environmental challenges. During crisis periods, firms must adapt not only to survive but also to support their workforce, making work-life balance (WLB) practices particularly relevant. Despite evidence highlighting the importance of top managers in strategic decision-making, research on their influence on the adoption of WLB initiatives remains limited. Therefore, following upper echelons theory, we study the relationship between the composition and processes of top management teams (TMTs) and their influence on fostering life-friendly organizational cultures that support WLB. Based on a survey of Spanish companies, we find that, in stable environments (pre-COVID), higher educational level and shared responsibility within TMTs fosters the adoption of life-friendly organizational cultures. Moreover, in crisis periods (post-COVID), decision-making concentrated on the CEO impacts positively on life-friendly culture. Our findings bridge literature on human resource management and upper echelons research. We provide practical implications for organizations aiming to develop employee well-being through strategic leadership practices, being aware of the implications of TMT composition and processes and that the environment shifts that relationship.

DEVELOPMENT AND VALIDATION OF ENTREPRENEURIAL WORK ABILITY SCALE

Josette Dijkhuizen

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Discussant: **Ana Botella Andreu** (Universitat de Valencia ESQ4618001D)

The purpose of this study is to develop and validate a scale for measuring work ability among entrepreneurs. The Entrepreneurial Work Ability Scale (EWAS), consisting of eight items, is developed based on literature. I examine the factor structure, reliability, and criterion validity of the scale were examined in two samples of entrepreneurs in The Netherlands. Results demonstrate that the scale captures one factor and shows criterion validity in explaining work ability. As predicted job demands uncertainty and risk, and workload, are negatively related to work ability, and autonomy and personal resources related positively to work ability. Work ability relates positively to entrepreneurial personal financial success and personal fulfillment. The conclusion is that including a specific work ability scale for entrepreneurs adds to the explanation of entrepreneurial success. The EWAS is therefore useful as a tool for entrepreneurs, business coaches, and institutions that want to help preserve and improve work ability among entrepreneurs.

INTERNATIONALIZATION SESSION 3

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · *Location:* Room 501

Session Chair: **Maria Jose Montes Sancho**, Universidad Carlos III de Madrid

NAVIGATING TOWARDS THE SDGs: HOW HOME COUNTRY AND INTERNATIONAL CONTEXTS SHAPE MULTINATIONAL ENTERPRISES ENGAGEMENT

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Discussant: **Carmen D. Álvarez-Albelo** (Universidad de La Laguna)

Firms today are facing the worldwide challenge of achieving the 17 Sustainable Development Goals (SDGs) set out in the United Nations' Agenda 2030. This paper analyzes two factors that can determine corporate engagement with the 17 SDGs: (i) the country-level of SDG achievement in the home country; and (ii) the firm's internationalization. To understand the impact of these factors on firms' decisions to engage with and adopt a certain number of these global objectives, we develop our hypotheses on the basis of the institutional theory and theories of internationalization. The empirical analysis is based on a sample of 1071 multinational enterprises for the period from 2018 to 2023. The results allow us to conclude that the country-level of SDG achievement and the firms' internationalization level and scope are all positively related to a high number of adopted SDGs. We found interesting differences when we consider the different internationalization strategies, such as the establishment of foreign subsidiaries and the international sourcing through foreign suppliers. However, the combined effect of external and internal factors does not always turn into positive additive outcomes. Our findings highlight the necessity to re-evaluate the recommendations provided to policymakers and managers up until now.

LA COMPETITIVIDAD INTERNACIONAL DE LA EMPRESA TURÍSTICA: SIGNIFICATIVIDAD ESTADÍSTICA DEL MODELO DEL WEF PARA LA TOMA DE DECISIONES

JOSÉ ALBERTO MARTÍNEZ GONZÁLEZ¹, CARMEN DOLORES ÁLVAREZ ALBELO¹, TAMARA GONZÁLEZ GONZÁLEZ¹, ALMUDENA BARRIENTOS BÁEZ², URSZULA KOBYLINSKA³

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Discussant: **Luis Antonio Millán Tudela** (Universidad de Alicante)

Tal y como se constata en la literatura y en la práctica empresarial, las empresas turísticas integran un sector clave a nivel global porque favorece el crecimiento económico y el desarrollo de los países. No obstante, debido a la competencia y a las exigencias de los consumidores las empresas y los destinos turísticos realizan esfuerzos por mantener o mejorar su posición competitiva. El presente estudio analiza el fundamento teórico de la competitividad turística a nivel de empresa y destino, y en particular el modelo del World Economic Forum (WEF). Se examina la significatividad conceptual y estadística (validez y fiabilidad) de los datos sobre competitividad turística del WEF para llevar a cabo análisis descriptivos, discriminantes y predictivos a nivel de país por parte de empresas, instituciones e investigadores. Los resultados obtenidos permiten concluir que el modelo del WEF es significativo a nivel teórico y estadístico, lo cual permite la toma de decisiones sobre competitividad por parte de las empresas y las instituciones turísticas, así como el desarrollo de estudios científicos de rigor. Los resultados muestran cuáles son las variables (pilares y TTDI del WEF) que deben tenerse en cuenta por las empresas para gestionar su competitividad internacional.

BUSINESS MODEL INNOVATION AS KEY ENABLER OF THE RELATIONSHIP BETWEEN DYNAMIC CAPABILITIES AND THE DEGREE OF INTERNATIONALISATION. THE CASE OF THE FOOD AND BEVERAGE INDUSTRY

Luis Antonio Millán Tudela, Bartolomé Marco-Lajara, Javier Martínez-Falcó, Esther Poveda-Pareja

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Discussant: **David Ogayar Sanchiz** (Universidad de Malaga)

The objective of this research is to study the role played by business model innovation in the context of internationalisation by means of developing dynamic capabilities.

Dynamic capabilities tend to be related to each other in the context of generating higher-order capabilities. Considering this reality, it is expected to find a positive contribution of dynamic capabilities on the degree of internationalisation by means of business model innovation, which tends to be related to internationalization according to literature.

By means of the PLS-SEM technique, the resulting sample has been studied to corroborate the hypotheses proposed.

Results show that business model innovation behaves as a channeler for the positive effect that certain dynamic capabilities on the degree of internationalization. This implies that, in order to develop a proper internationalisation strategy, the use of dynamic capabilities can help in deploying the strategy intended to do so.

GÉNERO E INTERNACIONALIZACIÓN. UN ANÁLISIS ECONÓMETRICO DE SUPERVIVENCIA EN EL SECTOR AGROALIMENTARIO ANDALUZ

David Ogayar Sanchiz, German Gemar Castillo

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Discussant: **Bartolomé Marco Lajara** (Universitat d'Alacant / Universidad de Alicante)

The main goal of this research is to carry out a predictive analysis of the survival of the companies in the agri-food sector in Andalusia, as well as to understand and examine the effects of two specific key factors: International activity and CEO Gender. The influence of women as CEO has been analysed in other sectors, but there is hardly any research focused on food sector and survival. A sample of 2176 companies studied over 15 years (2005-2019) has been used to verify whether their survival depends on economic-financial variables (Net income, return on total assets, profit margin, net sales, liquidity ratio and turnover), the companies' degree of internationalisation and the gender perspective.

An econometric survival analysis has been applied, using the non-parametric Kaplan-Meier estimator to detect the influence of each variable and a complementary Log-Log regression. The results point out that some of the financial variables such as return on total assets or turnover affect business survival and it is also confirmed that international activity affects positively the function, but the main discovery is defined by the fact that the probability for the company to survive is higher in those directed by women

OPERATION MANAGEMENT SESSION 3

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · *Location:* Room A6B _ mod 1

Session Chair: **Juan A. Marin-Garcia**, Universitat Politècnica de Valencia

ROBOTS IMPACT ON EMPLOYMENT IN SPANISH MANUFACTURING FIRMS BY COMPANY SIZE

María Teresa Ballestar¹, Aida García-Lazaro², Pablo Garrido-Prada³, Ismael Sanz⁴, Jorge Sanz⁵

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Discussant: **Ferdaous Zouaghi Bedda** (Universidad Pública de Navarra)

We examine the impact of robots on the employment level in Spanish manufacturing companies from 1990 to 2014. We use company-level data from the Spanish Survey on Business Strategies (SSBS) and provide evidence classifying companies by size class. We find that non-robotic companies have 1.47% more employees than their robotics peers. Splitting the sample by size's class, we find that large companies (250+ employees) drive this effect on employment. Large robotic companies tend to have 3.5% fewer employees than their peers. Our findings are robust to instrumental variables regression, and the results are consistent when we used hours worked instead of employment level and when time trends are added.

THE UNEVEN IMPACT OF DIGITALIZATION ON EMPLOYMENT IN THE MANUFACTURING SECTOR: SKILL LEVELS AND TASKS

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

Digitalization is transforming labor markets, yet its impact on employment remains a subject of heated debate. While some argue that digital technologies create new job opportunities, others warn of potential job displacement, particularly in sectors reliant on routine tasks. This study examines the impact of digitalization on different employment categories, considering worker skill levels and education, task characteristics, and industry differences. Using data from the Survey of Business Strategy (SBS) on Spanish manufacturing firms, we analyze digitalization through four dimensions: technological components, automation, digital human capital, and stakeholder interaction. Our findings reveal that digitalization affects employment dynamics unevenly across worker categories. Automation fosters employment growth in production roles, while investments in digital human capital and stakeholder interaction primarily benefit highly skilled employees but may displace lower-skilled workers. Additionally, digitalization's effects are stronger in firms with standardized products, whereas those with lower standardization experience weaker or even negative employment impacts. This study contributes to the literature by offering a multidimensional perspective on digitalization's impact on employment structures.

LAS POLÍTICAS DE RECURSOS HUMANOS Y LA SOSTENIBILIDAD DEL SISTEMA DE GESTIÓN DE LA CALIDAD DE UNA GRAN ORGANIZACIÓN. ESTUDIO DE UN CASO EXPLORATORIO

FRANCISCO JAVIER JULIÁN RUBIO, MARIA ANGELES ESCRIBA MORENO, FRANCISCO BALBASTRE BENAVENT

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Discussant: **Ana Belen Escrig Tena** (Universitat Jaume I)

- **Objetivos:** Nuestro trabajo pretende explorar cómo las políticas de recursos humanos implantadas en una organización contribuyen a la sostenibilidad en el tiempo del sistema de gestión de la calidad.
- **Marco teórico:** Las políticas de recursos humanos implantadas en las empresas que desarrollan sistemas de gestión de la calidad parecen estar estimulando la sostenibilidad de los sistemas de gestión de calidad y, por ello, aparecen como factor crítico de éxito en la literatura especializada.
- **Metodología:** El carácter exploratorio de esta investigación nos ha llevado a utilizar una metodología cualitativa, llevando a cabo un estudio del caso mediante un enfoque de codificación basado en los principios del análisis temático y utilizando software Atlas.ti22.
- **Resultados/Implicaciones:** Los resultados han revelado que el efecto de las políticas de recursos humanos sobre la sostenibilidad del sistema de gestión de calidad no se produce de manera directa, sino a través de unos mecanismos que conectan ambos constructos. Con este trabajo aportamos una primera investigación rigurosa que sirva de punto de partida para otros investigadores y que puedan ayudar a las empresas que tengan sistemas de calidad implantados a conocer qué mecanismos van a contribuir a que dichos sistemas perduren en el tiempo y así actuar sobre ellos.

STRATEGY SESSION 3

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · *Location:* Room 604

Session Chair: Daniel Alonso Martínez, Universidad de León

CRECIMIENTO, SOSTENIBILIDAD Y SUFICIENCIA: UN ANÁLISIS DEL DISCURSO DE LAS EMPRESAS DE MODA RÁPIDA Y MODA SOSTENIBLE.

Javier Galan Cubillo, Beatriz Garcia Ortega, M Rosario Perello Marin, Angel Peiro Signes, Marival Segarra Oña

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Discussant: **Minerva González Velasco** (Universidad de Zaragoza)

Objetivos:

Este estudio pretende analizar y contrastar el discurso sobre crecimiento, sostenibilidad y suficiencia entre empresas líderes en moda rápida y empresas referentes en moda sostenible. Sus preguntas de investigación abordan cómo justifican su posición frente al paradigma del crecimiento, estrategias para desvincularse de él o alinearse con criterios de suficiencia, y posibles diferencias entre discursos.

Marco teórico:

El estudio se fundamenta en el debate sobre sostenibilidad y tensiones con el modelo de crecimiento económico dominante sustentado en el consumismo, particularmente en la industria de la moda, basándose en teorías de desarrollo sostenible, estrategias de sostenibilidad corporativa, decrecimiento y economía de suficiencia.

Metodología:

La investigación emplea un análisis cualitativo y comparativo de las memorias y sitios web de las empresas seleccionadas mediante lectura detallada e interpretativa.

Resultados/implicaciones:

Los hallazgos demuestran importantes matices entre ambos segmentos y aportan evidencia empírica valiosa para directivos, accionistas, consumidores y otras partes interesadas en sus respectivos roles. El artículo contribuye al debate sobre el enfoque de sostenibilidad de estas empresas y la transición hacia nuevos modelos de negocio y una economía más justa y sostenible. Forma parte de un proyecto que persigue identificar métricas que permitan monitorizar los avances en suficiencia en el sector.

TENSIONS BETWEEN DIMENSIONS OF SUSTAINABILITY ORIENTATION IN TOURISM DESTINATIONS: THE ROLE OF ORGANIZATIONAL RESILIENCE

Pedro Manuel García Villaverde, Gloria Parra Requena, María José Ruiz Ortega, Mateo Manuel Córcoles Muñoz

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Discussant: **RAQUEL ORCOS SÁNCHEZ** (UNIVERSIDAD DE LA RIOJA)

Taking an integrative perspective on the corporate sustainability literature, this study deepens the understanding of tensions and paradoxes in the relationship between dimensions of sustainability orientation in tourism destination companies. Specifically, we examine the moderating role of organizational resilience (OR) in the inverted U-shaped curvilinear relationship between environmental (ESO) and social sustainability orientation (SSO). The empirical study, conducted on 223 tourism companies in cultural tourism destinations in Spain, confirms an inverted U-shaped effect between environmental and social sustainability orientations, indicating strategic tension. Additionally, organizational resilience positively moderates this relationship, reducing tension between the two sustainability orientation dimensions. The research deepens our understanding of the complex relationship between two key dimensions of sustainability orientation. It also highlights practical implications for managers to prioritize environmental sustainability strategies that enhance consumer and community well-being, while avoiding excessive commitments that could undermine social responsibilities to local communities and stakeholders.

BEYOND EFFICIENCY: THE NEED OF PANARCHY IN ACHIEVING SUSTAINABLE DEVELOPMENT

Elena Mellado-García¹, Natalia Ortiz-de-Mandojana², Tima Bansal³

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Discussant: **Beatriz Garcia Ortega** (Universitat Politècnica de València)

Efficiency has traditionally been the cornerstone of organizational design, but its tightly coupled structure make it difficult to achieve sustainable development on a global scale. Applying systems-based theorizing and panarchy theory, we argue that resiliency at both organizational and upper levels is essential for panarchy to function—the continuous cycle of adaptation that ensures sustainable development. This paper makes a theoretical contribution by challenging the dominance of efficiency-based organizing and introducing a design that allows resilience at different levels of analysis a necessary foundation for long-term sustainability.

THE INTERPLAY OF REGULATION AND VOLUNTARY MANAGEMENT STANDARDS IN DRIVING ECO-INNOVATION

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Discussant: **Mateo Manuel Córcoles Muñoz** (Universidad de Castilla La-Mancha)

This study investigates the different impact that command-and-control policies (CAC) and market-based instruments (MBIs) on fostering eco-innovation. Specifically, it argues that the effectiveness of these regulatory tools is shaped by the prevalence of voluntary environmental management standards (EMS), such as ISO14001 among firms within a country. Using a dataset of 33 countries from 1999 to 2020, the analysis provides evidence that the influence of CAC and MBIs, when aligned with the widespread adoption of ISO 14001 certifications, significantly boosts eco-innovation outcomes. The findings highlight the critical role of integrating regulatory frameworks with policies that encourage firms to adopt EMS, paving the way for more effective environmental strategies.

ENTREPRENEURSHIP SESSION 3

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · *Location:* 603 room

Session Chair: Inmaculada Jaén Figueroa, Universidad de Sevilla

ENTREPRENEURIAL ORIENTATION, TACIT KNOWLEDGE, AND GREEN INNOVATION: A MODERATED MEDIATION MODEL FOR FIRM PERFORMANCE

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Discussant: KARLA PAOLA HERNANDEZ DEL VALLE (UNIVERSITAT DE BARCELONA)

Entrepreneurial orientation (EO) is a critical strategic orientation for promoting not only financial performance but also environmental sustainability within organizations. Although the literature on the green effects of EO is expanding, little is known about the mechanisms and boundary conditions that facilitate the link between EO, green outcomes, and firm performance. Drawing upon the natural resource-based view and knowledge-based view, this study examines the relationship between EO and firm performance through two types of green innovation, with tacit knowledge moderating the EO-green innovation relationship. Additionally, we explore the links between EO, tacit knowledge, green innovation, and firm performance using a moderated mediation model. Using survey and objective data from 244 Spanish textile industry firms, we employ partial least squares structural equation modeling to conduct our statistical analysis. The results demonstrate the positive impact of EO on green product and process innovation, corroborate the partial mediating effects of these two types of green innovations on the EO-environmental and financial performance links, and highlight the moderating role of tacit knowledge in the EO-green process innovation link. Regarding the moderating mediation effects, tacit knowledge strengthens the relationship between EO and firm performance through green process innovation. Theoretical and practical implications are discussed.

ENTREPRENEURIAL IDENTITY AND WELL-BEING: INSIGHTS INTO STUDENT ENTREPRENEURSHIP

LIZBETH ARROYO, KARLA PAOLA HERNANDEZ-VALLE, ALFONSO HERNANDEZ-VIVANCO, LUIS FRANCISCO MIRANDA, JOSE RUIZ-NAVARRO

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Discussant: Alejandro Piñeiro Marcos (Universidad Complutense de Madrid)

In the landscape of higher education, student entrepreneurship emerges as a vital driver of innovation, economic growth, and social change. This study explores the relationships between student entrepreneurs' well-being, their social identity, and the performance of their ventures. By analyzing data from 20,920 student entrepreneurs through Partial Least Squares Structural Equation Modeling (PLS-SEM), our findings suggest that student entrepreneurs' social identities are predominantly shaped by Darwinian and Missionary traits, and show a positive correlation between social identity and business performance. Additionally, subjective well-being enhances this relationship as a positive moderating factor. These findings deepen the theoretical understanding of how individual well-being influences entrepreneurial success and offer actionable recommendations for higher education institutions' entrepreneurship programs. By relating well-being, identity, and performance, this research equips future entrepreneurial leaders with valuable perspectives to refine their identities and leverage well-being as a catalyst for venture success.

EXPLORANDO LA LITERATURA SOBRE EMPRENDIMIENTO Y WELL-BEING: TEORÍAS, DIMENSIONES Y HALLAZGOS

Alejandro Piñeiro-Marcos¹, Ángeles Montoro-Sánchez¹, María Belén Usero-Sánchez²

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Discussant: Alfonso Hernandez-Vivanco (IQS Universitat Ramon Llull)

El bienestar de los emprendedores ha cobrado creciente relevancia en la literatura académica, posicionándose como un elemento clave dentro de la sostenibilidad en el emprendimiento. Este estudio analiza la intersección entre emprendimiento y bienestar, explorando teorías, dimensiones y hallazgos clave en la literatura científica. Se examina cómo el emprendimiento, aunque genera autonomía y propósito, también conlleva estrés, incertidumbre financiera y alta carga laboral, afectando el bienestar de los emprendedores. Se identifican tres enfoques teóricos principales: bienestar hedónico (emociones positivas y reducción de estrés), eudaimónico (realización y propósito) y evaluativo (percepción de éxito y satisfacción). El análisis de 66 artículos revela que la resiliencia psicológica y la flexibilidad laboral influyen positivamente en el bienestar, mientras que el conflicto trabajo-familia y la inestabilidad económica tienen efectos adversos. Factores como el acceso a oportunidades, el contexto institucional y la personalidad del emprendedor también condicionan su bienestar. Se destacan diferencias en el bienestar según el tipo de emprendimiento y su entorno. Entre las futuras líneas de investigación, se plantea analizar el impacto del apoyo social, el trabajo híbrido y la influencia de la familia en el bienestar emprendedor. Comprender estos aspectos permitirá diseñar políticas que promuevan un entorno emprendedor más sostenible.

PURPOSE-DRIVEN ENTREPRENEURSHIP IN THE FEMTECH INDUSTRY

Sonia María Suárez Ortega¹, Antonella Zucchella²

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Discussant: **Angeles Montoro-Sanchez** (Complutense University of Madrid)

- Objectives: This paper addresses a gap in entrepreneurship studies about the formation and development of opportunities in purpose-driven ventures.
- Theoretical framework: Based on a theoretical background covering the formation of opportunities, the development of opportunities and the gendering of both processes in purpose-driven entrepreneurship.
- Methodology: The empirical research design focuses on the specific context of FemTech, an emerging field at the intersection of female health and technology. It embraces an exploratory mixed method. We first run an exploratory quantitative data analysis of the distinctive characteristics of the FemTech industry and then an in depth longitudinal case of a start-up in that emerging sector, following a reflexive thematic analysis.
- Results/implications: In the purpose-driven ventures of the FemTech industry, goal and means driven entrepreneuring intertwine. This context provides relevant elements to the understanding of opportunities formation and development in purpose-driven ventures. In addition, the female health biotech start-up analysed is led by a young female entrepreneur –founder and CEO–, which provides a novel vision of purpose-driven entrepreneurship also from a gender perspective.

BUSINESS AND SOCIETY AND SUSTAINIBILITY SESSION

4

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · Location: Room 003

Session Chair: Maria Ruiz Castillo, Universidad de Granada

TOWARDS SUSTAINABILITY: GREEN PRACTICES IN SPAIN'S TEXTILE-FASHION SMES

Juan Carlos Real Fernández¹, Ignacio Cepeda Carrión², Silvia Pérez Bou³

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Discussant: Fernando J. León Mateos (University of Vigo)

This study explores the relationship between Green Supply Chain Management (GSCM) practices on the sustainability performance in Spain's textile-fashion sector. Specifically, it examines how small and medium-sized enterprises (SMEs) implement internal and external GSCM practices to enhance sustainability performance across economic, environmental, and social dimensions. Using a survey-based methodology, data was collected from 161 SMEs with at least 10 employees. Employing the PLS-SEM technique, the findings reveal that internal GSCM practices (including green production, green logistics, environmental management, eco-design, and green packaging) positively impact environmental performance but do not significantly influence economic or social performance. In contrast, external GSCM practices (such as reverse logistics, environmental collaboration with suppliers and customers, and green purchasing) positively affect economic and social performance but not environmental performance. Furthermore, the results indicate that external GSCM practices play a mediating role, enhancing the impact of internal practices on the economic and social dimensions of sustainability.

HOW CAN WE IMPROVE WORK EFFORT? DIFFERENT ROLES OF INCLUSIVE LEADERSHIP, WORK MEANINGFULNESS AND JOB AUTONOMY.

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Discussant: Salma Nait Hammou Chihab (Universidad Pública de Navarra)

In today's increasingly competitive market, firms seek employees whom they can count on to work hard in order to meet or exceed organizational objectives. Based on Self Determination Theory (SDT), this paper aims to expand our understanding of the conditions which contribute to employee work effort. We propose that a supportive type of leadership such as inclusive leadership, manifested by openness, accessibility, and availability of a leader, will positively relate to work meaningfulness which in turn, will contribute to work effort. Also, job autonomy will act as a moderator in the direct relationship between inclusive leadership and work effort. Data is tested in a sample of 120 knowledge workers of an electric vehicle manufacturing company using PLS. The findings show strong positive relationships between inclusive leadership and work meaningfulness and between work meaningfulness and work effort. The study highlights the pivotal role of work meaningfulness and offers practical implications for the implementation of inclusive leadership as a way to foster work meaningfulness. Additionally, it brings to light the key influence of job autonomy in the direct relationship between inclusive leadership and work effort.

ECONOMÍA CIRCULAR EN PYMES: BARRERAS Y DESAFÍOS DE LA GESTIÓN DEL TALENTO HUMANO Y EL LIDERAZGO DIRECTIVO

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Discussant: María Pilar Gamarra (Cunef Universidad)

La investigación sobre cómo las PYMES pueden implementar la Economía Circular (EC) es limitada, en contraste con los estudios centrados en las grandes organizaciones. Este artículo tiene como objetivo explorar la bibliografía para identificar las barreras que enfrentan este tipo de empresas, respondiendo a la pregunta: ¿Cuáles son las barreras que enfrentan las PYMES en la adopción de prácticas de economía circular?, ¿Cuáles son las barreras, relacionados con la gestión del talento humano y liderazgo directivo para la adopción de la economía circular en PYMES?

La metodología empleada para tal fin fue una revisión sistemática de la literatura utilizando 84 artículos de la base de datos Scopus bajo el lente teórico de la teoría de la Economía Circular (Ellen Macarthur Foundation, 2014). Los resultados identificaron diez barreras principales relacionadas con gestión del talento humano, el liderazgo directivo, los recursos, la financiación, los apoyos externos, del mercado y por una débil cultura cooperativa.

Para facilitar una transición enfoque empresarial lineal a circular, las pymes pueden utilizar las conclusiones para organizar planes que superen estas barreras. Además, este trabajo identifica nuevas líneas de investigación en la implementación de la EC en las PYMES.

ETHICAL LEADERSHIP THROUGH THE LEADER'S EYES; THE IMPACT OF MORAL IDENTITY AND MORAL ATTENTIVENESS

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Discussant: IRENE CAMPOS GARCÍA (UNIVERSIDAD REY JUAN CARLOS)

This study examines how dimensions of moral identity (MI) and moral attentiveness (MA) influence self-perceived ethical leadership (EL) across its three dimensions: integrative decision-making, rewarding ethical behavior, and role-model behavior. It also explores the moderating roles of gender, age, tenure, and managerial hierarchy.

Grounded in Social Cognitive Theory (SCT), the study conceptualizes MI as an internalized moral self-schema and MA as the cognitive process that directs ethical awareness. Previous research has primarily focused on follower perceptions of EL, overlooking the leader's self-assessment. This study addresses this gap by analyzing EL from the leader's perspective. Data were collected from 368 executives in Spain through a validated survey. Structural Equation Modeling (SEM) was applied to test direct and moderated relationships. Exploratory and confirmatory factor analyses ensured construct validity. MI internalization predicts integrative decision-making, while MI symbolization and reflective MA influence rewarding ethical behavior. The perceptual dimension of MA does not mediate EL. Gender moderates the MI-role model behavior relationship, and hierarchical level affects the link between reflective MA and decision-making. Organizations should foster ethical awareness at senior levels and integrate ethical training in leadership programs.

FAMILY FIRMS SESSION 4

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · *Location:* Room 002

Session Chair: **Maria Jose Sanchez Bueno**, Universidad Carlos III de Madrid

DO FAMILY OWNERSHIP AND MANAGEMENT IMPROVE THE LEVEL OF BUSINESS TECHNICAL EFFICIENCY? A METAFRONTIER-BASED ANALYSIS

Araceli Rojo Gallego-Burín¹, Ainara Rodríguez Sánchez², María Isabel Ortega Díaz³

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Discussant: **Nieves Lidia Diaz Diaz** (Universidad de Las Palmas de Gran Canaria)

- **Objectives:** this study examines the impact of family ownership and control on business efficiency, a topic of ongoing debate in the academic literature. Specifically, we assess whether family or nonfamily firms achieve higher levels of technical efficiency and better resource management.
- **Theoretical framework:** the research is grounded in agency theory, taking into account Type I and Type II errors.
- **Methodology:** using a sample of 1,286 Spanish manufacturing SMEs, we apply two distinct efficiency estimation methods: Data Envelopment Analysis (DEA) and Stochastic Frontier Analysis (SFA). The metafrontier approach allows us to distinguish between group-specific and overall efficiency levels.
- **Results/implications:** our findings indicate that nonfamily firms utilize more advanced production technologies, leading to higher efficiency levels. However, family-owned businesses operate closer to their group efficiency frontier, suggesting better internal resource optimization. These results highlight the need for nonfamily firms to enhance internal management practices to reduce inefficiencies. The study provides valuable insights for policymakers and business owners aiming to improve SME efficiency based on ownership structure.

DOES FAMILY CONTROL INFLUENCE WORKING CAPITAL MANAGEMENT IN PRIVATE FIRMS?

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Discussant: **JESUS ARTEAGA ORTIZ** (ULPGC)

This study provides empirical evidence concerning the influence of family control on private firms' working capital investment strategies. Using a sample of 3,022 privately held Spanish firms from 2013 to 2020, we examine the heterogeneity within family firms by considering various factors such as control thresholds, family reputation, management structure, and level of family involvement. Additionally, we explore the impact of family generations on net operating working capital investment. Our findings suggest that when a family holds the controlling stake in a private firm, the firm tends to adopt a more conservative working capital policy. Furthermore, the evidence indicates that this conservative approach is increasingly reinforced across successive family generations.

FAMILY INVOLVEMENT AND INDUSTRY 4.0 ADOPTION IN SPANISH MANUFACTURING SECTOR

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Discussant: **Pedro Martínez Solano** (Universidad de Murcia)

La difusión de las denominadas tecnologías de la industria 3.0 y 4.0 ha aumentado en los últimos años. Aunque numerosos estudios abordan el proceso de digitalización y sus consecuencias en el sector manufacturero, hay poca información sobre los factores que la determinan, como la participación familiar. En línea con la investigación sobre innovación, formulamos la hipótesis de que la propiedad y la gestión familiar impulsan la adopción de la digitalización industrial en 20 tecnologías. Mediante un análisis de regresión de 585 empresas manufactureras españolas, los resultados indican una relación positiva de la propiedad y gestión familiar en la digitalización industrial.

ARTIFICIAL INTELLIGENCE (AI), EXPORTING AND FIRM OWNERSHIP: THE ROLE OF REGIONAL DIGITAL DEVELOPMENT

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Discussant: **Araceli Rojo Gallego-Burín** (Universidad de Granada)

In this study, we examine the impact of the adoption of Artificial Intelligence (AI) on international expansion in family firms compared to nonfamily firms. We suggest that adopting AI-based technologies increases family firm exports. Additionally, we

propose that the positive effect of AI on exporting in family firms (versus nonfamily firms) is enhanced when the level of digital development in their region is high. Our dataset is based on a sample of family and nonfamily firms (in Spain) from 2018 to 2022. Our results show that the negative influence of family involvement on international expansion is mitigated by higher levels of AI adoption. This study also finds that family firms that adopt AI show higher export intensity than their nonfamily counterparts when the regional digital development of the home country is high. We contribute to the literature by demonstrating the benefits of AI to exporting in different types of organization. We also provide evidence that regional digital development can be considered a more significant underlying mechanism of the association between AI and exporting in family firms than in nonfamily firms. This work offers a pathway for future research to achieve a deeper understanding of how AI contributes to international expansion.

FINANCE AND ACCOUNTING (English)

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · Location: Room 502

Session Chair: Nuria Suárez, Universidad Autónoma de Madrid

THE RELATIONSHIP BETWEEN ESG AND CORRUPTION EVENTS IN THE BANKING INDUSTRY: AN EMPIRICAL ANALYSIS

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Discussant: Elena Cubillas Martín (Universidad de Oviedo)

This paper analyses the relationship between ESG practices and the probability of being involved in a corruption event in banking. We draw on two opposing theoretical frameworks (i.e., the stakeholder view and the impression management view), to assess whether ESG oriented banks are genuinely concerned about anti-corruption practices or potentially involved in deceptive strategies without adequately managing the corporate governance mechanisms related to corruption events. Using a sample of 46 Eurozone banks over the 2013 – 2022, our results suggest the existence of a beneficial negative association between ESG and corruption supporting the stakeholder theory. Moreover, we find that bank-level characteristics and country-level institutional factors play a key role in shaping such relationship. Our findings have important policy and managerial implications in terms of prevention of corruption scandals that can jeopardise the effectiveness of bank financial intermediation.

The Effect of Natural Disasters on Sovereign Credit Risk: The Role of Environmental Performance

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Discussant: Carlos Salvador Muñoz (Universitat de València)

We examine the impact of natural disasters on sovereign credit risk, using a sample of European countries. Our analysis confirms that natural disasters lead to an increase in sovereign default risk, with the magnitude of the effect varying depending on the time horizon and country characteristics. This impact is moderated by the country's environmental governance, as measured by the Environmental Performance Index (EPI), which reflects policies related to environmental health and ecosystem sustainability. Our results reveal that countries with higher EPI scores experience stronger increases in CDS spreads following natural disasters. We attribute this to greater investor sensitivity in environmentally conscious markets and higher recovery costs faced by countries with stronger environmental performance. Additionally, we highlight differences between the two EPI components: Environmental Health has a stronger and more immediate effect on sovereign credit risk than Ecosystem Vitality. This disparity is likely due to the greater visibility and proximity of Environmental Health indicators, which are more directly linked to disaster preparedness and public health outcomes, making them more salient to investors.

The Effects of Open Banking on Fintech Providers: Evidence from using Microdata

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Discussant: Fernando Gascón García Ochoa (Universidad de Oviedo)

This paper investigates the impact of open banking on the development of the fintech sector, focusing particularly on payment-related financial services. We utilize the implementation of the Second Payment Services Directive (PSD2) in Europe as a natural experiment and employ a difference-in-differences methodology to analyze a unique microdata set of 406 Spanish fintech firms from 2014 to 2022, sourced from the Bank of Spain's Central Balance Sheet Data Office and Fintech Radar. Our findings reveal that following PSD2, fintech firms specializing in payment services (Paytech) improved their performance compared to non-payment fintechs (control), with this improvement driven primarily by revenue growth rather than cost reduction. Additionally, treated fintech firms exhibited a significant reduction in long-term bank debt reliance, securing more stable market-equity funding. We also find that Paytech firms increased their liquidity holdings, reduced their labor intensity while increasing their labor costs, and enhanced their productivity. Our results contribute to the literature on open banking by providing empirical evidence of its benefits for fintech firms, particularly in the payment sector, and underscore the importance of regulatory frameworks in fostering innovation and competition.

Non-Bank Financial Intermediation (NBFI) and Bank Stability: International evidence

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Discussant: Elena Ferrer Zubiate (Universidad Pública de Navarra)

This paper examines the effect of Non-Banking Financial Intermediation (NBFI) activity on the stability of traditional banks. Using an international sample of 16,563 banks from 27 countries during the period 2009-2022, our results show that the NBFI activity negatively impacts banks' stability. The final effect, however, is contingent upon the specific economic function performed by the NBFI entities. Our results show that NBFI activity significantly affects both the asset side of banks' balance sheets (e.g., loan growth and pricing) and the liability side (e.g., reliance on short-term funding). Additionally, we find evidence that NBFI activity reduces

banks' market power, further affecting stability. We also show that the impact of NBFIs on bank stability is contingent on individual bank characteristics, suggesting a heterogeneous effect across banks. Our results remain robust across various measures of bank stability and NBFIs activity, as well as under different subsample analyses.

HUMAN RESOURCE MANAGEMENT SESSION 3

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · *Location:* Room 605

Session Chair: **Jesús de Frutos Belizón**, Universidad de Cádiz

FUZZY SET APPROACH TO THE DIVERSITY IN THE WORKPLACE. A MULTI-LOCUS INPUT RESEARCH

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Discussant: **Marco Barrenechea Mendez** (Universidad Publica de Navarra)

Workplace diversity has been increasingly recognized as a critical area of interest within both professional and academic communities, as it presents organizations with new challenges to address while simultaneously offering significant opportunities for competitive advantage. Building upon the research conducted by Bader et al. (2019a) and adopting the Input-Process-Output (I-P-O) model as a theoretical framework, this study aims to examine the impact of multi-locus inputs on both financial and non-financial firm performance.

The data collection process was conducted through an online survey administered via Microsoft Forms, targeting ten professionals with decision-making authority within the Human Resources (HR) department. The findings revealed that no necessary conditions were identified for the outcome of financial performance, whereas one necessary condition (diversity belief) was found to influence non-financial outcomes. Regarding sufficient conditions, four distinct causal paths were identified for

NAVEGATING KNOWLEDGE DISPERSION DURING CRISES: ESSENTIAL GENDERED SKILLS IN HOSPITALITY INDUSTRY

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Discussant: **Amarildo Zane** (Universidad de Castilla La Mancha)

Objectives: A better understanding of the nature of knowledge management activities to anticipate change and prevent the loss of valuable knowledge is now a key tool. The objective of this research is to pinpoint essential skills for mitigating knowledge dispersion within the hospitality industry during crises, adopting a gender perspective.

Theoretical framework: The Integrated Knowledge Management Cycle (IKMC) model poses the theoretical bases of the study.

Methodology: A qualitative research methodology based on online, face-to-face and semi-structured interviews was applied to 27 middle and senior managers. The research design consisted of three main phases –sampling and instrumentation, interviewing, and thematic analysis.

Results: Findings show that gender-neutral skills are crucial at every knowledge cycle stage for reducing dispersion during crises. However, certain gender-related skills are more emphasized in specific cycle subphases. This research also reveals gender-specific processes of masculinization and feminization with distinct orientations. The combination of feminine and masculine skills and the importance of human relationships in managing dispersed knowledge are shown to be facilitating tools in increasingly complex and rapid processes. This study primarily enhances our understanding of mitigating knowledge dispersion during crises from a gender perspective. Crises can also serve as opportunities for improving dispersion reduction strategies.

EXPLORING THE ROLE OF MOTIVATION TO LEAD, POLITICAL SKILLS, AND GENDER IN SHAPING INCLUSIVE LEADERSHIP

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Discussant: **Rocío González Sánchez** (Universidad Rey Juan Carlos Q2803011B)

• **Objectives:** The purpose of this article is to analyze the influence of political skills and motivation to lead (MTL) on the use of an inclusive leadership style, considering the effects of the leader's gender on these relationships.

• **Theoretical framework:** Leaders who are highly motivated to lead are expected to adopt behaviors that promote inclusion and team collaboration. In addition, political skills help leaders to foster trust, manage diverse teams, and promote a culture of inclusion. It is also proposed that the relationship political skills-inclusive leadership is mediated by MTL. Finally, it is explored gender differences, proposing that the positive relationship between MTL and inclusive leadership is stronger in women than in men.

• **Methodology:** A sample of 201 public and private sector leaders working in different companies in Lebanon was analyzed using structural equation modeling and PROCESS.

• **Results/implications:** The findings support the direct relationships of political skills and MTL in the adoption of an inclusive leadership style. Likewise, the mediated relationship is also supported. With respect to the moderating effect of gender, this is in the opposite direction to that initially expected. That is, the relationship between MTL and inclusive leadership is stronger in men.

DO IMMIGRANTS IN EUROPE PREFER PAY BASED ON OBJECTIVE PERFORMANCE MEASURES OVER FIXED WAGES?

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Discussant: **Jonathan Calleja-Blanco** (Universitat de Barcelona)

This paper examines the self-selection decisions of foreign-born and native-born workers between two compensation methods: piece rates or productivity payments versus fixed wages. Using data from the European Working Conditions Survey, the study finds that foreign-born workers are more likely than native-born workers to choose piece rates or productivity payments rather than fixed wages. This finding supports the idea that compensation methods tied to objective performance measures are more appealing to workers who perceive discrimination, as they can better mitigate the effects of employer prejudices and negative stereotypes on wage differentials compared to methods reliant on subjective evaluations of effort.

INTERNATIONALIZATION (English)

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · Location: Room 501

Session Chair: Jose Pla-Barber, University of Valencia

ON RISK INEFFICIENCIES WHEN EARLY INTERNATIONALS LEARN FROM INTERNATIONAL EXPERIENCE. A NOTE TO THE UPPSALA MODEL

Miguel González-Loureiro^{1,2}, Joana Gomes-Silva¹, Francisco Figueira-de-Lemos³

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Discussant: Ana Botella Andreu (Universitat de Valencia ESQ4618001D)

Goals: A somewhat dogmatic assumption in international business is that firms learn from international experience. Our goal is to disentangle the potential inefficiencies that happen in that organizational learning process during the initial years of early internationalization. We address this by exploring the risk inefficiency within the Uppsala-Model risk formula using stochastic frontier analysis with time-varying inefficiency.

Theoretical framework: We propose to approach this by analyzing how early exporters control the initial risk increase after the first international market entry. We propose to explain this by using the absorptive capacity construct and learning to deploy.

Methodology: We used the Battese and Coelli (1995) Stochastic Frontier Analysis model, which includes time-varying inefficiency term with some variables explaining the heteroskedasticity. We analyzed a panel data of 672 early internationals that went international when they were 6 or less years old and tracked them during the initial 7 years after the first internationalization.

Results/implications: We found evidence of several inefficiencies that can explain the experiential learning process during these initial years of internationalization, which is one of our contributions. Our study is among the first in testing the UM risk formula. We provide hints for managing risk during the first years of internationalization.

RESILIENCE IN TIMES OF WAR: HOW UKRAINIAN EXPORTING SMES ENHANCE RELATIONAL FACTORS WITH FOREIGN PARTNERS

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Discussant: Miguel González-Loureiro (Universidade de Vigo-ECOBAS (España) & CIICESI-IPP (Portugal))

This qualitative study explores how relational capital fosters resilience in Ukrainian exporters through anticipation, coping, and pre-adaptation during wartime. Based on 19 in-depth interviews with Ukrainian exporters and 7 follow-up interviews conducted a year later, our findings reveal a gap in risk assessment and contingency planning, underscoring the importance of proactive strategies for facing complex crises. Communication, mutual commitment, and trust emerge as key relational mechanisms that enable exporters to manage cross-border challenges effectively in high-risk environments. We further identify cooperation as both a coping strategy and a driver of strategic adaptation, with exporters who adopt cooperative approaches better able to adjust business models, enter new markets, and maintain competitiveness amid ongoing conflict. This study highlights the critical role of international partnerships in resilience-building and provides valuable insights for SMEs facing crises.

PHILOSOPHICAL PARADIGMS AND CORRESPONDING METHODOLOGIES: USING A CASE STUDY EXAMPLE FROM INTERNATIONAL BUSINESS

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Discussant: Francisco Figueira de Lemos (Fundação Getulio Vargas EAESP)

- Goals: Despite its potential for theorizing, qualitative research has been criticized for a lack of rigor. Hence, researchers have attempted to increase the legitimacy of qualitative research, and in particular case study research, by developing and applying templates. However, qualitative scholars have sometimes applied templates with little to no reflection about ontological and epistemological orientations, such that the uniqueness of qualitative research and its paradigmatic diversity have been jeopardized.

- Theoretical framework and methodology: In this methodological paper, we develop the different philosophical paradigms existing in research and we use an empirical case study example from the International Business (IB) field to showcase how such paradigms lead to different methodological decisions – which may, or may not, imply applying a template. In doing so, we first describe the methodological steps taken under positivistic assumptions. Then, we provide an overview of the application of a social constructivist perspective to the same example to highlight the differences between the two opposing approaches.

- Implications: With this paper, we warn qualitative researchers about the blind use of qualitative boilerplates while calling for greater pluralism in case study research in IB.

THERE IS A WILL THERE IS A WAY? GLOBAL VALUE CHAIN AND FIRM BARRIERS TO DE-INTERNATIONALIZATION.

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Discussant: **Joana Carolina Gomes Silva** (Universidade de Vigo)

Due to the international uncertain business landscape de-internationalization strategies are in vogue, finally freed from the prejudice of being a failure business strategy. Previous literature has devoted attention to host country's difficult situations as precursors of de-internationalization strategies, but much less empirical work investigates what are the firm barriers impeding a de facto de-internationalization. As extant literature requires better examination of the mismatch between the willingness to de-internationalize and the possibility of doing so in this paper we explore what those barriers look like at the firm and value chain level. Our sample consists of 240 Spanish international SMEs, all of which have had part of their production process offshored for several years. The findings are striking, as they indicate that the barriers to de-internationalization vary within this group of firms, with global value chain (GVC) stickiness playing a central role in the feasibility of de-internationalization. From an academic perspective, we contribute by identifying these barriers and challenging the assumption that firms can easily de-internationalize at will. From a policy-making standpoint, we disentangle the firm-level characteristics that may be preventing the return of activities to the home country, particularly in sectors where more extensive reshoring is expected.

OPERATION MANAGEMENT SESSION 4

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · *Location:* Room A6B _ mod 1

Session Chair: Cristina López Vargas, Universidad Pablo de Olavide

BEYOND LEAN AND AGILE: HOW TOP MANAGEMENT TEAM AMBITION STRENGTHENS SUPPLY CHAIN RESILIENCE

Jose Moyano-Fuentes¹, Sebastián Bruque-Cámara¹, María Isabel Rodán-Bravo¹, Mark Stevenson²

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Discussant: Beatriz Minguela Rata (Universidad Complutense de Madrid)

Objectives. This study aims to analyze the role of strategic leadership and risk-taking by top executives, represented by the ambition of the top management team (TMT), as a key antecedent of supply chain resilience. Additionally, it seeks to examine how TMT ambition interacts with supply chain strategies focused on responsiveness to enhance supply chain resilience.

Theoretical framework. To address the research questions, six hypotheses are developed, supported by three theoretical approaches. The upper echelon theory (UET) emphasizes the influence of leaders' personal attributes on strategic decision-making. Furthermore, two extensions of the resource-based theory (RBT) are employed: the dynamic capabilities view and the relational view of RBT.

Methodology. Covariance-based structural equation modeling (CB-SEM) was applied to test the hypotheses using a sample of 338 focal firms from industrial sectors.

Results. The findings indicate that TMT ambition positively influences supply chain resilience. Moreover, TMT ambition contributes to strengthening supply chain resilience through its impact on two responsiveness-related supply chain strategies: lean supply chain management (LSCM) and supply chain agility (SCA). The results further reveal a sequential relationship, wherein LSCM affects supply chain resilience both directly and indirectly. However, the indirect effect through SCA is found to be more significant.

FACTORES QUE INFLUYEN EN LA AGILIDAD ORGANIZACIONAL EN LAS EMPRESAS DEL SECTOR AGROALIMENTARIO

Abelardo David Quispe Ambrocio¹, Flor de Meliza Ccorisapra Quintana², Américo Hurtado Palomino¹

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Discussant: Diéssica De Oliveira Dias (Universidad Complutense de Madrid)

El sector agroalimentario enfrenta un entorno dinámico y constante cambio, lo que exige la implementación de estrategias que aseguren su competitividad y sostenibilidad. En este contexto, es necesario analizar la influencia de la flexibilidad operativa y de mercado en la agilidad organizacional, así como evaluar el papel moderador del capital relacional en estas relaciones. Para alcanzar este propósito, se realizó un estudio empírico con una muestra de 180 empresas agroalimentarias del Perú. La validación de las hipótesis se llevó a cabo mediante la técnica de ecuaciones estructurales de mínimos cuadrados (PLS-SEM). Los resultados evidencian que tanto la flexibilidad operativa y de mercado tienen una influencia significativa en la agilidad organizacional. Además, el capital relacional cumple un rol moderador divergente en la relación entre la flexibilidad operativa y mercado con la agilidad organizacional. La investigación tiene importantes aportes en la comprensión de los factores que influyen en la agilidad organizacional de las empresas en economías en desarrollo. Asimismo, se proporciona información para la toma de decisiones gerenciales en empresas del sector agroalimentario.

CONSTRUYENDO AGILIDAD ORGANIZACIONAL: EL IMPACTO DE LAS ORIENTACIONES EMPRENDEDORA Y PIONERA A TRAVÉS DE LA PROACTIVIDAD ESTRATÉGICA

Bernardo De la Gala Velasquez, Angela Yuliana Arredondo Salas, Carlos Alberto Arredondo Salas

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Discussant: Jose Francisco Molina Azorin (Universidad de Alicante)

RESUMEN

Objetivos: Este estudio analiza cómo las orientaciones estratégicas (emprendedora y pionera) influyen en la agilidad organizacional, considerando la proactividad estratégica como mediador. Se busca cerrar vacíos en la literatura respecto a la interacción de estas variables, específicamente en el sector turístico de países en desarrollo.

Marco teórico: La investigación se fundamenta en la teoría de capacidades dinámicas, destacando que la orientación emprendedora impulsa la innovación, asunción de riesgos y proactividad, mientras que la orientación pionera fomenta el liderazgo en la introducción de innovaciones. La proactividad estratégica, como constructo de segundo orden (anticipación, planeación e implementación), actúa como catalizador entre las orientaciones estratégicas y la agilidad organizacional.

Metodología: Se utilizó un diseño transversal con 302 empresas turísticas de Perú, evaluadas mediante ecuaciones estructurales (SEM-PLS). Los datos fueron recolectados mediante cuestionarios validados por expertos y directivos. Se analizaron tres modelos estructurales, incorporando la mediación de la proactividad estratégica.

Resultados/implicaciones: Los resultados confirman que la orientación emprendedora y pionera influyen positivamente en la agilidad organizacional, mediadas por la proactividad estratégica. Este mediador traduce las orientaciones en capacidades ágiles. Se enfatiza la necesidad de fomentar una cultura proactiva y estrategias innovadoras para fortalecer la competitividad en entornos dinámicos.

STRATEGY SESSION 4

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · *Location:* Room 604

Session Chair: Isabel Suárez González, Universidad de Salamanca

IMPACTO DEL SALARIO EMOCIONAL Y EL TRADICIONAL EN LA SATISFACCIÓN, EL DESEMPEÑO Y LA LEALTAD LABORAL. EL CASO DE LA GENERACIÓN Z

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Discussant: Jose-Ángel Miguel Davila (Universidad de Leon)

En la actualidad y debido a las crisis, la alta competencia y al perfil diferencial de los nuevos segmentos de trabajadores, las organizaciones deben realizar esfuerzos en la forma de compensar o retribuir a las nuevas generaciones. Esto es particularmente relevante en el caso de la Generación Z, que está asumiendo el relevo generacional en las empresas. En este estudio se utiliza una muestra de 534 sujetos y un cuestionario diseñado ad hoc para analizar la valoración que los jóvenes dan al salario tradicional y al salario emocional. También se identifican, en un contexto de género, las diferencias de valoración entre hombres y mujeres a los diferentes formatos salariales. Por último, se diseña un modelo causal mediante PLS-SEM que identifica la influencia del salario tradicional y el salario emocional sobre la satisfacción, el desempeño y la lealtad laboral. Los resultados muestran que los jóvenes valoran muy positivamente todas las formas de salario, que existen diferencias significativas entre hombres y mujeres en dichas valoraciones, y que se puede predecir la satisfacción, el desempeño y la lealtad utilizando exclusivamente el salario emocional intrínseco y el salario tradicional. Todos estos aspectos denotan la novedad y la utilidad teórica y práctica de este estudio.

FOSTERING CUSTOMER KNOWLEDGE IN THE SECOND-HAND TEXTILE MARKET: THE ROLE OF COGNITIVE LEARNING AND ENVIRONMENTAL ENGAGEMENT

Juan Gabriel Cegarra-Navarro¹, Aurora Martínez-Martínez¹, Juan-Antonio Mondéjar-Jiménez², Miguel-Ángel Gómez-Borja²

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Discussant: Carmen D. Álvarez-Albelo (Universidad de La Laguna)

Objectives

This study aims to explore how customer knowledge can be enhanced to promote the adoption of second-hand clothing, thereby reducing textile waste and fostering circular economies.

Theoretical Framework

The textile industry significantly impacts the environment, prompting the need for sustainable alternatives such as the second-hand market. Customer knowledge is defined as the ability of companies to understand and meet consumer needs, preferences, and values, which is essential for empowering sustainable decision-making. Environmental cognitive learning and environmental engagement are identified as critical factors in influencing consumer behavior toward sustainability.

Methodology

An empirical study was conducted with a sample of 525 end users in Spain. The analysis investigated the relationship between environmental cognitive learning, environmental engagement, and customer knowledge.

Results/Implications

Our findings suggest that fostering cognitive learning and environmental engagement can significantly improve customer knowledge, encouraging sustainable practices in the textile industry. This study provides valuable insights for textile companies aiming to lead in sustainability and engage consumers in meaningful environmental initiatives.

THE DE-ZOMBIFICATION OPPORTUNITY: PUBLIC GUARANTEES AND MSMEs

Enrique Acebo, Cristina Gutiérrez-López, Julio Abad-González, José-Ángel Miguel-Dávila

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Discussant: Tatiana Grishchenko (Universidade de Vigo)

Objectives: This study examines the impact of public guaranteed loans on the recovery and performance of micro, small, and medium enterprises (MSMEs) during the COVID-19 pandemic, with a particular focus on the phenomenon of de-zombification among financially vulnerable firms.

Theoretical Framework: The analysis builds on literature addressing economic resilience and the role of public financing in mitigating the effects of economic crises, with a focus on how liquidity loans can revive distressed businesses.

Methodology: Using a dataset of 181,526 Spanish MSMEs and employing a difference-in-differences methodology, the study evaluates the effects of loans issued by the Spanish Institute of Official Credit (ICO) on business recovery

Results/Implications: The findings reveal a significant positive impact on turnover and employment, particularly among zombie firms. Treated micro and small enterprises showed notably higher improvements compared to non-treated counterparts. Furthermore, approximately 53% of small zombie firms transitioned out of their status within two years post-intervention. This study highlights the critical role of public financing in economic recovery and provides valuable insights for policymakers in managing future economic crises

THE ROLE OF CROSS-COUNTRY CONTEXT IN SHAPING SUBOPTIMAL IC INVESTMENTS

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Discussant: **Enrique Acebo Moral** (Universidad de León)

Objectives

This paper aims to explore the strategic management of Intellectual Capital (IC) across five European countries, focusing on how its components—human, relational, and structural capital—affect company sales. It aims to determine the optimal level of IC investment and the risks of overinvestment or underinvestment.

Theoretical Framework

The integration of the theory of diminishing returns to scale and the resource-based approach in the analysis of IC investment in different countries has opened up a new perspective for the study of strategic approaches to investments in IC.

Methodology

Using data from 1,600 large companies over 15 years the research employs regression analysis with random coefficient, diminishing returns, and quadratic models to examine the impact of human, relational, and structural capital on company sales across five European countries.

Results/Implications

The study assessed how human, relational, and structural capital contribute to sales growth, highlighting that investments in these areas boost a company's revenue-generating potential. Findings indicate that the optimal level of IC investment is not universal but varies across countries and depends on a country's economic, cultural, and regulatory context. Companies should focus on optimizing their investments in human and relational capital to prevent inefficiencies linked to excessive spending.

TEACHING INNOVATION SESSION 1

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · *Location:* Room 606

Session Chair: Andrea Ollo López, Universidad Pública de Navarra

POTENCIANDO LAS COMPETENCIAS EMPRENDEDORAS DEL ESTUDIANTADO UNIVERSITARIO A TRAVÉS DE JUEGOS SERIOS: UN ANÁLISIS A PARTIR DEL MARCO ENTRECOMP

María Luisa Flor Peris, Ana Belén Escrig Tena, Mercedes Segarra Ciprés, Alexandra Badoiu, Laura Martínez Peris

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Discussant: **Gabriel Lozano Reina** (Universidad de Murcia)

Objetivo: El trabajo presenta una experiencia de innovación docente dirigida a desarrollar las competencias emprendedoras del estudiantado en dirección de empresas mediante el uso de una metodología concreta dentro de los Juegos Serios, como es Lego Serious Play (LSP).

Marco teórico: Partimos de un modelo conceptual inspirado en el aprendizaje constructivista y el aprendizaje basado en la experiencia, que se apoya en las ventajas de utilizar los juegos como metodología de aprendizaje, y lo combinamos con el marco EntreComp de competencias emprendedoras.

Metodología: Utilizamos una metodología docente de aprendizaje activo basada en los Juegos Serios para diseñar talleres dirigidos a potenciar las competencias emprendedoras. El trabajo incluye un análisis de la percepción del estudiantado sobre sus competencias emprendedoras a partir de datos recogidos a través de encuestas realizadas a los alumnos de tres asignaturas en el ámbito de la dirección de empresas, utilizando para ello el Marco EntreComp.

Resultados/Implicaciones: Hemos desarrollado varios talleres que se pueden utilizar en la docencia en dirección de empresas para fomentar las competencias emprendedoras del estudiantado. Los resultados del análisis de las percepciones del estudiantado evidencian la utilidad de la metodología para fomentar competencias emprendedoras y la satisfacción del estudiantado con este tipo de actividades.

TRANSFORMING BUSINESS FRAMES OF REFERENCE TOWARD CORPORATE SUSTAINABILITY: A CORPORATE SUSTAINABILITY PITFALLS BASED METHODOLOGY

Justo Alberto Ramírez Franco, Raquel Antolín López, María del Mar Gálvez Rodríguez, Nieves García de Frutos

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Discussant: **Andrea Ollo López** (Universidad Pública de Navarra)

Drawing on Transformative Learning (TL) theory, this study develops and tests an implementable teaching methodology that proposes corporate sustainability pitfalls as the trigger for activating disorienting dilemmas that initiate a TL process toward sustainability among business students. Therefore, we add to the evidence on how to deliberately activate disorienting dilemmas for a transformation of the frames of prospective managers and practitioners toward sustainability. In addition, we contribute to the extant literature by creating knowledge on how to measure the impact of a TL experience on the participants by providing a typology of potential outcomes. Our contributions are based on the observation and survey responses of 113 business administration students.

THE ROLE OF FUNCTIONAL CAPABILITIES AND EASE OF USE IN MEDIATING CHATGPT USAGE AND STUDENT SATISFACTION

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Discussant: **María del Mar Gálvez-Rodríguez** (Universidad de Almería Q-5450008-G)

• **Objective:** This research explores ChatGPT's role in higher education, emphasizing how its functional attributes and ease of use impact student satisfaction in the learning process. The study investigates the mediating effects of functional capabilities and comparative ease and clarity in the link between ChatGPT usage frequency and overall satisfaction.

• **Approach:** Data was gathered from 610 university students and analyzed using covariance-based structural equation modeling to evaluate a dual-mediation framework.

• **Results:** The analysis indicates that frequent use of ChatGPT alone does not guarantee student satisfaction. Instead, satisfaction arises through the mediating roles of functional capabilities and comparative ease and clarity, which highlight the tool's simplicity and user-friendliness. The results emphasize the need to enhance both the functionality and usability of ChatGPT to optimize its educational benefits.

• **Contribution:** This research expands the understanding of generative AI in education by developing and validating the concept of functional capabilities. It provides a comprehensive framework for analyzing how ChatGPT facilitates learning.

• **Objectives:** This study examines how generative artificial intelligence (AI) tools influence employee performance in small and medium-sized enterprises (SMEs).

MÁS QUE UN JUEGO: LEGO SERIOUS PLAY COMO ESTRATEGIA INNOVADORA EN EDUCACIÓN UNIVERSITARIA

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Discussant: **María Luisa Flor** (Universitat Jaume I)

Este trabajo evalúa la efectividad de la metodología LEGO® Serious Play® (LSP) como herramienta para promover el aprendizaje activo y el desarrollo de competencias clave en la educación superior. Aplicada en asignaturas de administración y recursos humanos, LSP combina dinámicas lúdicas y principios constructivistas para fomentar habilidades como la creatividad, el liderazgo y la resolución de problemas. Mediante la escala GAMEX, se analiza la satisfacción de 115 estudiantes, mientras que su impacto académico se evalúa a través de las calificaciones finales. Los resultados revelan que LSP incrementa significativamente la satisfacción de los estudiantes, con altas puntuaciones en dimensiones como diversión, creatividad y activación, al tiempo que mejora el rendimiento académico y reduce las emociones negativas. Estos hallazgos consolidan a LSP como una estrategia pedagógica efectiva para preparar a los estudiantes frente a los retos del entorno laboral actual, ofreciendo una experiencia de aprendizaje innovadora, participativa y transformadora.

ACTIVE LEARNING METHODOLOGIES: ADOPCIÓN DEL ROL DE PROFESOR POR PARTE DEL ESTUDIANTE PARA IMPLICARLE EN EL PROCESO DE APRENDIZAJE DE LA DIRECCIÓN ESTRATÉGICA

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

En los últimos cursos académicos los profesores de las asignaturas de Dirección Estratégica, igual que los de otras, hemos detectado cambios en el papel que el alumno asume en su aprendizaje. La asistencia a clase decae, su actitud es pasiva, el interés por su aprendizaje es insuficiente..., y esto se ve reflejado en los resultados académicos. El principal objetivo del proyecto era reducir los problemas anteriormente mencionados.

La implementación de metodologías activas en la educación superior, específicamente el uso del aula invertida y herramientas digitales como Wooclap, han tenido un impacto positivo en la experiencia de los estudiantes, fomentando su participación y mejorando su comprensión de los contenidos.

Un estudio implementado en asignaturas de Dirección Estratégica en el grado de ADE, Marketing y Relaciones Laborales en nuestra universidad a 204 estudiantes mostró una valoración positiva de la actividad. Los estudiantes indicaron que la preparación de cuestionarios mejoró la comprensión de la asignatura y facilitó la identificación de errores antes del examen. Los estudiantes destacaron que esta actividad aumentó su motivación y participación en clase. Además, el 96,7% consideró positiva la inclusión de la actividad en su evaluación continua.

SPECIAL TRACKS

ST01 COLLABORATIVE RESEARCH METHODOLOGIES IN BUSINESS MANAGEMENT

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room 607

Session Chairs: **Francisco Balbastre Benavent**, Universitat de València

Amaya Erro-Garcés, Universidad Pública de Navarra

UNDERSTANDING THE MECHANISMS OF PURPOSE IMPLEMENTATION: THE CASE OF MIBANCO

Alvaro Lleo de Nalda^{1,3}, Diego Arias², Maria Paula Florez-Jimenez^{1,3,4}

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Discussant: **Amaya Erro-Garcés** (Universidad Pública de Navarra)

Objectives: This study aims to understand the mechanisms that facilitate the effective implementation of corporate purpose within organizations through the case of MiBanco, a microfinance institution in Peru.

Theoretical Framework: The study is grounded in two primary theoretical frameworks. First, Purpose Orientation Theory, which posits that corporate purpose must be integrated into an organization's identity, strategy, and logic to create value. Second, Social Learning Theory, which suggests that purpose implementation occurs through observation, modeling, and socialization among employees.

Methodology: A single-case study approach is employed, conducted in two phases. First, a quantitative assessment purpose implementation, based on a survey of 6,919 employees and leaders. Second, 20 in-depth qualitative interviews across different hierarchical levels provide deeper insights into the mechanisms that enable purpose knowledge, internalization, and contribution.

Results/Implications: The findings reveal five key mechanisms that drive purpose implementation at MiBanco: leading, communicating, converging, strategizing, and systemizing. These mechanisms facilitate the three processes of purpose implementation, ensuring that purpose is widely understood, internalized by employees, and embedded into daily operations.

BOOSTING OPEN INNOVATION PROJECTS: THE ROLE OF ABSORPTIVE CAPACITY THROUGH ACTION RESEARCH

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Discussant: **Francisco Balbastre Benavent** (Universitat de València)

External knowledge can be essential for the evolution of companies in terms of innovation and should therefore be considered in the management of projects involving the exchange of information between different actors. In particular, the ability to identify and apply external knowledge within the project's context can be an important driver to enhance the project performance in open innovation settings. In this paper, we explore to which extent the absorptive capacity of external knowledge can improve the execution of open innovation projects. The research is carried out in a Spanish high-tech company, characterised by the implementation of open innovation projects as part of its innovation strategy. We apply an action research methodology to perform the diagnosis, data gathering and analysis to finally establish an action plan. This research extends the use of action research in the field of innovation management and fills a research gap in terms of the study of open innovation at the project level by considering how absorptive capacity can improve its results. At the practitioner level, it offers guidance for developing external knowledge absorptive capacity practices in open innovation projects. Future research is suggested in order to validate the method in other types of organizations.

INNOVACIÓN SOCIAL EN EMPRESAS DE ECONOMÍA SOCIAL: UN ESTUDIO DE ACTION RESEARCH

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Discussant: **Neus Amela** (UNIVERSITAT JAUME I)

Objetivos

Este trabajo tiene un objetivo dual. El primero es determinar el impacto de la innovación social en empresas de economía social, en términos de las prácticas y medidas que ponen en práctica. Respecto al segundo, se trata de diseñar un plan de acción que permita promover prácticas de innovación social entre los miembros de esta asociación.

Marco teórico

La innovación social es el ámbito de investigación general, siendo el específico el contexto empírico: empresas de innovación social.

Metodología

La metodología de action research donde el investigador y practitioner conforman un equipo de trabajo, y dónde no se trata de resolver un problema sino de dar pautas para afrontar la innovación social en un entorno de tipología de empresas muy específico: empresas de económica social en Navarra.

Resultados/implicaciones

La innovación social se muestra como un elemento central para las empresas de economía social, permitiéndoles cumplir con su doble misión de sostenibilidad económica y responsabilidad social. Al integrar prácticas innovadoras en su estructura de gobernanza, en sus políticas de inclusión laboral y en sus iniciativas comunitarias, estas empresas logran adaptarse mejor a los cambios del entorno y refuerzan su compromiso con la justicia social y el desarrollo sostenible.

LA INSATISFACCIÓN DEL CLIENTE EN EMPRESAS DE REDUCIDO TAMAÑO EN EL SECTOR DE LA CONSTRUCCIÓN. PRIMERA ETAPA DE LA INVESTIGACIÓN-ACCIÓN DE UNA PYME VALENCIANA

José H Menéndez-Guardado¹, Marta Maicas-Perez²

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

En este trabajo analizamos la insatisfacción del cliente en una pequeña empresa valenciana perteneciente al sector de la construcción, utilizando para ello la investigación-acción (IA) como metodología de investigación. Como resultado de la primera etapa de aplicación de la IA se han identificado las principales causas de la insatisfacción del cliente. Entre estas causas destacan fallos en la comunicación interna y deficiencias en la planificación y organización del trabajo. Los hallazgos de esta investigación van en la línea de lo que la literatura especializada establece respecto a las causas más importantes de insatisfacción del cliente en este tipo de organizaciones. A partir de los resultados alcanzados, en las siguientes etapas de aplicación de la IA priorizaremos las causas identificadas y abordaremos el establecimiento de posibles soluciones a las mismas.

ST02A FUTURE OF WORK AND SUSTAINABILITY

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room 503

Session Chairs: **María Teresa Canet Giner**, Universitat de València

DIGITALIZACIÓN DE LA FUNCIÓN DE RRHH Y RESULTADOS. INFLUENCIA DE LA ORIENTACIÓN ESTRATÉGICA DE LA FUNCIÓN

Naiara Escribá Carda, Ana María Redondo Cano, Maria Angeles Escribá Moreno, María Teresa Canet Giner

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Discussant: **Ryan Christopher Armstrong** (Universitat de Barcelona)

Nuestro trabajo analiza en qué medida la orientación estratégica de la función de RRHH impulsa la adopción de un sistema complejo de e-HRM, y cuál es su influencia sobre los resultados transformacionales en la organización. Analizamos el rol del equilibrio vida-trabajo en la relación entre el uso de sistemas complejos de e-HRM y resultados. La orientación estratégica de la función de RRHH en las empresas parece estar impulsando los procesos de digitalización de la función, impulso que contribuye tanto al bienestar y mejora del equilibrio vida trabajo como a una mejora de los resultados transformacionales de la empresa, los que añaden valor y contribuyen a la ventaja competitiva de manera directa e indirecta. Para cumplir nuestro objetivo hemos preguntado a una muestra amplia de empresas de las tres provincias de la Comunidad Valenciana, obteniendo una muestra final formada por 335 empresas medianas y grandes. Se ha utilizado SmartPLS4 para estimar el modelo estructural. Los resultados obtenidos muestran la relación de la orientación estratégica de la función de RRHH sobre los resultados transformacionales. Sin embargo, este efecto se produce de forma indirecta principalmente a través de la complejidad del sistema e-HRM y, en menor medida a través del work life balance.

DO SOFT SKILLS SUPPORT A SUSTAINABLE FUTURE? A LITERATURE REVIEW

Ryan Christopher Armstrong¹, Carlos Javier Torres Vergara^{1,2}

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Discussant: **Alvaro Lleo de Nalda** (Universidad de Navarra)

New technology undoubtedly drives increasing demand for hard skills, but a sustainable future also requires fundamental soft skills. Employers, higher education institutions, and policy makers indicate that soft skills hold special importance in harnessing technological advances to support sustainable futures, but evidence on this relation remains lacking. To address this gap, we review empirical studies on the intersection of technology use, soft skills, and sustainable outcomes at the individual and organizational level. We consider 110 empirical works on the relation of soft skills in the context of new technology use and adoption and how they condition individual engagement, well-being and productivity, technology adoption and innovation, and organizational performance. We find evidence supporting the role of soft skills and our outcomes of interest to be generally positive, but also subject to notable limitations. Empirical works cover a small range of behaviors, rely on often cross-sectional, self-reported accounts of skillful behavior, are mostly practitioner-led, and generally have ignored potential conditioning cultural factors. Policy makers cannot rely on employer-led research at a time of intense societal change, and our paper suggests possible paths forward to address inherent challenges of research soft skills in the context of new technology.

FROM STRONG TO SHARED ORGANIZATIONAL PURPOSE

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Discussant: **Monica Santana** (Universidad Pablo de Olavide)

- **Objectives:** In this research, we aim to distinguish and explain the relationship between organizational purpose strength and shared organizational purpose and validate this relationship.
- **Theoretical framework:** Management scholars and practitioners have increasingly recognized the importance of organizational purpose. Nevertheless, some scholars have pointed out that the true power of purpose is unleashed when a shared organizational purpose exists. Some scholars have suggested that a shared organizational purpose results from employees' understanding of the purpose, and their internalization and contributions to it (i.e., having a strong organizational purpose). However, how a strong organizational purpose translates to a shared organizational purpose remains unclear.
- **Methodology:** We test the relationship using a sample of 768 employees from seven organizations located in Chile and Spain, collected between 2022 and 2023. We explored this relationship by first proposing an abbreviated scale measure of the organizational Purpose Strength.
- **Results/implications:** We explain and confirm that a strong organizational purpose is a clear antecedent of a shared organizational purpose. In this sense, we contribute to the Social Identity Theory and the emerging Theory of Purpose Orientation, while offering a helpful tool for practitioners and organizations to measure the organizational purpose strength in their organizations.

EXPLORING HUMAN RESOURCE MANAGEMENT DYNAMICS IN THE GIG ECONOMY: AN INDUCTIVE QUALITATIVE APPROACH TO UNDERSTANDING HRM PRACTICES

Monica Santana¹, Juan Carlos Rivera-Prieto², Mirta Díaz-Fernandez¹

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Discussant: **M^a Ángeles Escribá Moreno** (Universitat de València)

Purpose: This study aims to better understand Human Resource Management (HRM) practices in gig companies, focusing on the implementation of algorithmic HRM strategies to control ostensibly autonomous gig workers.

Method: A qualitative inductive case study approach is employed, gathering information from various sources and stakeholders. Interviews will be conducted with several gig companies, including Uber, Cabify, Bolt, and FREE NOW. NVivo software will be used for data coding and analysis.

Findings: The study anticipates uncovering insights into HRM practices within gig work contexts and employee relationships in this environment. Expected findings include the introduction of mental health and well-being initiatives, customized training, collaborative governance, environmental incentives, AI-based bias detection, or transparent surveillance.

Contributions/Implications: This research will enrich our understanding of HRM practices and employee relationships in the gig economy. It will contribute to theory development in algorithmic HRM practices, and labor relations in gig companies through various propositions. The findings will have implications for enhancing HRM in the gig economy, potentially improving working conditions and company-worker relationships.

ST03 RETHINKING SUSTAINABILITY IN ENTREPRENEURSHIP: THE PERSON OF THE ENTREPRENEUR AS THE MISSING ELEMENT IN THE SUSTAINABILITY TRIAD

Time: Monday, 16/June/2025: 11:00am - 12:30pm · *Location:* Room 607

Session Chair: Sara Enrique Belda, Universitat de Valencia (Spain)

Marjan Gorgievski, Erasmus University Rotterdam

THE INVISIBLE TRIPLE IMPACT OF UNCONVENTIONAL WOMEN ENTREPRENEURS

Edurne Iñigo¹, Lilian Morales², Iñaki Peña Legazkue¹

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Discussant: JOSÉ OSCAR SARMIENTO CALLE (UNIVERSIDAD DE LEÓN)

This paper examines the invisible sustainable impact that unconventional women entrepreneurs generate within and beyond the confines of entrepreneurial ecosystems. Drawing on insights from sustainable entrepreneurship and entrepreneurial ecosystem theories, we investigate the inclusion paradox that marginalized women entrepreneurs face in informal economies. Through an inducted grounded theory approach, we analyze a systemic failure to recognize and legitimize the sustainable contributions made by women in the informal waste collector sector within a deprived region of Ecuador. Our findings reveal that, despite advocating for sustainable growth, local ecosystems frequently marginalize individuals facilitating community-oriented positive change. This research enriches the existing literature on sustainable entrepreneurship and provides practical implications for a diverse array of stakeholders seeking to develop more inclusive and sustainable entrepreneurial ecosystems.

DETERMINANTS OF SOCIAL ENTREPRENEURSHIP: A SYSTEMATIC LITERATURE REVIEW

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Discussant: CARMEN CAMELO ORDAZ (UNIVERSIDAD DE CÁDIZ)

Social entrepreneurship has gained global recognition for addressing complex societal challenges through innovative solutions and business principles. However, there remains a lack of theoretical clarity regarding its key determinants or antecedents. This study conducts a systematic literature review to synthesize the main individual and contextual antecedents of social entrepreneurship, while also exploring the mediating and moderating factors that influence entrepreneurial intention and effective venture creation. By employing the PSALSAR method, this review addresses five key research questions, examining whether the determinants persist across different levels of analysis and stages of entrepreneurship. The findings suggest that certain determinants vary when considering entrepreneurial intention versus creation, as well as between studies that analyze individual and contextual factors separately or jointly. Additionally, the role of the context and the mechanisms through which determinants exert their influence are critically examined. This work contributes to the field by offering a clearer understanding of these dynamics and suggesting future research directions to advance empirical and policy-oriented studies.

EL EMPRENDIMIENTO SOSTENIBLE EN LA UNIVERSIDAD DESDE UN ENFOQUE MULTINIVEL

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Discussant: Sara Enrique (Universitat de València)

La creación y desarrollo de iniciativas emprendedoras focalizadas, no sólo en la obtención de beneficios económicos para sus accionistas e inversores, sino en la generación de valor para otros stakeholders y la sociedad en su conjunto, se ha convertido en un objetivo prioritario de actuación para las autoridades institucionales, así como en una relevante y prominente línea de investigación (Muñoz y Cohen, 2018; Rosário et al., 2022; Schaltegger et al., 2023). Alineado con estos intereses, este trabajo pone el foco en el emprendedor universitario y, utilizando las premisas conceptuales del ecosistema emprendedor sostenible, propone y analiza empíricamente un modelo en el que se examinan, a través de una perspectiva multinivel, los efectos de una serie de rasgos cognitivos del emprendedor (autoconfianza emprendedora y resiliencia), así como del contexto universitario e institucional, sobre la orientación sostenible de sus iniciativas emprendedoras. Los resultados obtenidos ponen de manifiesto la especial relevancia de los rasgos cognitivos del emprendedor, así como del clima de apoyo al emprendimiento sostenible por parte de la universidad, a la hora de dotar a las iniciativas emprendedoras surgidas de la academia de una orientación manifiesta hacia la obtención de resultados alineados con la sostenibilidad.

WHEN WE SPEAK ABOUT SUSTAINABLE MENTAL HEALTH, WHICH TYPE OF ENTREPRENEURIAL SUCCESS MATTERS? A PERSON-CENTERED APPROACH

Sara Enrique¹, Amparo Oliver¹, Jose Manuel Tomás¹, Marjan Gorgievski²

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Discussant: **Eduarne Iñigo** (Deusto Business School)

- Objectives: This study aims to identify distinct entrepreneurial success profiles using a person-centered approach and to examine differences in sustainable mental health outcomes—specifically, hedonic, eudaimonic, and social well-being, anxiety, and adaptability—across these profiles.
- Theoretical framework: Grounded in the subjective entrepreneurial success framework (Wach et al., 2020) and the Sustainable Mental Health (SMH) model (Bohlmeijer & Westerhof, 2021), the research integrates financial, social, environmental, and individual dimensions to capture the multifaceted and subjective nature of entrepreneurial success.
- Methodology: Data were collected from 377 Spanish entrepreneurs via an online survey. Latent profile analysis (LPA) was conducted to identify success profiles, and differences in mental health outcomes and sociodemographic factors were examined using the DCON and DU3STEP procedures in Mplus.
- Results/implications: Four profiles emerged: Personal Fulfilment-Oriented, Social Impact-Oriented, Moderate Success, and Comprehensive Success. Entrepreneurs in the Comprehensive Success profile, who achieved balanced scores across dimensions, reported the highest well-being and adaptability, and the lowest anxiety. These findings underscore the importance of a balanced, multidimensional approach in promoting sustainable entrepreneurship and suggest that interventions should target all pillars of sustainability.

ST05 THE IMPACT OF GENERATIVE ARTIFICIAL INTELLIGENCE IN HIGHER EDUCATION: IMPLICATIONS FOR LEARNING, TEACHING, AND KNOWLEDGE CREATION

Time: Monday, 16/June/2025: 11:00am - 12:30pm · *Location:* Room 608

Session Chairs: Frederic Marimon, Universitat Internacional de Catalunya

Ruggero Colombari, Universitat Internacional de Catalunya

STUDENTS' SUSTAINABLE ENTREPRENEURIAL INTENTION: ANALYZING A SUSTAINABLE ADAPTATION OF THE TPB MODEL INFLUENCED BY PRIOR EXPERIENCE, ENTREPRENEURSHIP EDUCATION, AND PERCEIVED BENEFITS OF DIGITAL TECHNOLOGIES

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Discussant: Luis José Callarisa-Fiol (Universitat Jaume I)

This study analyzes the influence of prior experience, entrepreneurship education, and perceived benefits of digital technologies (PBDT) on sustainable entrepreneurial intention (SE-INT) and its cognitive antecedents, namely sustainable entrepreneurial attitude (SE-ATT) and sustainable entrepreneurial self-efficacy (SE-SE) among university students. Based on a multiple regression model and data collected from 454 Business students, the results reveal that sustainable prior experience significantly strengthens SE-SE by increasing confidence in the ability to manage sustainable businesses. However, its impact on SE-ATT is limited, being surpassed by SE-EDU and PBDT, which significantly influence SE-ATT. This suggests that prior experience should be complemented with academic training and access to technological tools to foster stronger SE-INT.

Both entrepreneurship education and PBDT emerge as significant predictors of SE-ATT and SE-SE, with SE-SE being a key determinant of SE-INT. These findings underscore the importance of designing educational programs that integrate technological and sustainability components, promoting the development of the necessary skills and competencies for students to adopt a responsible approach in their future entrepreneurial ventures.

SHAPING THE FUTURE OF BUSINESS EDUCATION: A SOCIAL COGNITIVE THEORY APPROACH TO PREDICT STUDENTS' INTENTION TO USE GENERATIVE AI AND ITS PERCEIVED IMPACT ON ACADEMIC PERFORMANCE

Martin Ortega Azurduy¹, Juan Martinez-Tomas², Juan A. Marin-Garcia²

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Discussant: Nuria Ceular Villamandos (Universidad de Córdoba)

The study explores the adoption of generative AI in higher education, specifically focusing on business students, using Social Cognitive Theory (SCT) as its theoretical framework. The research analyzes how factors like observational learning, self-efficacy, learning motivation, and outcome expectations influence students' intention to use generative AI. Data was collected from 204 Vietnamese business students through a survey, and the study used SEM-PLS analysis to examine direct and indirect relationships. Results showed that outcome expectations, learning motivation, and reciprocal determinism directly affect intention to use generative AI. The model explained 63.9% of the intention to use generative AI and 40.7% of perceived academic performance. Ethics, social support, and previous experience were found to have significant indirect effects. The research contributes to technology adoption literature by providing empirical evidence of SCT components as determinants of AI adoption in education. It suggests that implementing generative AI in education could facilitate a shift toward more student-centered, collaborative learning environments.

GENERANDO FEEDBACK: LA INTELIGENCIA ARTIFICIAL COMO HERRAMIENTA EN LOS PROCESOS DE ENSEÑANZA-APRENDIZAJE A TRAVÉS DEL PENSAMIENTO CRÍTICO Y LA CAPACIDAD REFLEXIVA: APLICACIÓN A DIRECCIÓN DE RECURSOS HUMANOS

Nuria Ceular Villamandos, María Jesús Vázquez García, Noel Martín Muñoz Rodríguez

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Discussant: juan maria ramirez pardo (universidad de granada)

La integración de la Inteligencia Artificial (IA) en la educación superior implica la necesidad de considerar su potencial en las prácticas educativas y las experiencias de aprendizaje. Valorar su potencialidad requiere implícitamente la reflexión sobre sus usos y limitaciones. El papel activo del docente en este proceso es determinante para que el alumno pueda aplicarla oportunamente. Tiene como objetivo conocer la utilidad de la aplicación de la IA en un aula universitaria como profesor que ofrece retroalimentación de su aprendizaje. Se ha aplicado en la asignatura de Recursos Humanos II del Grado de Relaciones Laborales y Recursos Humanos de la

Universidad de Córdoba. Se implementó esta herramienta en un caso práctico. Los resultados exponen la potencialidad de esta utilidad de la IA para mejorar, no solo sus trabajos, sino reforzar su capacidad reflexiva y el pensamiento crítico, en la materia, desarrollando el conocimiento y las competencias exigidas en esta materia, dándole valor añadido al modelo de enseñanza-aprendizaje aplicado en la asignatura.

ROBOTIZANDO EL AULA: PERSPECTIVAS DOCENTES SOBRE LOS ROBOTS HUMANOIDES EN DISTINTOS CONTEXTOS CULTURALES

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Discussant: **Juan A. Marin-García** (Universitat Politècnica de Valencia)

Este estudio tiene como objetivo analizar la percepción de los docentes sobre el uso de robots humanoides en educación en diferentes contextos culturales. Se busca comprender su aceptación, evaluar su impacto en la enseñanza y explorar las diferencias entre países en relación con aspectos funcionales, emocionales y sociales. La metodología se basa en una encuesta administrada a docentes de Alemania, Polonia, España y Turquía a través de SurveyMonkey. Se utilizaron escalas previamente validadas y traducidas a los idiomas de cada país. Un total de 331 respuestas fueron recopiladas y analizadas mediante el software IBM SPSS para identificar diferencias significativas en las percepciones docentes. Los resultados revelan que Alemania presenta la mayor aceptación, Turquía muestra una postura intermedia y España y Polonia son más escépticas. Estas diferencias sugieren que factores culturales y educativos influyen en la adopción de robots en la enseñanza, abriendo nuevas líneas de investigación sobre su impacto pedagógico y social.

ST06 NAVIGATING THE COMPLEXITIES OF TALENT MANAGEMENT: PRACTICAL AND RESEARCH DIRECTIONS

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · *Location:* Room 502

Session Chair: **Vicenç Fernández Alarcón**, Universitat Politècnica de Catalunya · BarcelonaTech

AGAINST THE WIND: AN EXPLORATORY STUDY ABOUT HOW IT SMES COPE WITH TALENT RETENTION CHALLENGES

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Discussant: **Mireia Valverde** (Universitat Rovira i Virgili)

Objectives: to help in the advancement of the understanding of the Talent Management (TM) field by identifying Talent Retention practices adopted by a cohort of Small and Medium-sized Enterprises (SMEs) in the Information Technology (IT) industry SMEs in Spain. Challenges in TM are higher for companies of this kind as they face higher constraints than multinational enterprises (MNEs), and their success is highly tied to their people.

Methodology: the study uses an inductive approach based on semi-structured interviews. A list of companies was obtained from a business directory by selecting those candidates that fall into the category of SMEs, their activity is linked to software development and are located in the Barcelona area. After curating the list, representatives were contacted, and we held semi-structured interviews with them until we reached sample saturation. Data was then coded and analyzed.

Results/implications: we identified a set of practices that could be translated into a framework of four blocks that may help IT companies set a Talent Retention agenda and help them remain competitive in the current talent competition scenario.

THE ROLE OF LINE MANAGERS IN TALENT MANAGEMENT: A CRITICAL REVIEW

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Discussant: **Pedro GONZALO** (Toulouse School of Management (TSM-Research))

Objectives: This study critically examines the role of line managers (LMs) in implementing talent management (TM). While TM is recognized as a strategic priority, research has largely overlooked LMs, focusing instead on senior management and HR professionals. The paper synthesizes existing literature, identifying key challenges and factors influencing LMs' effectiveness in TM.

Conceptual Framework: The study takes into account the different theoretical frameworks used in the incipient research on this topic, a lot of which is embedded in the HRM implementation literature. Some of these frameworks are AMO, paradox theory and political skill in HRM decision-making.

Methodology: A literature review was conducted using “talent management” and “line manag*” and related nomenclatures as search terms, yielding 262 studies. After refining criteria, 21 relevant studies were analyzed.

Results/Implications: Findings highlight LMs' critical role in TM but reveal significant barriers, including cognitive biases, lack of training, and competing short-term pressures. Effective TM implementation depends on factors such as LMs' competencies, organizational support, and role identity. Organizations must enhance LMs' HR skills, reinforce TM-oriented roles, and mitigate structural constraints. Future research should explore LMs' agency and contextual barriers in TM execution.

EXPATRIATE EMPLOYEE PERCEPTIONS OF ORGANIZATIONAL JUSTICE IN THE CONTEXT OF EXCLUSIVE TALENT MANAGEMENT

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Discussant: **Josep-Lluís Torres-Soto** (Universitat Politècnica de Catalunya – BarcelonaTech)

We examine the talent management practices of Chinese state-owned enterprises via semi-structured interviews with expatriate employees. Specifically, we investigate how employees both within and outside the talent pool respond to exclusive talent management. The findings indicate that exclusive talent management exerts varying degrees of negative impact on all employees. Notably, employees who are excluded from the talent pool but perceive themselves as talent experience the most significant negative effects, exhibiting the lowest levels of perceived distributive justice. Additionally, our study reveals that for some employees out of the talent pool, perceptions of distributive justice are moderated by work restructuring.

“WHAT HAPPENS AFTERWARDS? NOTHING”: A PRACTICAL STUDY OF HOW SELF-ORGANIZED TALENT COMMUNITIES WORK

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Discussant: **Vicenç Fernández Alarcón** (Universitat Politècnica de Catalunya · BarcelonaTech)

Objectives: In a context of growing attention towards talent management (TM) in organizations, talent communities remain deeply underexplored, despite their contribution to talent retention and engagement.

Theoretical framework: We aim to explore these communities by incorporating elements that can provide valuable insights into overlooked aspects of TM, drawing from the HRM-as-practice perspective and the innovation literature.

Methodology: Through a longitudinal single-case study, we explore the practices of self-organized community of expert talents in the financial sector in France. Data collection is based on participant observation.

Results/implications: Our research highlights the specific practices of motivation, invention, implementation and labeling employed by talents in designing and launching a new agenda for the community. This work advances the TM research field by offering new theoretical and empirical insights about how talent communities work in practice.

ST08 INTERNATIONAL BUSINESS FOR SUSTAINABLE FUTURE: FROM THEORY TO PRACTICE

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · *Location:* Room 606

Session Chairs: **Paloma Miravittles**, Universitat de Barcelona

Sonia Pérez, Universidad de Las Palmas de Gran Canaria

Exploring the Drivers of ESG Activism Targeting in Large Multinational Enterprises: Beyond Size

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Discussant: **Laura Rienda** (Universidad de Alicante)

Objectives: This study examines the factors influencing environmental, social, and governance (ESG) shareholder activism targeting large multinational enterprises (MNEs). Beyond firm size, we analyze how ESG performance, reputational risk, and governance structures affect the likelihood of being targeted by shareholder activism.

Theoretical Framework: Grounded in agency theory, we argue that MNEs with weak governance structures and high reputational risks are more susceptible to ESG activism. Additionally, we explore the paradox that firms with stronger ESG performance may be more attractive to activist investors.

Methodology: We use a panel dataset of S&P 500 companies between 2007 and 2020. ESG activism data comes from the Institutional Shareholder Services (ISS) database, while firm characteristics are obtained from Refinitiv Eikon and RepRisk. We employ fixed-effects regression models to test our hypotheses.

Results/Implications: Our findings reveal that reputational risk significantly increases the likelihood of ESG activism. Contrary to expectations, firms with higher ESG performance are also more frequently targeted, suggesting that activists focus on firms more likely to engage with their demands. CEO duality amplifies activism, particularly regarding socio-environmental issues. These insights contribute to the shareholder activism literature and inform corporate governance strategies.

Does it pay to respect human rights? An institutional perspective

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Discussant: **Fidel León-Darder** (Universitat de València)

While corporate accountability for Human Rights (HR) violations remains underdeveloped in regulatory frameworks, an instrumental perspective based on a business case for corporate HR could be necessary for encouraging firms to uphold stakeholders' rights in their global operations. This study addresses this issue by presenting the first cross-national and cross-sectoral analysis on the effect of Corporate HR Performance (CHRP) on Corporate Financial Performance (CFP) that integrates a cost-legitimacy framework, institutional theory and conceptual insights from the strategic management literature. Analyzing panel data from 1,125 companies between 2017 and 2022 with a Two-Step Least Squares (2SLS), our research reveals that, in general, respecting HR pays, since higher CHRP lead to significant improvements in CFP in subsequent periods. However, firms from institutional contexts with historical patterns of BHR misconduct (developing countries, and HR-sensitive industries) undergo lower levels of Stakeholder Influence Capacity (SIC), hindering their ability to translate CHRP advancements into superior financial performance. This analysis contributes to add theoretical soundness and conceptual depth to the nascent Business and HR (BHR) field while providing empirical insights

into underexplored research questions regarding the consequences of firms' HR (mis)conduct. Additionally, it offers corporations strategic grounds to take a proactive role in safeguarding HR internationally.

VALORES HUMANOS: ABRIENDO LA CAJA DE LA MENTALIDAD GLOBAL

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Discussant: **Angel Morán Muñoz** (Universidad de León)

La mentalidad global, tanto de los gerentes como corporativa, es uno de los elementos clave para el éxito internacional de la empresa. El perfil de los gerentes, de acuerdo con el enfoque de los "upper echelons" ejerce una influencia determinante en el diseño de la estrategia y en la evolución de la empresa. Los valores humanos de los gerentes han sido mencionados de forma reiterada como elementos clave de ese perfil y como promotores de la mentalidad global. Las referencias a los valores son a menudo difusas, englobándolos como un todo indiferenciado, siendo escasos los trabajos que especifican cuáles son los valores concretos que estimulan la mentalidad global. Este trabajo, partiendo de la estructura de valores de Schwartz, contribuye a abrir esa caja negra y descubre que los valores de apertura al cambio (autodirección) y autotranscendencia (benevolencia) tienen un impacto positivo sobre la mentalidad global. Los valores de automejora (logro) y conservación (conformidad y tradición) ejercen, en cambio, un impacto negativo.

Palabras clave: mentalidad global, valores humanos, internacionalización de la empresa

RIESGO CLIMÁTICO, INTERNACIONALIZACIÓN Y CARÁCTER FAMILIAR DE LAS CADENAS HOTELERAS ESPAÑOLAS: UN ESTUDIO EXPLORATORIO

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Discussant: **Maria Ruiz Castillo** (Universidad de Granada)

-Objetivos

Este estudio analiza la relación entre el riesgo climático y la internacionalización de las cadenas hoteleras, examinando las decisiones de inversión en el extranjero. Se examina la relación entre distintas variables empresariales, entre ellas la estructura de propiedad y gestión de las empresas familiares, y la vulnerabilidad climática de los destinos.

- Marco teórico

La literatura ha identificado el cambio climático como un desafío crítico para el sector turístico, afectando la viabilidad de destinos y la competitividad empresarial. Sin embargo, la relación entre el riesgo climático y las estrategias de internacionalización hotelera sigue siendo poco explorada.

- Metodología

Se analizan 1.097 inversiones realizadas por 75 cadenas hoteleras españolas en 71 países. Se emplean análisis estadísticos para evaluar la relación entre el índice ND-GAIN y variables empresariales clave de estructura y gobernanza.

- Resultados/implicaciones

Las cadenas con mayor experiencia internacional y categoría hotelera invierten en países más vulnerables al cambio climático. Las estrategias asset-light predominan en mercados con mayor riesgo climático frente a las asset-heavy, asociadas con entornos más estables. En las empresas familiares, la propiedad familiar se asocia con inversiones en países más vulnerables, pero la gestión familiar prioriza mercados más resilientes.

ST09A LOOKING INTO ENTREPRENEURIAL ECOSYSTEMS: THE ROLE OF DIFFERENT MECHANISMS AND ACTORS FOR STARTUP INNOVATION

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · *Location:* Room A3_mod 1

Session Chair: **Antonio Carmona Lavado**, Universidad Pablo de Olavide

PREDICTIVE MODEL FOR STARTUP FUNDRAISING SUCCESS USING TWITTER

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

This study builds upon prior research to confirm the effectiveness of social media, specifically Twitter, as an indicator of online legitimacy and a predictor of startup survival and growth. By systematically analysing startups across distinct evolutionary stages: Ideation (957 startups), Inception (782 startups), Scale-up (268 startups), and Growth (40 startups), we shift the focus from traditional survival-centric metrics to fundraising success as a robust indicator of overall success. Our empirical findings reveal a significant predictive capability for startup fundraising success, particularly during the Ideation and Inception stages. Our model achieves a predictive accuracy of up to 69%, surpassing the 51% success rate associated with Venture Capitalists evaluations during similar stages. This research makes a substantial contribution to ongoing discussions on entrepreneurship by exploring the causal relationship between online legitimacy and fundraising success. It challenges conventional perspectives by highlighting the proactive role of online legitimacy, as measured through Twitter, as a precursor to, rather than a consequence of, fundraising success and growth within the startup ecosystem.

HOW CAN ACCELERATOR PROGRAMS TRIGGER START-UPS BUSINESS MODEL NOVELTY? OPEN INNOVATION AND CROSS-INDUSTRY INNOVATION AS DETERMINANTS

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Discussant: **Jose Maria Sallan Lyes** (Universitat Politècnica de Catalunya)

The objective of this paper is two-fold. Firstly, to know the effect of openness of the accelerator program (diversity of actors and scope of the access to these actors) on the novelty of business model innovation of accelerated startups. Secondly, to understand the mediating role of cross-industry innovation in the aforementioned relationship. This study builds on the literature on open innovation/cross-industry innovation and acceleration programs of start-ups. It proposes a theoretical model and formulate five hypotheses.

An online survey study was conducted on a sample of 78 accelerators in Spain, addressed to directors or managers of acceleration programs. Measurement scales were developed and validated, and a structural equation model with the proposed relationships was tested to estimate the mediation model.

The results showed that cross-industry innovation mediates the positive impact of accelerators' actors' scope on business model novelty of start-ups. This finding contributes to the literature of open innovation and accelerators. The main practical implication is that the design of acceleration programs should promote large and dense external networks, as a driver of more innovative business models for the accelerated start-ups.

ENTREPRENEURSHIP AND CONNECTEDNESS DRIVING CREATIVE JOBS IN EUROPEAN CULTURAL CITIES.

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

The creative economy is widely recognized as a crucial driver of economic well-being, yet the mechanisms underlying its development at the urban level remain unclear. This study investigates whether multiple pathways exist for European cultural and creative cities to achieve high levels of creative and knowledge-based employment, which serves as an indicator of a thriving creative economy. We apply Multiple Regression Analysis, Necessary Condition Analysis, and fuzzy-set Qualitative Comparative Analysis to data from the Cultural and Creative Cities Monitor, Dealroom ecosystem platform, and Regional Innovation Scoreboard for 169 European cities. Our findings reveal that cultural European cities can achieve high levels of creative and knowledge-based jobs through different pathways, but entrepreneurship and connectedness stand out as key drivers. Our research reveals that business R&D and cultural participation also play important roles, but no single factor guarantees success. Instead, European cities need a combination of these elements to build a thriving creative economy. Moreover, the study shows that cities lacking entrepreneurship are particularly vulnerable to stagnation in creative employment. This research contributes to the understanding of the creative economy, entrepreneurial ecosystems, and urban competitiveness studies, and provides actionable insights for policymakers aiming to promote sustainable creative sector growth across European regions.

IS INNOVATION IN NEW VENTURES SHAPED BY INDIVIDUAL FACTORS ACROSS INSTITUTIONAL CONTEXTS? A MULTILEVEL ANALYSIS

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Discussant: **ANTONIO JOSE VERDU JOVER** (UNIVERSIDAD MIGUEL HERNANDEZ)

- **Objetivos:** The objective of this study is to investigate how individual characteristics of entrepreneurs (education, self-efficacy perceptions, and social capital), along with their opportunity perceptions and fear of failure, influence the innovative behavior of their new ventures during periods of high uncertainty, such as the post-pandemic year. Additionally, we examine whether the effect of entrepreneurs' opportunity perceptions on innovation varies across 15 European countries.
- **Marco teórico:** This study draws on two theoretical frameworks - institutional theory and the theory of planned behavior - to integrate institutional approaches with the influence of individual factors on entrepreneurship.
- **Metodología:** Multilevel regression analysis was employed, drawing on data from the Global Entrepreneurship Monitor, Eurostat, and the UK's Office for National Statistics, with a sample of 4,659 entrepreneurs from 2021.
- **Resultados/implicaciones:** Higher educational attainment and self-efficacy perceptions positively influence the innovation of new ventures, highlighting the role of entrepreneurial confidence in navigating uncertainty. Contrary to expectations, social capital and fear of failure do not have a significant effect on innovation, suggesting that the impact of individual characteristics on organizational behavior is context-dependent. This finding also indicates an increased risk tolerance among innovative entrepreneurs during uncertain times.

ST16 CORPORATE SUSTAINABILITY: NAVIGATING GOVERNANCE, TRANSPARENCY IN REPORTING, AND ESG RATING DYNAMICS;

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · *Location:* Room 608

Session Chairs: **María Asunción Sacristán Navarro**, Universidad Rey Juan Carlos

Silvia Gómez Ansón, Universidad de Oviedo

UNDERSTANDING THE ROLE OF BOARD GENDER DIVERSITY IN FIRM ESG SCORE: A COMPARATIVE STUDY WITHIN INDUSTRIES

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Discussant: **Irma Martínez García** (Universidad de Oviedo)

Objective: This study aims to examine the impact of board gender diversity (BGD) on the environmental, social and governance (ESG) performance across several differentiated sectors in the EU-27. Thus, we could understand how sector-specific characteristics moderate it.

Theoretical framework: Drawing on the critical mass and resource dependence theories, this study aims to contribute advance in the understanding that board diversity, specifically gender.

Methodology: OLS estimations are implemented for a sample of more than 18,000 European companies. Five very different sectors are represented.

Results: The research finds robust support for a positive association between BGD and overall ESG scores. However, the existence of factors such as the industry in which firms operate may limit the benefits of diversity, which suggests that this association may differ according to the context. Industry-specific analyses highlight distinct patterns: finance sectors demonstrate a linear correlation between BGD and ESG outcomes, while manufacturing sectors show different configurations. Notably, the mining industry exhibits an intriguing pattern of ESG performance, peaking when women on boards are either a minority or a majority.

Contribution: This study underscores the strategic importance of gender diversity in enhancing corporate sustainability, advocating for tailored strategies aligned with industry dynamics.

READING BETWEEN THE LINES: CSR COMMUNICATION AND PRI COMMITMENTS

MARIA DEL MAR SANCHEZ-HERNANDEZ¹, EMMA GARCIA-MECA¹, JENNIFER MARTÍNEZ-FERRERO², CAMINO RAMÓN-LLORENS¹

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Discussant: **Laura Cabeza García** (Universidad de León)

Using a Spanish sample from 2018 to 2022, we study whether institutional investors that sign the Principles for Responsible Investment (PRI), a commitment to responsible investing, impulse firms to exhibit better readability in their CSR reports. We find that socially responsible investors (SRI) perform to ensure a lower level of linguistic complexity in CSR reporting and better readability, which is especially relevant in non-financial disclosure, which is more qualitative than quantitative. We further show differences at the industry and geographic levels, showing that the positive influence of the SRI on the readability of CSR reports is more pronounced (i) in firms operating in environmentally sensitive firms (e.g. forestry, metals mining, coalmining, oil and gas exploration); and (ii) when the PRI signatory investor is from Europe. Overall, these results suggest that the SRI can play a significant role in improving the clarity and accessibility of CSR reports, particularly in contexts where environmental impact is a critical concern. Furthermore, our findings highlight the importance of institutional investors' geographical origins, likely reflecting Europe's stricter ESG regulatory environment.

TO WHAT EXTENT DOES ESG PERFORMANCE INFLUENCE BOARD ENGAGEMENT IN ACQUISITION ACTIVITY?

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Discussant: **Felix López Iturriaga** (Universidad de Valladolid)

This study examines the relationship between boards and corporate acquisition activity. Specifically, we posit that boards with directors who have been politicians positively influence the propensity to pursue acquisitions and that ESG performance (divided into environmental, social and governance scores) moderates this relationship. Our results provide evidence of the positive influence of former politicians on acquisitions, suggesting that their political connections and their understanding of the regulatory landscape may mitigate the risks associated with acquisitions and enhance the likelihood of acquiring other firms. Our research also demonstrates the critical role of sustainable initiatives so that firms with strong ESG performance are better positioned to address the challenges associated with acquisitions. It may indicate that stakeholders — such as investors, customers and communities — are more likely to support acquisitions by companies that demonstrate a commitment to sustainability practices. Therefore, our results have implications

for the acquisitions' strategic management, highlighting the need for firms to carefully consider how their boards are composed. It is no longer sufficient to focus only on the skills and resources that directors bring to the firm (i.e. former politicians) but also to ensure that board members are aligned with the firm's ESG initiatives.

FROM COST ACCOUNTING TO ESG-DRIVEN STRATEGY: THE ORGANIZATIONAL ECONOMIC SUSTAINABILITY ASSESSMENT (O-ESA) MODEL

Andrés Fernández Miguel^{1,2}, Manuel Mendoza Del Moral¹, Fernando Enrique García Muiña¹, Davide Settembre-Blundo^{1,3}, Valerio Veglio²

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Discussant: **Gregorio Martín de Castro** (Universidad Complutense de Madrid)

Economic sustainability is a critical yet often underdeveloped component of corporate sustainability assessment. Traditional Life Cycle Costing (LCC) provides a cost-based perspective but lacks the ability to capture long-term financial resilience and strategic adaptability. This study introduces the Organizational Economic Sustainability Assessment (O-ESA) model, a novel framework that integrates midpoint indicators (value-creating capabilities, economic equilibrium, financial equilibrium, and equity equilibrium) with endpoint indices (business stability, corporate stability, and economic sustainability). Grounded in Life Cycle Thinking (LCT) and corporate sustainability theories, this research applies the O-ESA model to the Italian and Spanish ceramic industries. Using a mixed-methods approach, the study combines empirical economic data from the Top 20 companies in both countries with comparative analysis of industry-wide trends from 2018 to 2023. Findings reveal that economic sustainability is strongly influenced by external market shocks, energy crises, and corporate governance practices, highlighting the need for integrated financial and sustainability assessment models. The study provides theoretical contributions by expanding LCT beyond LCC and offers practical implications for ESG reporting, governance, and corporate risk management. Future research should refine weighting mechanisms for economic indicators and explore O-ESA's applicability across other industries.

DISPELLING ESG INVESTING RISK MISCONCEPTIONS

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Discussant: **MARIA DEL MAR SANCHEZ HERNANDEZ** (Universidad Politécnica de Cartagena)

This study addresses a critical debate in sustainable finance, whether ESG (Environmental, Social, and Governance) investments inherently expose investors to greater financial losses. By analyzing the downside-to-upside volatility of ESG and conventional funds, we examine whether the ESG label itself signals increased risk or whether ESG risk scores provide a more accurate evaluation of investment risk. The findings reveal that once the influence of different investment styles is taken into account, most ESG labels no longer have a clear statistical impact, except for exclusionary policies that are linked to a lower exposure to financial losses. Similarly, ESG risk scores lose significance under the same conditions. Using random forest models, the findings highlight the importance of exclusion criteria and ESG risk scores as predictors. These results challenge the misconception that ESG funds are inherently riskier and suggest utilizing ESG risk metrics to enhance portfolio resilience.

ST17 ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCES PRACTICES: INNOVATION IN TALENT MANAGEMENT

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · Location: Room 503

Session Chairs: **Ana M. Lucia-Casademunt**, Universidad de Málaga

Laura Padilla Angulo, Universidad Loyola Andalucía

DEVELOPING GPT-QUAL: A NEW SCALE TO ASSESS SERVICE QUALITY IN GENERATIVE AI CONVERSATIONAL AGENTS

Frederic Marimon¹, Anna Akhmedova¹, Natalia Amat-Lefort², Marta Mas-Machuca¹

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Discussant: **Marisa Ramirez Aleson** (Universidad de Zaragoza)

- Objectives: The main objective of this study is to propose a new tool called GPT-QUAL, a multidimensional scale designed to evaluate user perceptions of the service quality of generative AI conversational agents, with a particular focus on ChatGPT.
- Theoretical Framework: GPT-QUAL goes beyond traditional service quality frameworks by incorporating additional dimensions such as personalization, privacy, and security, addressing the specific needs of AI-driven interactions. Its development follows Churchill's (1979) construct development process.
- Methodology: The dimensions were identified and refined through a Delphi study involving AI experts and industry professionals. The psychometric properties of GPT-QUAL were validated using Structural Equation Modeling (SEM) based on a sample of 400 ChatGPT users.
- Results/Implications: The final scale consists of five dimensions: Efficiency, Assurance, Interface and Presentation, Personalization, and Privacy and Security. GPT-QUAL provides a valuable tool for researchers and industry professionals to better understand user perceptions, enabling improvements in service quality and enhancing user satisfaction with AI-based chatbots.

GENERATIVE AI AND EMPLOYEE PERFORMANCE IN SMES: BUILDING TRUST TO UNLEASH POTENTIAL

Frederic Marimon¹, Marta Mas-Machuca¹, Marion Frenz², Saverio Romeo²

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Discussant: **Matteo Di Stasi** (Cunef Universidad)

Objectives: This study examines how generative artificial intelligence (AI) tools influence employee performance in small and medium-sized enterprises (SMEs). The main objective is to understand how AI-specific job resources affect engagement and exhaustion, and how trust in these tools mediates these relationships.

Theoretical Framework: The Job Demands-Resources (JD-R) theory is used as the conceptual framework. This theory provides a foundation for exploring the impact of AI-specific job demands and resources on employee performance and well-being.

Methodology: The study is based on a survey conducted in November, with 465 responses from employees in the United Kingdom who use generative AI tools in their workplace. A structural equation model was used to analyze the relationships between job resources, demands, trust, engagement, and exhaustion.

Results/Implications: AI-specific job resources positively influence engagement, which, in turn, improves performance. Trust mediates the relationship between resources and engagement and helps reduce exhaustion, although it does not moderate the direct impact of demands on exhaustion. Employees in small enterprises (<50 employees) experience higher exhaustion levels than those in medium-sized organizations. To fully harness the potential of AI tools, organizations must build trust, enhance employee engagement, and address factors contributing to exhaustion.

IS IT ABOUT YOU OR ME? EMPLOYEES' JUSTICE PERCEPTIONS AND ACCEPTANCE OF AI FEEDBACK SYSTEMS

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

Artificial intelligence (AI) is reshaping society, altering how workers perform and evaluate their job functions. However, the application of AI into hiring processes, such as in screening and selecting suitable job candidates, has provoked skepticism. In this study, we build and test a model that investigates whether feedback delivered by AI systems influences justice perceptions, and subsequently the reactions (endorsement and acceptance) of AI systems for hiring purposes. Using a 3 (feedback valence: positive vs. neutral vs. negative) × 2 (feedback recipient: self vs. others) between-subjects experimental design, we found evidence that

negative feedback increases perceptions of procedural injustice, which undermines reactions of AI systems. Further analyses reveal that this relationship is stronger when negative feedback is directed towards the self instead of others. These findings provide pivotal implications for management theory and practice seeking to implement AI systems within workplace processes.

LA HUMANIZACIÓN DE LA INTELIGENCIA ARTIFICIAL EN LAS ORGANIZACIONES: UN ANÁLISIS BIBLIOMÉTRICO

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Discussant: **Matteo Di Stasi** (Cunef Universidad)

- **Objetivos.** El artículo analiza la relación entre la Inteligencia Artificial y su humanización en las organizaciones, explorando su relevancia científica, los principales temas de investigación y las tendencias actuales y futuras en la aplicación de tecnologías de IA humanizadas en el entorno organizacional.
- **Marco teórico.** Las organizaciones están en constante búsqueda de la innovación y optimización de sus procesos. La implementación de tecnologías con IA que emulen características humanas se presenta como una decisión estratégica que permite a las organizaciones mejorar la interacción entre humanos y dispositivos.
- **Metodología.** Se obtuvieron 171 artículos de Scopus tras una revisión sistemática de la literatura a través del modelo PRISMA. Se realiza un análisis de co-palabras y de acoplamiento bibliográfico.
- **Resultados/implicaciones.** Los resultados indican que la investigación sobre tecnología con IA humanizada es un campo emergente con un notable crecimiento desde 2019. Se identificaron tres bloques de estudio al respecto: gestión organizativa, interacción humano-robot, y aspectos psicológicos/sociales. Además, se distinguen cuatro tendencias clave de estudio: La humanización de la IA y la experiencia del usuario; la implementación de IA en las organizaciones; la ética, transparencia y confianza en la IA y por último, tendencias y futuro de la IA en el trabajo.

ST07 INFORMATION MANAGEMENT AND SERVICE INNOVATION IN MARKETING

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · *Location:* Room A3_ mod 1

Session Chairs: Manuel Sánchez Pérez, Universidad de Almería

María Eugenia Ruiz Molina, Universitat de València

GDPR COMPLIANCE CHALLENGES IN TECH STARTUPS: INSIGHTS FROM CATALONIA'S ECOSYSTEM

Victoriano Travieso-Morales¹, Yelena Smirnova²

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Discussant: **Pablo A. Muñoz Gallego** (Universidad de Salamanca)

Purpose: This study explores specific challenges that tech startups in Catalonia face in complying with the General Data Protection Regulation (GDPR). It also examines how factors such as startup's age, size, and sector influence their compliance efforts.

Theoretical Framework: The study applies the Technology-Organization-Environment (TOE) framework to analyze GDPR compliance challenges. By focusing on Catalanian tech startups, it addresses a gap in the literature and provides a novel context for understanding GDPR challenges.

Methodology: A quantitative research approach was employed for this study. Data was collected through surveys from 107 respondents representing Catalanian tech startups. Regression analysis and One-Way ANOVA were conducted to assess perceptions of GDPR compliance challenges and to examine how variables such as startup age, size, and sector influenced these perceptions.

Results/Implications: The findings reveal that technical complexity is perceived as the most significant barrier to GDPR compliance, followed by regulatory complexity and compliance costs. Staff training was found to mediate the relationship between regulatory and technical complexities and compliance costs. Furthermore, younger startups and those operating in less technical sectors face greater difficulties in managing compliance. The study underscores the need for tailored training programs and sector-specific support, offering practical implications for startups and policymakers.

RESILIENCIA ORGANIZACIONAL, INNOVACIÓN Y DESEMPEÑO. UN ANÁLISIS EN EL PEQUEÑO COMERCIO MINORISTA INDEPENDIENTE

Ilu Vallet-Bellmunt, Victor Del-Corte-Lora, Teresa Vallet-Bellmunt, María Luisa Flor

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Discussant: **María Eugenia Ruiz Molina** (Universitat de ValènciaLa Mancha)

Objetivos: Examinar cómo la resiliencia organizacional influye en la innovación y en los resultados empresariales en el pequeño comercio minorista independiente.

Marco teórico: Se fundamenta en la resiliencia organizacional, en el marco de la Teoría de las capacidades dinámicas, como mecanismo de adaptación y crecimiento en entornos adversos, destacando su relación con la innovación y el desempeño empresarial.

Metodología: Se ha desarrollado un estudio empírico de naturaleza cuantitativa, basado en encuestas a pequeños comercios minoristas independientes. La muestra está compuesta por 150 empresas de la Comunidad Valenciana (España). Se ha realizado un análisis estadístico empleando SmartPLS, permitiendo contrastar las hipótesis planteadas y validar el modelo teórico.

Resultados/implicaciones: Se ha demostrado que la resiliencia organizacional en el pequeño comercio minorista independiente influye positivamente en la innovación y en el desempeño empresarial. Además, se identifica un efecto mediador de la innovación en la relación entre la resiliencia y el resultado. Este estudio aporta nuevas evidencias sobre las consecuencias de la resiliencia en el comercio minorista. Además de su valor académico, también lo tiene práctico, al proporcionar herramientas para empresarios y responsables de políticas públicas en la creación de estrategias que fomenten la resiliencia y la innovación.

ONLINE REVIEWS AS A SOURCE OF EXTERNAL INFORMATION: EFFECT OF STRATEGY AND COMPETITION

María Illescas Manzano^{1,2}, Sergio Martínez Puertas^{1,2}, Manuel Sánchez Pérez^{1,2}, María Belén Marín Carrillo^{1,2}

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Discussant: **Miguel Angel Gómez Borja** (Universidad de Castilla-La Mancha)

This paper analyses the effect of price, quality/vertical differentiation, horizontal differentiation and competition in the online valuation obtained by hospitality service considering geographical heterogeneity. Based on signaling and allocation theories and through geolocation procedures, the application of geographically weighted regression techniques is performed on a sample of 2,111 hotels. The results show that quality has a more geographically extended effect than product price and that distance between competitors is no stationary whereas horizontal differentiation or number of competitors are determinants where the valence of the effect depends on geographical location. The findings can help marketers to optimize hotels services according to the geographic area.

EL PAPEL DE LA CO-CREACIÓN DE VALOR Y LA SOSI EN EL DESEMPEÑO EMPRESARIAL: ¿EXISTEN DIFERENCIAS ENTRE SECTORES?

MIHAELA SIMONA MOISE, IRENE GIL SAURA, MARÍA EUGENIA RUIZ MOLINA, ANTONIO MARÍN GARCÍA

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Discussant: **Juan-Antonio Mondéjar-Jiménez** (Universidad de Castilla-La Mancha)

Objetivos

El propósito del presente trabajo es analizar cómo la co-creación de valor puede actuar como impulsora de la innovación de servicios orientada a la sostenibilidad (SOSI), desencadenando efectos que favorecen el desempeño empresarial. Además, se analiza el papel moderador del tipo de sector (hotelero vs minorista) en las relaciones planteadas.

• Marco teórico

Existe una nueva tendencia en la investigación que se centra en el análisis de la innovación y la sostenibilidad de forma integral, adoptando la SOSI como un marco completo para su estudio.

• Metodología

Para dar respuesta a los objetivos planteados, se realizó un estudio empírico mediante encuestas personales a 450 directivos de hoteles y establecimientos minoristas.

• Resultados/implicaciones

La evidencia empírica señala el importante papel que juega la SOSI en el desempeño empresarial, destacando el rol de la co-creación de valor en la implementación de prácticas innovadoras dentro del sector hotelero y minorista. Nuestros resultados indican que existen diferencias significativas según el sector en cuanto al efecto de la co-creación de valor sobre la SOSI y la SOSI sobre el desempeño empresarial. Estos hallazgos ofrecen a los gerentes hoteleros y minoristas una guía útil para comprender la importancia de la SOSI como herramienta para mejorar los resultados empresariales.

INTERACTIVE SESSIONS

CUSTOMER EXPERIENCES IN DIGITAL ENVIRONMENTS

Time: Monday, 16/June/2025: 8:30am - 10:00am · *Location:* Room 608

Session Chair: Maria Fuentes-Blasco, Universidad Pablo de Olavide

When Functionality Meets Enjoyment: How Utilitarian and Hedonic Apps Influence High and Low User Ratings

Miriam Alzate Barricarte, Paula Vidaurreta-Apesteguía, Álvaro Saavedra Montejo

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Objectives. This study analyzes how utilitarian and hedonic features of mobile health (mHealth) applications influence extreme user evaluations (1- and 5-star ratings). Additionally, it examines the moderating role of app type (utilitarian vs. hedonic) in these relationships.

Theoretical Framework. The study is based on Task-Technology Fit (TTF) Theory and Regulatory Focus Theory (RFT). TTF suggests that user satisfaction improves when an app's features align with their needs. RFT differentiates between prevention goals (utilitarian) and promotion goals (hedonic), explaining distinct emotional responses based on app performance.

Methodology. A multi-method approach was used: (1) app classification through a survey on Prolific (N=149), (2) text analysis of 1,379,203 Google Play reviews using natural language processing, (3) dictionary creation for utilitarian and hedonic categories, and (4) predictive modeling with Sentence-BERT to classify review content.

Results/Implications. Preliminary findings indicate that utilitarian content in reviews is associated with extremely higher ratings, while hedonic content has a lower impact on extreme evaluations. This suggests that functionality is the primary driver of satisfaction in mHealth apps, even in those perceived as hedonic. These insights have implications for app design and communication strategies.

LA ADOPCIÓN DE LAS APLICACIONES MÓVILES Y SU IMPACTO EN LA TOMA DE DECISIONES FINANCIERAS

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Este estudio tiene como objetivo principal analizar el impacto de la adopción y uso de aplicaciones móviles en las decisiones financieras de los usuarios. Basado en la literatura sobre alfabetización financiera y digitalización bancaria, el marco teórico explica cómo estas tecnologías influyen en el comportamiento financiero y el papel mediador del conocimiento financiero en esta relación. La metodología emplea técnicas de datos de panel sobre una base longitudinal de 50,000 clientes de una entidad bancaria española entre 2015 y 2020. Los resultados muestran que el uso de aplicaciones móviles lleva a una mayor diversificación de canales, aumentando la frecuencia de consultas en canales físicos y el gasto total, pero reduciendo la probabilidad y magnitud de situaciones irregulares. Además, los usuarios que adoptan estas herramientas generan mayores saldos activos y menores saldos pasivos. Estos hallazgos tienen importantes implicaciones teóricas y prácticas, destacando el papel de las herramientas digitales en la mejora de la educación y autonomía financiera.

¿SON ÚTILES LAS RESEÑAS ONLINE DE LOS CONSUMIDORES? UN APLICACIÓN AL MUNDO DEL VINO

Esther Calderon-Monge, Vicente Ripollés-Matallana, Bruno Baruque-Zanón, Santialgo Porras-Alonso

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El vino es un producto complejo y difícil de conocer, lo que dificulta extremadamente que personas con pocos conocimientos elijan el vino que desean. Existe un debate sobre si las reseñas de vino brindan información significativa sobre las propiedades y la calidad del vino (Yang et al., 2022). El objetivo de este trabajo es analizar los términos empleados por los consumidores cuando escriben reseñas (comentarios) sobre diferentes tipos de vino consumidos en una web especializada.

La metodología empleada combina text mining, natural language processing y el modelo Latent Dirichlet Allocation aplicada a 40.000 reseñas (10.000 vinos españoles) sobre los comentarios extraídos de una web especializada en vino y realizadas por 28 usuarios seleccionados.

Los resultados obtenidos muestran que los consumidores-usuarios de la web seleccionada y especializada en vino, escriben reseñas (comentarios) de vinos con términos precisos del lenguaje del vino combinando la descripción de las cualidades organolépticas del vino probado y sus reflexiones sobre la cata, centrándose en los aromas, el sabor y la apariencia. Por tanto, se consideran útiles y creíbles los comentarios online sobre vino de los consumidores ya que están libres de influencias comerciales.

IMPACT OF USE ORIENTATION AND PRIVACY RISK COMMUNICATION ON THE ADOPTION OF MHEALTH APPS: ALIGNING APP FEATURES WITH USER NEEDS AND MOTIVATIONS

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- Objectives: This research investigates the influence of user motivation on the use and privacy perceptions of mobile health (mHealth) apps. We explore how intrinsic and extrinsic motivations affect users' willingness to accept privacy risks associated with these apps.
- Theoretical framework: Incorporating theories such as Self-Determination Theory, Privacy Calculus, Social Contract Theory, the Technology Acceptance Model, and Coping Theory, the study employs a two-part methodology.
- Methodology: Initially, focus groups provided qualitative insights into user behaviors and concerns, identifying key themes that will inform the development of hypotheses for a confirmatory experimental phase.
- Findings/Implications: As a work in progress, the findings of this research aim to provide critical implications for developers and regulators, highlighting the need for user-centered app designs that effectively balance functionality with privacy, thereby enhancing user trust and adoption rates in the mHealth domain.

The subscription era: Shaping the future of consumer choices

Andreea Trifu, Konstantina Tzini

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Objectives:

This study aims to explore key factors influencing consumer behavior in subscription-based services, focusing on adoption, retention, pricing strategies, and demographic preferences.

Theoretical framework:

Subscription-based models have expanded beyond media and entertainment into industries such as retail, automotive, and manufacturing. This shift aligns with digitalization and servitization trends, where businesses transition from product sales to service-oriented revenue models. Prior research highlights benefits of these models, yet empirical studies on consumer behavior in this context remain limited.

Methodology:

A multi-experiment research design is proposed to analyze consumer interactions with subscription services. Experiments will assess the impact of different trial lengths on conversion rates, as well as consumer responses to various pricing models. The study will also investigate demographic differences by recruiting participants from diverse backgrounds and analyzing behavioral patterns in a controlled environment.

Results/Implications:

The research is expected to provide insights into subscription adoption, satisfaction, and retention drivers. Findings will help businesses optimize subscription strategies and contribute to sustainable consumption practices.

REDES SOCIALES COMO IMPULSORES DE LA RESPONSABILIDAD SOCIAL HACIA LOS GRUPOS DE INTERÉS

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- Objetivos: Estudiar el papel de las redes sociales como herramienta para la comunicación, particularizando su uso para la Responsabilidad Social.
- Marco teórico: Para ser competitivo en el actual entorno cambiante, la organización debe adaptarse a las demandas de los grupos de interés. Una alternativa para lograrlo son las redes sociales, donde se interactúa activamente, mostrando sus preferencias de consumo en tiempo real, y contribuyendo positivamente al desarrollo y transformación de la difusión de la Responsabilidad Social.
- Metodología: Esta investigación aborda el análisis sistemático de la literatura, a través de SCOPUS y Web of Science, donde se obtuvo un total de 580 artículos, de los que finalmente se seleccionaron un total de 413 para su tratamiento.
- Resultados/implicaciones: El trabajo ha evidenciado que las redes sociales permiten no solo informar sobre los esfuerzos sostenibles de las empresas, sino también iniciar un diálogo que fomente relaciones duraderas con sus partes interesadas. Sin embargo, aún tienen un enorme potencial sin explotar, dadas las cifras de uso, incluso en las grandes organizaciones.

DIME QUÉ VALORAS Y TE DIRÉ QUE APP DE SEGUNDA MANO USAS. ESTUDIO COMPARATIVO SOBRE EL VALOR DEL USUARIO EN VINTED Y WALLAPOP

David Perea-Khalifi, Eva María Sánchez-Teba, Guillermo Bermúdez-González

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Objetivos

Este estudio tiene como objetivo analizar las percepciones y valoraciones de los usuarios de las apps de compraventa de segunda mano Vinted y Wallapop, a través del análisis de las reseñas de usuarios.

• Marco teórico

La investigación se basa en la Customer Value Theory (CVT), que conceptualiza el valor del consumidor en cuatro dimensiones: funcional, emocional, social y económico. Este enfoque teórico proporciona el marco necesario para analizar cómo las apps de compraventa de segunda mano generan valor en estas cuatro áreas, ayudando a comprender las experiencias de los usuarios.

• Metodología

Se ha utilizado web scraping para extraer 66.296 reseñas de Vinted y 135.320 reseñas de Wallapop desde Play Store. Las reseñas fueron analizadas mediante el algoritmo de modelado de temas Latent Dirichlet Allocation (LDA), que identifica los tópicos recurrentes en los comentarios de los usuarios.

• Resultados/implicaciones

Los resultados indican que, en ambas apps, la facilidad de uso, la seguridad en las transacciones y la atención al cliente son los temas más destacados. Las principales diferencias entre Vinted y Wallapop radican en el énfasis de Vinted en la confianza y en el valor emocional, mientras que Wallapop se centra más en la calidad y precio de los productos.

CUSTOMER EXPERIENCES IN SERVICES AND RETAILING CHANNELS

Time: Monday, 16/June/2025: 3:00pm - 4:30pm · *Location:* Room 607

Session Chair: Juan-Antonio Mondéjar-Jiménez, Universidad de Castilla-La Mancha

TRANSFORMACIÓN DIGITAL Y EXPERIENCIA DEL CLIENTE EN LA BANCA MINORISTA: UN ANÁLISIS DEL EFECTO MODERADOR DE LA DIGITALIZACIÓN Y LAS EMOCIONES

Inna Alexeeva Alexeev¹, Nuria Viejo Fernández², Jesús Collado Agudo¹

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La transformación digital ha cambiado significativamente la relación entre la banca minorista y sus clientes, quienes demandan experiencias omnicanal fluidas. Este estudio propone un análisis del impacto de la digitalización en la confianza y satisfacción del cliente bancario. Además, se examinará el efecto moderador tanto de la digitalización como de las emociones generadas durante el uso de servicios digitales influyen sobre la percepción del cliente y su comportamiento. Mediante un modelo conceptual basado en hipótesis respaldadas por la literatura, se evaluará una muestra de 2.000 consumidores de la banca española, utilizando ecuaciones estructurales con mínimos cuadrados parciales (PLS-SEM). Se espera que los resultados evidencien el efecto mediador positivo de la digitalización sobre la confianza y satisfacción, así como el efecto moderador de la digitalización y las emociones en estas relaciones que conducen al compromiso del cliente y la lealtad actitudinal. Las implicaciones incluyen el diseño de plataformas intuitivas, seguras y personalizadas, la mejora de la ciberseguridad y estrategias para fortalecer la lealtad del cliente. Este estudio contribuye a la comprensión de la transformación digital en la banca y ofrece recomendaciones aplicables a otros sectores que buscan mejorar la experiencia del cliente en un entorno hiperconectado.

DECODING CHILDREN'S WAITING EXPERIENCE IN CONSUMER ENVIRONMENTS

Deepika Sharma, Gerard Ryan, Maria del Mar Pàmies

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This study investigates children's emotional and behavioural responses to waiting in service environments using arts-based methods, such as drawings and emojis, to capture their perspectives. By encouraging creative expression, the research aims to generate deeper insights into children's consumer behaviour and shed light on how the experience of waiting influences their perceptions, interactions, and overall engagement in real-world settings. Through this approach, the study contributes to a broader understanding of how service environments can be designed to better accommodate young consumers and enhance their waiting experiences.

ARTISTIC APPROACHES TO CONSUMER RESEARCH

Gerard Ryan

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This study explores the transformative potential of arts-based methodologies in consumer research. Through four projects—a board game, an electromagnetic soundwalk, a concept album, and a sound sculpture—it examines how creative approaches can expand traditional methodologies, enabling new ways of collecting, interpreting, and communicating data. The research is positioned at the intersection of art and science, drawing from literature on creative methodologies in academic research, as well as studies in marketing and consumer behavior. It aligns with the "sonic turn" in consumer research and non-representational approaches in qualitative inquiry. Each project is developed as a reflective case study, documenting its conception, implementation, and challenges. The projects demonstrate how artistic approaches can enrich consumer research by generating multisensory insights and enhancing academic communication. Findings highlight the need for greater institutional recognition of these methods to foster their integration into marketing and social science research.

INFLUENCIA DE LOS RASGOS COMPETITIVOS DE LA PERSONALIDAD EN EL USO DE PLATAFORMAS DE VIDEOJUEGO EN STREAMING

L. Javier Cabeza-Ramírez, Sandra M. Sánchez-Cañizares, José Villar Muñoz, Juan Carlos Tinahones Nieto

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Los videojuegos se han consolidado como escenarios propicios para la manifestación de la competitividad, permitiendo a los usuarios exhibir habilidades en entornos altamente competitivos. Las plataformas de transmisión en vivo de videojuegos han redefinido la forma en la que el usuario interactúa con el contenido digital, creando contenidos, participando y desarrollando comunidades. La investigación en plataformas de transmisión en vivo sobre videojuegos se ha ocupado principalmente de analizar las motivaciones de uso de estas plataformas de forma aislada, ignorando el posible impacto de los rasgos competitivos sobre la motivación. Para abordar esta brecha, el trabajo que se presenta propone un nuevo modelo exploratorio que integra la teoría de la personalidad competitiva y la teoría de usos y gratificaciones. El modelo conceptual se valida en una muestra de 1365 jugadores y espectadores de la plataforma Twitch mediante ecuaciones estructurales de mínimos cuadrados parciales, y se completa con análisis multigrupo para testar posibles diferencias según género, edad o nivel de habilidad. Los resultados sugieren que la competitividad se relaciona significativamente con las motivaciones de entretenimiento, información y socialización, y afecta directamente al uso de la plataforma. Además, surgieron diferencias sustanciales en estas relaciones según las características demográficas de los usuarios.

¿CÓMO LA DISPONIBILIDAD DE SERVICIOS EXTERNOS Y LA CERCANÍA DE LA COMPETENCIA AFECTAN A LOS PRECIOS?

Cristina Segovia López^{1,2}, María Dolores Illescas Manzano^{1,2}, Sergio Martínez Puertas^{1,2}, María Belén Marín Carrillo^{1,2}

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Este trabajo persigue analizar la relación entre la oferta de servicios externos (e.g., restaurantes, centros comerciales, transporte, actividades recreativas cercanas) a los hoteles y el precio de la habitación, así como valorar cómo la concentración de competidores en un área determinada impacta en el precio hotelero, teniendo en cuenta el concepto de aglomeración empresarial y la influencia de la competencia. Para ello, utilizando una muestra de 2.111 hoteles ubicados en cuatro países europeos, se estima un modelo mediante regresión geográficamente ponderada y se realiza un análisis Hot Spot. Entre sus contribuciones se encuentran la identificación de áreas geográficas donde el impacto de las características del entorno de los hoteles es significativamente fuerte (o débil) y la incorporación como factor desequilibrante en la confrontación entre aglomeración y competencia hotelera de las características del entorno del hotel, vinculando su impacto con la localización geográfica del establecimiento. Adicionalmente, el trabajo pretende ofrecer recomendaciones a los gestores hoteleros sobre cómo optimizar sus estrategias de precios.

ENTREPRENEURSHIP AND FAMILY FIRM

Time: Monday, 16/June/2025: 5:00pm - 6:30pm · Location: Room 607

Session Chair: **Martin Larraza Kintana**, Universidad Pública de Navarra

Bridging the Gap: Longitudinal Analysis of Gender Disparities in Entrepreneurship (GEM 2012–2022)

Zaira Vicente Adame, María Saiz Santos, Marisol Esteban Galarza
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How have gender disparities in entrepreneurial perceptions and attitudes evolved across regions over the past decade? What factors contribute to these changes, and how do they reflect broader societal trends in entrepreneurial engagement?

The primary objective of this study is to conduct longitudinal research into the evolution of perceptions related to social values, attitudes, and entrepreneurial culture over the past decade. Drawing on GEM Spain reports, the research incorporates 8 indicators linked to values and attitudes toward entrepreneurship and 6 indicators associated with social values and entrepreneurial culture. Using unsupervised machine learning algorithms, including clustering techniques, the study identifies evolutionary profiles in entrepreneurial perceptions, uncovering patterns through the analysis of regional variations in entrepreneurial involvement.

Building on previous research into societal biases and their amplification through digital ecosystems, this study explores how these biases influence perceptions of leadership and success, particularly for women in entrepreneurship. Despite growing awareness of these challenges, little research has tracked how perceptions of gender disparities evolve over time or examined the distinct challenges faced by specific regions.

Ultimately, this study aims to offer actionable insights into the barriers faced by female entrepreneurs and highlight opportunities to foster more equitable and inclusive entrepreneurial ecosystems.

ENCOURAGING START-UPS THROUGH INNOVATION POLICY: A CRITICAL REVIEW

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Start-ups are seen as new drivers of innovation and economic growth. Given their expectations for their value in stimulating economic growth and providing advances in various economic sectors, start-ups have been the subject of increasing interest of governments. Thus, the field of start-ups is becoming more and more important, and have become a focal point for policy makers. As a result, they are in the policy agenda of many countries. Policymakers are becoming progressively more aware of the importance of encouraging a fertile business environment for start-ups, but we know little about the way they approach the matter. What are the main policies encouraging start-ups' competitiveness and challenges for policymakers? To address this research question, this paper presents a critical review. The findings illustrate the importance of start-up formation, which is identified as a complex and positive phenomenon. Start-ups are challenging a number of innovation policies on which the competitiveness of many economies rests. Thus, the findings suggest that innovation policies may focus on the "how" and "what" of the future of start-ups, mostly considering the main barriers they must overcome to survive and respond to future challenges and opportunities.

ORIENTACIÓN EMPRENDEDORA Y AUTOESTIMA: UN ANÁLISIS DE SU IMPACTO EN EL ÉXITO EMPRENDEDOR

Eloísa Díaz Garrido¹, Isabel Soriano Pinar², Sara Bermejo Olivas³, Fabiola Gómez Jorge⁴

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Este estudio analiza la influencia de la autoestima en la orientación emprendedora (OE) y su impacto en el éxito emprendedor. La OE, definida por la proactividad, la innovación y la asunción de riesgos, ha sido ampliamente reconocida como un factor determinante en el desempeño empresarial. Sin embargo, la influencia de factores psicológicos, como la autoestima, entendida como la autoconfianza, resiliencia y estabilidad emocional del emprendedor, puede potenciar o atenuar el impacto de la OE en el éxito, que debe considerar no sólo los resultados empresariales, sino el éxito de la actividad emprendedora.

Los datos del estudio provienen de una encuesta a los emprendedores de la Comunidad de Madrid, empleando escalas validadas para medir autoestima, OE y éxito emprendedor. El análisis de los datos obtenidos y el contraste de hipótesis se realiza mediante ecuaciones estructurales.

Se espera que la OE tenga un impacto positivo en el éxito emprendedor y que esta relación sea más fuerte en emprendedores con alta autoestima. Estos resultados contribuirán a la literatura sobre emprendimiento y ofrecerán implicaciones prácticas para el desarrollo de programas de capacitación, resaltando la importancia de fortalecer la autoestima para mejorar la sostenibilidad y el crecimiento de los negocios

AUTHENTIC LEADERSHIP AND AUTONOMY CLIMATE IN FAMILY BUSINESS

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This study examines the relationship between authentic leadership and the development of an autonomy climate in family firms. Drawing on the literature on leadership and entrepreneurial orientation, we explore how authentic CEOs foster an environment that encourages independent decision-making, self-determination, and open communication within the top management team. While prior research has extensively analyzed the effects of authentic leadership on employee attitudes, its impact on high-level managerial dynamics remains underexplored.

To address this gap, we conduct an empirical analysis using a sample of family firms operating in the food manufacturing industry. Our findings confirm the proposed hypothesis that authentic leadership is positively associated with an autonomy climate. Specifically, we demonstrate that authentic CEOs, through their emphasis on transparency, ethical decision-making, and relational trust, play a pivotal role in enabling autonomy within their organizations. This, in turn, has been demonstrated in the literature to enhance organizational adaptability and long-term sustainability.

PRÁCTICAS SOSTENIBLES Y AGILIDAD ORGANIZACIONAL EN LAS EMPRESAS FAMILIARES

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Las prácticas sostenibles tienen cada vez una mayor importancia en el mundo empresarial, y las empresas familiares no son una excepción. Además de reducir costes, las prácticas sostenibles también mejoran la reputación de la empresa e influyen en el rendimiento empresarial. Por su parte la agilidad organizacional aporta capacidades a la empresa que pueden ayudar a una mejor adaptación de recursos. Así, en este estudio analizamos el efecto de las prácticas sostenibles y la agilidad organizacional en el rendimiento de las pequeñas y medianas empresas familiares. Asimismo, analizamos también el papel mediador que juega la agilidad en la relación entre la sostenibilidad y el rendimiento. Para el análisis utilizamos una muestra formada por pequeñas y medianas empresas familiares españolas. Utilizando la técnica de ecuaciones estructurales, nuestros resultados revelan que tanto las prácticas sostenibles como la agilidad organizacional influyen positivamente en el rendimiento de la empresa, y además se demuestra que la agilidad juega un papel mediador que ayuda a traducir las prácticas sostenibles en un rendimiento superior.

EMPRENDIMIENTO TRANSGENERACIONAL Y DESEMPEÑO SOSTENIBLE EN LA EMPRESA FAMILIAR: UN ANÁLISIS EXPLORATORIO

José María Fernández-Yáñez¹, Alba Puig-Denia¹, Beatriz Forés¹, Montserrat Boronat-Navarro¹, Alexandra García-Joerger²

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Objetivos: Este estudio exploratorio examina el impacto del emprendimiento transgeneracional en el desempeño sostenible de la empresa familiar y analiza cómo la propiedad familiar modera esta relación. Se busca entender si una elevada concentración de capital familiar fortalece o debilita los efectos positivos del emprendimiento transgeneracional en la sostenibilidad.

Marco teórico: Nuestras hipótesis se fundamentan en la teoría de recursos y capacidades, la riqueza socioemocional de la empresa familiar (SEW) y la teoría de la agencia.

Metodología: Utilizamos la base de datos del STEP Project Global Consortium para testar nuestras hipótesis sobre una amplia muestra de empresas familiares a través de un análisis de regresión múltiple jerárquica.

Resultados: Los resultados preliminares indican que el emprendimiento transgeneracional tiene un impacto positivo en el desempeño sostenible de la empresa familiar. Sin embargo, este efecto se ve limitado por la concentración de la propiedad en la familia, cuya moderación es negativa. Esto sugiere que altos niveles de propiedad familiar pueden inducir prácticas nepotistas, aversión al riesgo y una orientación excesiva hacia objetivos familiares, reduciendo así el potencial innovador y sostenible del emprendimiento transgeneracional.

BUSINESS MODELS AND PERFORMANCE OF YOUNG COMPANIES

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This study explores the relationship between business models and the performance of young companies. While business models have become a central theme in management research, their empirical impact on firm performance remains underexplored. We used the method for automated business model identification leveraging content analysis and the cluster analysis to classify the business models of 363 young firms into five clusters. We then examine the effect of these clusters' business models on firm performance using regression analysis. Our findings show that business model configuration matters for the young firms' performance, in particular indicating significant relationship between business model configuration and ROA. We also found support that the lack of focus in the business model leads to a poorer performance than specialisation on such business model pillars as product, customer interface, and financial aspects. However, the focus on the infrastructure management pillar appeared to lead to the worst performance results.

These insights contribute to business model research by offering a holistic, industry-agnostic perspective on young firms' performance and provide valuable implications for entrepreneurs, investors, and policymakers.

TUESDAY, JUNE 17

ORAL COMMUNICATIONS

BUSINESS AND SOCIETY AND SUSTAINABILITY SESSION 5

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room 003

Session Chair: Javier Amores Salvadó, Universidad Complutense de Madrid

INTELLECTUAL CAPITAL AND ENVIRONMENTAL SUSTAINABILITY: ITS FOUNDATIONS AND EVOLUTION

Miriam Delgado-Verde¹, Jaime J. González-Masip², Javier Amores-Salvadó¹

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Discussant: **Pedro Manuel García Villaverde** (Universidad de Castilla La Mancha)

This work presents a theoretical perspective based on a bibliometric analysis of the research on intellectual capital and environmental sustainability (IC&ES) during the period 1990-2022. With the Web of Science as reference database, 291 valid documents were collected and examined through a performance bibliometric analysis, and a science mapping analysis based on co-word bibliographic networks, using SciMAT as an analytical tool. This study provides an overview of the IC&ES literature from a holistic perspective that allows to assess the growing attention that scholars pay to this research topic. Through an in-depth analysis, the specific themes and thematic areas that constitute the IC&ES literature are identified, along with their evolution dynamics and relationships, and cross-fertilizing areas. The main contribution is identifying four thematic areas -Showing, Inventing, Profiting, and Greening- that reflect the focus and connections of IC&ES publications. These cross-fertilizing domains paves the way for new contributions and new research avenues.

SUSTAINABILITY ORIENTATION AND RESILIENCE: IMPLICATIONS OF INSTITUTIONAL COMMITMENT.

Pedro Manuel García Villaverde, Job Rodrigo Alarcon, María José Ruiz Ortega, Gloria Parra Requena

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

In light of increasing attention to the tensions between economic, environmental, and social sustainability, we address the gap on how the interplay between these dimensions of sustainability orientation (SO) affects organizational resilience (OR) in different institutional contexts. Specifically, this work analyzes the role of environmental and social SO in driving economic SO towards OR in contexts with different levels of institutional commitment. The empirical study is conducted on two samples of cultural tourism companies: 238 from Peru and 223 from Spain. The results show a total mediating effect of environmental and social SO between economic SO and OR in Spain, where there is a higher institutional commitment to sustainability. However, in a context of lower institutional commitment, such as Peru, a partial mediating effect of environmental SO is observed, with a direct effect of economic SO remaining. Companies should adopt a holistic view of sustainability, connecting and integrating its dimensions to improve their OR. Institutions should enhance their commitment to environmental and social sustainability to strengthen the driving role of these strategies in making companies more.

EXPLORING COMMON OWNERSHIP'S IMPACT ON THE NEXUS OF INSTITUTIONAL OWNERSHIP AND ENVIRONMENTAL PERFORMANCE

Khadija Sesay, Juan-Alberto Aragón-Correa, Nuria Esther Hurtado-Torres

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

Institutional investors increasingly hold substantial stakes across competing firms in various industries, creating a landscape where competitors often share multiple investors. While agency theory has primarily emphasized the financial advantages of common ownership for investors, its socio-environmental implications remain contentious. Drawing on stakeholder theory, this study proposes that common ownership can strengthen the positive relationship between institutional investors and corporate environmental

performance. Using a quantitative research design with 9,229 firm-year observations from the S&P 1500 index between 2005 and 2021, we find that both high and medium levels of common ownership enhance this positive relationship. In contrast, low levels of common ownership are associated with a negative relationship. These findings advance our understanding of how institutional and common ownership influence firms' environmental performance. The study offers a theoretical and practical framework for leveraging common ownership to align shareholder interests, corporate actions, and broader societal and environmental goals.

ROOM FOR SUSTAINABILITY: ON THE RELATIONSHIP BETWEEN ESG PERFORMANCE AND CORPORATE VALUE CREATION

Javier Rojo-Suárez¹, Ana Belén Alonso-Conde¹, Maria do Rosário Texeira F. Justino², Joaquín Texeira-Quirós³

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Discussant: **Jaime J. González-Masip** (Universidad Politécnica de Madrid)

Growing concerns about ESG issues raise questions about the effects of ESG policies on competitiveness, especially in sectors such as the hospitality industry that have a strong environmental impact and a large contribution to global GDP. Building on the Campbell-Shiller identity and a characterization of investor preferences that explicitly accounts for ESG tastes, we study the effects of ESG performance on the unconditional and conditional cost of equity and dividend growth of the lodging sector. Our results show that lodging companies with better ESG performance benefit from lower costs of equity, both unconditional and conditional on ESG information, but these lower discount rates come at the cost of lower future dividend growth. In any case, taken together, our results suggest that, for green lodging firms, potential competitiveness losses resulting from ESG policies are partially mitigated by the benefits derived from lower discount rates. Remarkably, these patterns completely vanish for brown lodging companies, suggesting the presence of a threshold in corporate ESG performance beyond which benefits from reductions in discount rates emerge. Furthermore, in order for unlisted accommodation companies to benefit from these lower discount rates, public authorities should encourage concentration in the lodging sector, while promoting access to secondary markets.

DESARROLLO DE HERRAMIENTAS RAG (RETRIEVAL-AUGMENTED GENERATION) PARA ELABORAR REVISIONES SISTEMÁTICAS DE LA LITERATURA: IMPLEMENTACIÓN DE LA REVISIÓN TEMÁTICA SOBRE EL VERIFICADOR DE LA INFORMACIÓN DESOSTENIBILIDAD.

Héctor Borobia, Elies Seguí-Mas, Guillermina Tormo-Carbó

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

El aseguramiento de la sostenibilidad y la transparencia en la información corporativa son cada vez más relevantes en los ámbitos académico y empresarial. Sin embargo, la revisión de literatura enfrenta desafíos debido a la dispersión de información y la dependencia de motores de búsqueda tradicionales basados en metadatos.

Este estudio desarrolla un sistema basado en Retrieval-Augmented Generation (RAG) para la verificación de información, permitiendo búsquedas en el contenido completo de los documentos. Se presentan dos modalidades: una manual, donde el usuario personaliza filtros y parámetros, y una automatizada con agentes RAG, que optimiza la consulta ajustando índices y refinando resultados.

A partir del análisis de 23 artículos científicos, la herramienta mejora la rapidez y precisión en la recuperación de información, superando las limitaciones de los métodos tradicionales. La investigación se alinea con la integración de LLMs y RAG en el análisis académico, optimizando la búsqueda en sostenibilidad y responsabilidad social corporativa.

ENTREPRENEURSHIP SESSION 4

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* 603 room

Session Chair: Inmaculada Jaén Figueroa, Universidad de Sevilla

CAPACIDADES Y NIVEL TECNOLÓGICO DE LA MIPYME EN LA RESPUESTA A LAS CRISIS

Carlos Fong Reynoso, Luis Ernesto Ocampo Figueroa, Moisés Alejandro Alarcón Osuna

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Discussant: **Ana Melissa Cabral** (Universidad de Vigo)

Este artículo analiza la respuesta de la mipyme ante la COVID-19 y la recesión económica consecuente. Se asume que las capacidades y el nivel tecnológico determinan el comportamiento ante situaciones de crisis para mantener el modelo de negocio seguido, suspender su actividad, o transitar a formas innovadoras más intensivas en el uso de tecnología. La metodología usada es de caso múltiple que incluye 15 casos modulares en mipymes mexicanas. A través de la sistematización de la información mediante índices de capacidades y de intensidad tecnológica se presenta el análisis conjunto que da respuesta a las hipótesis del trabajo. Los resultados expresan que hay un nivel de coincidencia remarcable entre las decisiones del empresario tal y como describen los casos de manera individual y las hipótesis de trabajo del análisis conjunto, lo que indica que las hipótesis son correctas y que el uso de índices es adecuado. Se concluye que en Mipymes con más capacidades y tecnología es más probable una respuesta a las crisis mediante innovación, con más capacidades pero menos tecnologías la respuesta sea resiliencia o perseverancia, a menos capacidades y más tecnología la respuesta sea reducción, o salida del negocio por carencia de capacidades y tecnología.

HOW TO ACHIEVE ENTREPRENEURIAL CAREER SUSTAINABILITY? A CONCEPTUAL MODEL PROPOSAL

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Discussant: **Carlos Fong Reynoso** (Universidad de Guadalajara (MX))

Entrepreneurial careers are characterised by uncertainty, risk, and continuous adaptation. While sustainable careers have gained increasing attention, little research has explored entrepreneurs' career sustainability, how they remain engaged in entrepreneurship over the long term while maintaining well-being and professional fulfilment. Given the importance of entrepreneurship for economic and social development, understanding the factors that enable entrepreneurs to sustain their careers is critical. This study addresses this gap by introducing a conceptual model, which integrates personal and contextual factors as antecedents and consequences. The model identifies personal antecedents the career self-management, communication, entrepreneurial skills, lifelong learning, resilience, while labour market, technology, and social networks serve as contextual antecedents. The consequences of entrepreneurs' career sustainability include health and well-being, career success, and job satisfaction. This study shifts the focus from business sustainability to the sustainability of the entrepreneur as an individual. By recognising the unique challenges entrepreneurs face this conceptual model provides a novel perspective on how they can build and sustain their careers over time, providing crucial guidance on ensuring their long-term career viability. Additionally, it contributes to the emerging discourse on sustainable careers focused on entrepreneurs.

Categorización de estresores y satisfactores de la actividad pública de alcaldes-empresarios de pequeños municipios

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Discussant: **Lidia Lobán Acero** (DEUSTO BUSINESS SCHOOL)

La salud de los alcaldes nunca ha sido estudiada de forma rigurosa y metódica. En muchos sentidos, ser alcalde de un pequeño municipio implica asumir un rol de emprendimiento situacional. Este trabajo tiene como objetivo identificar los eventos positivos (satisfactores) y negativos (estresores) asociados a la labor de la alcaldía.

Método: Se recogieron datos de 1.182 alcaldes de pequeños municipios franceses a través de un cuestionario en línea distribuido entre los miembros de la AMRF (Asociación de Alcaldes Rurales de Francia). En total, se recopilaron y categorizaron 5.512 datos.

Resultados: El proceso de categorización elaboraron dos inventarios: uno de 25 estresores y otro de 25 satisfactores asociados a la vida pública de un alcalde. Las tasas de confiabilidad de estos codificadores fueron del 78,5 % para los factores estresantes y del 79 % para los satisfactores.

Conclusión: Estos dos inventarios pueden servir como base para desarrollar escalas de medición del estrés y la satisfacción de los alcaldes de municipios rurales, y sentar las bases para un sistema de prevención del riesgo de burnout.

ESG INVESTING AND ENVIRONMENTAL IMPACT: DO INVESTOR PREFERENCES ALIGN WITH SUSTAINABILITY GOALS?

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Discussant: **Jean-Marie Victor Esteve** (MRM Montpellier Recherche in Management)

This paper examines the environmental impact of ESG investing in European equity funds under the Sustainable Finance Disclosure Regulation (SFDR). Using a comprehensive dataset from Morningstar, we analyze whether investor preferences for low-emission portfolios translate into tangible reductions in greenhouse gas (GHG) emissions. We define environmental impact proxies based on Article 7 of the SFDR, selecting Scope 1 and Scope 1 & 2 emissions in tonnes, as well as an emissions intensity measure. Our empirical strategy estimates five regression models, including interactions between fund flows and SFDR Article 9 classifications, to assess whether sustainability-labeled funds effectively mitigate environmental harm. Results indicate that higher net fund flows, lower ESG-risk, ESG-designated funds, and funds classified as Article 9 are associated with lower emissions, consistent with investor preference for sustainable portfolios.

Nevertheless, a moderation analysis of Article 9 classified funds and the relationship between fund flows and Scope 1 emissions, suggest that being classified as Article 9 could mitigate the negative effect of flows on carbon emissions. These findings contribute to the ongoing debate on ESG regulation, investor behavior, and the efficacy of sustainable finance frameworks in reducing environmental externalities.

FINANCE AND ACCOUNTING SESSION 3

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room 502

Session Chair: Elena Ferrer Zubiate, Universidad Publica de Navarra

THE EXPECTED LOSS MODEL AND MODEL-BASED REGULATION: UNINTENDED EFFECTS ON INCOME SMOOTHING

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Discussant: **Patricia Almeida Cabrera** (Universidad de Las Palmas de Gran Canaria)

We analyze how the adoption of the expected credit loss (ECL) model in January 2018 affected bank income smoothing by managing loan loss provision depending on the use of internal ratings-based (IRB) models. Using a difference-in-differences (DID) design in a sample of 2,280 banks from 26 European countries, we find that IRB banks increased their income smoothing compared to banks using standardized models after the adoption of the ECL model. These results remain after controlling for whether the bank is publicly traded or not, the type of bank supervision, and after controlling for a wide set of control variables and capital management and risk-taking hypotheses.

MEDIA AND CASH HOLDINGS IN EUROPEAN FIRMS

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Discussant: **Amós Pelayo García Martínez** (Universidad de Oviedo)

- Objective. We analyse the relationship between the media and cash holdings using a sample of non-financial firms listed on the STOXX Europe 600 index during the period 2014-2023.
- Theoretical framework. Theories of agency, pecking order, reputation and trade-off.
- Methodology. OLS, 2SLS, GMM and Heckman models.
- Results. Our results reveal a positive relationship between the visibility in the media and the level of cash, supporting the theoretical arguments that media attention can mitigate agency conflicts associated with cash flow and increase the conservatism of internal agents due to fear of reputational damage. In addition, we find that negative news has a positive impact on cash levels, signalling that greater transparency in the negative actions of internal agents limits the ability of firms to obtain external financing, as it increases the costs of such financing.

LAS LEYES DE COMPETENCIA Y LA ESTRUCTURA FINANCIERA CORPORATIVA: UN ANÁLISIS DE CANALES/ COMPETITION LAWS AND CORPORATE FINANCIAL STRUCTURE. A CHANNEL ANALYSIS

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Discussant: **Alejandro Ortega Gomariz** (Universidad de Murcia)

Este artículo analiza el impacto de las reformas en las leyes de competencia sobre la estructura de deuda corporativa, centrándose en la deuda total, a largo plazo, bancaria y garantizada. Estudios previos destacan que la competencia influye en las decisiones de financiación a través de diversos canales, como un mayor riesgo de quiebra, una menor supervisión bancaria y una reducción en los valores de liquidación de los activos. Utilizando el Competition Law Index (CLI) para captar cambios legislativos, aplicamos un enfoque de diferencias-en-diferencias (DiD) escalonadas a 29.512 observaciones empresa-año de 3.435 empresas en 22 países (2001-2015).

Los resultados muestran que un aumento en la rigurosidad de las leyes de competencia se asocia con una reducción de la deuda total y a largo plazo, así como con una menor deuda bancaria y garantizada. Esto sugiere que una mayor competencia altera las decisiones de financiación al incrementar el riesgo financiero y restringir el acceso a financiación garantizada. Estos hallazgos aportan evidencia empírica sobre cómo las reformas en la política de competencia reconfiguran la estructura de capital corporativa, ofreciendo información valiosa para los responsables de políticas económicas.

FINANCING WORKING CAPITAL REQUIREMENTS AND FIRM RISK-TAKING

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Discussant: **Mariana González Alzueta** (Universidad de Oviedo)

This paper investigates the impact of the financing strategy of working capital requirements (WCR) on firm risk-taking. For this purpose, a sample of 7,465 Spanish SMEs was used for the period 2013-2020. While the literature has empirically tested the impact

of WCR funding strategy on profitability extensively, we provide evidence of its impact on firms' risk-taking behavior. Our results show that an aggressive WCR financing strategy (higher proportion of WCR financed with short-term bank debt) is associated with higher financial risk, while a conservative financing strategy (higher proportion of WCR financed with long-term bank debt) implies lower financial risk. Moreover, the increased risk associated with pursuing an aggressive financing strategy is more pronounced for firms with unstable cash flows and earnings.

HUMAN RESOURCE MANAGEMENT SESSION 4

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room 002

Session Chair: Mireia Valverde, Universitat Rovira i Virgili

Exploring Organization as Umwelt and Implications for Moral Failure in Corporate Settings: The Case of the UK Post Office-Horizon Scandal

Leonard Michael Holmes

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Discussant: **JOSE LUIS GASCO GASCO** (UNIVERSIDAD DE ALICANTE)

This paper takes the case of the UK's Post Office-Horizon Scandal as the basis for exploring the nature of organization, drawing upon von Uexküll's concept of Umwelt, extended through elements of the work of Cassirer, MacIntyre, Wittgenstein and Harré. It is argued that the scandal poses a problem for mainstream management and organization scholarship. By taking seriously the limits posed on social actors by virtue of their positioning (role, identity) within social structures, in respect of what they can know and can do, what they take as knowing beyond doubt, we may gain useful insights into how scandals such as this and other occur. The paper is primarily oriented towards theory-development, exemplified with material from the public Inquiry. It is proposed to use text mining to analyse more extensively empirical evidence in relation to the theoretical frame proposed.

INVESTIGATING THE DETERMINANTS OF NON-ACADEMIC COLLABORATION IN ACADEMIC RESEARCH TEAMS

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Discussant: **Marta Mas-Machuca** (UIC Barcelona)

Collaboration between universities and external agents has grown significantly in recent decades. It has become a relevant research topic, mainly due to frameworks such as the triple and quadruple helix models. These models emphasise such collaborations, which mainly focus on companies and leave out other strategic agents. In this regard, there is a lack of knowledge about the micro-level factors of academic research teams, which are key drivers of non-academic collaboration. Consequently, this study analysed the factors that influence academics' commitment and openness to external collaborations from a dual perspective: a) team-related factors (team diversity) and b) contextual factors (university research excellence). Based on a sample of 277 Spanish academic research teams and a hierarchical multiple regression analysis, we find that only personal and contextual factors influence non-academic engagement. These results present practical implications for university policies that foster collaboration with diverse non-academic agents and maximise the social impact of research.

SYSTEMATIC LITERATURE REVIEW ON HUMAN FLOURISHING IN THE WORKPLACE

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Discussant: **Silvia Martelo Landrogué** (Universidad de Sevilla)

This systematic literature review examines human flourishing in the workplace by focusing on the following key questions: (1) What are the main areas of research in human flourishing? and (2) How does leadership relate to workplace flourishing? Using Theories-Contexts-Characteristics-Methods (TCCM), the review identifies two meta-frameworks—eudaimonia, rooted in virtue ethics and wellbeing, derived from psychological frameworks that further emphasize subjective and psychological wellbeing. On the other hand, using the Antecedents-Decisions-Outcomes (ADO) framework, leadership emerges as an outcome from a cycle of intrinsic motivation and positive affect and decisions aligned with the common good. Thus, this literature review demonstrates the importance of integrating both eudaimonia and wellbeing approach in the workplace for a sustained holistic development, engagement and leadership.

LIDERAZGO DE SERVICIO Y COMPORTAMIENTO DE CIUDADANIA ORGANIZATIVA. UN ESTUDIO MULTINIVEL EN LA INDUSTRIA DEL FITNESS EN ESPAÑA

Silvia Martelo Landrogué, Isabel Rosa Díaz, Jerónimo García Fernández, David Martín Ruiz, Gabriel Cepeda Carrión

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Discussant: **Leonard Michael Holmes** (Independent researcher)

Objetivos: Este trabajo analiza la relación que existe entre un estilo específico de liderazgo y las respuestas de los seguidores. En concreto, se centra en las características más relevantes del liderazgo de servicio y su posible influencia en diferentes aspectos relacionados con los empleados (satisfacción en el trabajo, autoeficacia y atributos emocionales) que influyen a la hora de desarrollar comportamientos de ciudadanía organizativa (OCB).

Marco teórico: El entorno empresarial en constante cambio hace necesario reconsiderar el estilo de liderazgo de las organizaciones. El liderazgo de servicio subordina los intereses personales del líder a los de los grupos de interés. Dada la importancia del OCB, las

organizaciones deberían hacer todo lo posible por promoverlo entre sus empleados. El liderazgo de servicio es un estilo de liderazgo que podría desempeñar un papel fundamental en este sentido.

Metodología: Se ha llevado a cabo un estudio empírico, mediante un análisis de modelo multinivel (MLM) con los datos recogidos de 53 gerentes de centros de fitness y 480 de sus empleados.

Resultados/implicaciones: Los resultados muestran que hay diferentes aspectos de los empleados que tienen un impacto significativo en su OCB dirigida a la organización. Sin embargo, su influencia está condicionada por el líder del centro.

TELETRABAJO EN EL MANAGEMENT Y LOS NEGOCIOS: UNA REVISIÓN DE LA LITERATURA

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Discussant: **Félix Guerrero Alba** (Universidad de Cádiz)

Debido al crecimiento exponencial del teletrabajo y al consiguiente incremento de la literatura sobre el mismo, sigue siendo necesario revisar la literatura sobre este tema. El objetivo de este trabajo es analizar la literatura sobre teletrabajo desde una perspectiva de Management y Negocios. Para ello hemos analizado 156 artículos que se extrajeron de la base de datos Social Science Citation Index de la Web of Science. Se realiza un análisis de contenido de los artículos para determinar los tópicos que subyacen al tema del teletrabajo. Las revistas relacionadas con Organización, Psicología, Innovación Tecnológica, Género e incluso Ética han abordado esta temática, mostrando el carácter transversal y las múltiples implicaciones de esta forma laboral. La principal limitación de esta investigación se basa en la forma de selección de los artículos objeto de estudio. El modelo propuesto, permite ver como hay consecuencias positivas del teletrabajo, como la retención de personal, la innovación, la flexibilidad, pero también hay consecuencias negativas, como la pérdida de privacidad, la mayor discriminación, el estrés o aislamiento del teletrabajador, y variables con valores ambiguos, que pueden suponer consecuencias tanto positivas como negativas del teletrabajo para el Management y los Negocios.

HUMAN RESOURCE MANAGEMENT SESSION 5

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room 605

Session Chair: María F. Muñoz Doyague, Universidad de León

WORK-LIFE BALANCE PREDICTORS IN THE CONTEXT OF MENTAL HEALTH CRISIS: A SUMMARY OF A DOCTORAL THESIS

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Discussant: **Daniel Dorta Afonso** (Universidad de Las Palmas de Gran Canaria)

Purpose: Examine how job demands (workload, weekly hours), job resources (flexibility, supervisor support), and disabilities relate to the work-life balance (WLB) of employees with and without diagnosed mental disorders. It also explores whether disabilities moderate these relationships and how these variables combine to yield high or low WLB.

Theoretical Framework: Drawing on the conservation of resources theory, job demands-resources model, border theory, the cybernetic model of WLB, and the biopsychosocial model of disabilities, we propose that job demands and disabilities function as stressors harming WLB of employees with mental disorders, while job resources enhance it. Beyond individual effects, we posit that these variables jointly shape WLB levels.

Methods: Data were collected via Prolific, yielding 301 employees (150 with diagnosed mental disorders, 151 without). PLS-SEM was used to validate measures and test direct and moderation hypotheses, while fuzzy-set Qualitative Comparative Analysis (fsQCA) identified configurations leading to high and low WLB.

Findings/Implications: Job demands and disabilities negatively relate to WLB, while job resources increase it. No significant moderation by disability levels was found, and having a mental disorder diagnosis did not alter these patterns. Configurational analyses reveal combinations of demands, resources, disabilities, and symptoms leading to high or low WLB.

BUNDLES OF HIGH-PERFORMANCE WORK SYSTEMS IN JOB DEMANDS-RESOURCES THEORY: BOOSTING AND BUFFERING EFFECTS ON EMPLOYEE EXHAUSTION AND JOB SATISFACTION

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Discussant: **Santiago Almadana Abón** (Universidad de Málaga)

Objectives: this study analyze how ability-, motivation-, and opportunity-enhancing bundles of High-Performance Work Systems (HPWS) influence employee exhaustion and job satisfaction under varying levels of challenge and hindrance job demands. It addresses the debate on whether HPWS function as job resources that enhance wellbeing or as additional demands compromising it (i.e., mutual gains vs. conflicting outcomes).

Theoretical framework: this manuscript builds on Strategic Human Resources Management (SHRM) literature and Job Demands-Resources (JD-R) theory to test the buffering and boosting propositions of JD-R. It integrates the Ability-Motivation-Opportunity (AMO) framework and the challenge-hindrance demands model.

Method: two studies were conducted with hotel employees, PLS-SEM to test interactions between HPWS bundles and job demands. Study 1 examined general challenge and hindrance demands, while study 2 focused on work overload and role conflict.

Results/Implication: findings provided partial support for buffering effects but showed that HPWS bundles can also amplify exhaustion, reinforcing that they do not always act as resources. These results help reconcile the mutual gains vs. conflicting outcomes perspectives, showing that HPWS effects depend on their alignment with specific job demands. This study advances JD-R theory emphasizing that job resources function as such only when perceived as relevant for specific demands.

LA RELACIÓN ENTRE LA VULNERABILIDAD DE LA PERSONA TRABAJADORA Y LA SINIESTRALIDAD LABORAL

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Discussant: **CARMEN De la Calle Durán** (Universidad Rey Juan Carlos)

La siniestralidad laboral constituye un desafío primordial para los sistemas de producción y la sociedad en la actualidad. Por otra parte, las personas trabajadoras en riesgo de exclusión, que presentan algún tipo de vulnerabilidad, pueden incrementar el riesgo de sufrir un accidente laboral.

El presente estudio se enfoca en analizar las características personales y ocupacionales relacionadas con las personas trabajadoras en riesgo de exclusión o colectivos más vulnerables, así como su relación con la gravedad de los accidentes laborales, adoptando una perspectiva de interseccionalidad.

Para ello, se llevó a cabo una revisión exhaustiva de las variables de vulnerabilidad reconocidas por la literatura especializada y las autoridades internacionales y nacionales en seguridad y salud en el trabajo. Entre ellas, se destacan la edad, la relación contractual, la nacionalidad, y el género.

Los resultados y las principales implicaciones prácticas de esta investigación contribuyen a un conocimiento más profundo de las personas trabajadoras en riesgo de exclusión o colectivos vulnerables. Esta perspectiva puede ser fundamental para reducir los accidentes laborales y aportar elementos valiosos a los nuevos modelos de prevención de riesgos laborales, en línea con las directrices establecidas por las autoridades internacionales y nacionales en seguridad y salud en el trabajo.

JOB AND ANXIETY: AN EMPIRICAL ANALYSIS FOCUSED ON AGE

EVA PELECHANO BARAHONA, MARIA CARMEN DE LA CALLE DURÁN, IRENE CAMPOS GARCIA

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Discussant: **Andrés Salas Vallina** (Universitat de València)

The transformation of workplaces is being reflected in the increasing number of health issues affecting organisations. This research seeks to identify those factors linked to the physical and psychological requirements of employment that impact upon the appearance of anxiety, capturing the disparities or divergences between young, middle-aged, and older workers. The study follows the precepts of the Job Demands-Control Model, the Job Characteristics Model, and Self-Determination Theory, with a sample of 35,727 observations from the European Working Conditions Survey 2021. A two-step process involving a t-test for independent samples and an ANOVA is used that attributes the appearance of anxiety to certain job profiles, the type of tasks and skills required, levels of autonomy, work-related outcomes, and relationships with others. There are significant differences between the three cohorts of workers, with middle-aged ones being linked to more factors of psychosocial risk. Several practical implications are presented that may help to achieve the Sustainable Development Goals SDG 3 (Well-being) and SDG 8 (Economic growth and decent work), with the consequent impact on the sustainability of employees and organizations.

WORKPLACE CONFIDENTIAL: THE UNTOLD CAPACITY OF EMPOWERMENT AND JOB RESOURCES AGAINST GOSSIP

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Discussant: **Alberto Ruozzi López** (Universidad Complutense de Madrid)

Objectives: Negative workplace gossip is a common phenomenon in our everyday working life. Despite its prevalence, the interaction between negative workplace gossip and empowerment has received limited attention in the literature, particularly in terms of how to effectively address it. This study investigates the underlying effects of supervisor-rated negative workplace gossip on the relationship between employee-rated empowerment and supervisor-rated performance, mediated by employee-rated job crafting.

Theoretical framework: We drawing on Conservation of Resources theory to adopt a resource perspective and elucidate whether negative workplace gossip harms the empowerment-performance relationship.

Method: The survey method was used through a multiwave time-lagged and multisource design involving 132 matched employee-supervisor dyads.

Results/implications: Our findings reveal that negative workplace gossip negatively interacts with empowerment, resulting in a detrimental impact on individual performance. However, this effect is not enough to hinder job crafting. These results emphasize the critical importance of fostering job crafting, and particularly, crafting structural job resources, as a buffer against the harmful consequences of negative workplace gossip, offering theoretical and practical pathways for organizations.

INNOVATION MANAGEMENT (English)

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · Location: Room 606

Session Chair: BÁRBARA LARRAÑETA, Universidad Pablo de Olavide

AGENCY OVER (INFRA)STRUCTURE: CAPE VERDEAN FARMERS RESCUE PROJECT SUCCESS

João Granja-Correia¹, Remedios Hernández-Linares², Arménio Rego^{3,4}

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Discussant: Marcos Anton-Tejon (Università di Pavia)

This study explores how end-user agency can transform failed projects into successes, using the Figueira Gorda irrigation reservoir in Cape Verde as an extreme case study. Initially abandoned due to top-down policy shifts and structural failures, the reservoir became a catalyst for innovative, bottom-up efforts by local farmers. These farmers mobilized the limiting resource—water—through resourceful adaptations, including motorized pumps and drip irrigation systems, to create a thriving horticultural ecosystem.

The theoretical framework integrates bricolage theory, which emphasizes the creative recombination of available resources, and structuration theory, which examines the dynamic interplay between human agency and structural constraints. Adopting an abductive research design, the study synthesizes diverse data sources, including farmer surveys, expert interviews, and satellite imagery, to iteratively refine theoretical insights.

Findings reveal that when a failed project provides access to a limiting factor, end-users can develop a bricolage repertoire to mobilize it, extract value, and redefine project outcomes. This study challenges traditional, top-down project management frameworks and highlights the potential of adaptive, end-user-led solutions in resource-constrained contexts. The insights contribute to both theory and practice by advocating for the integration of end-user strategies into project designs, enhancing resilience and fostering sustained success outcomes.

CREATIVE SEATBACKS: HOW OWNERSHIP MISALIGNMENTS SHAPE EMPLOYEE CREATIVE ENGAGEMENT AFTER REJECTIONS

Wei Wei¹, Paola Criscuolo¹, Barbara Larrañeta²

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Discussant: João Granja-Correia (Universidad de Cantabria)

How do employees respond when their creative ideas are rejected, and their expectations about ownership rights are challenged by organizational policies? This study introduces ownership misalignments—discrepancies between employees' anticipated ownership rights and formal organizational policies—as a critical factor. We distinguish between unmet ownership expectations, where employees expecting ownership are denied it, and exceeded ownership expectations, where employees unexpectedly are granted ownership of their ideas. Drawing on organizational fairness theory, we propose that unmet expectations foster perceptions of unfair treatment, reducing creative engagement, while exceeded expectations signal consideration of employees' creative efforts, enhancing future contributions. We further argue that these fairness perceptions are particularly significant for non-R&D employees, who have less familiarity with intellectual property (IP) policies and contribute creatively on a voluntary basis. Using a longitudinal dataset of employee invention disclosures from a multinational ICT firm operating across diverse IP regimes, we find empirical support for our hypotheses. The results demonstrate that ownership misalignments significantly shape subsequent creative idea submission after rejection, with stronger effects observed among non-R&D employees. By identifying ownership misalignments as a central mechanism linking rejection experiences to creative behavior, this study advances research on ownership, organizational fairness, and employee creative engagement.

DIGITALIZATION SCOPE, PERFORMANCE AND SKILLS

Ching T. Liao, Kremena Slavova, Metin Onal Vural Durukan, Paola Zanella

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Discussant: José Antonio Alfaro Tanco (Universidad de Navarra)

- This study examines the effect of firm digitalization scope—the variety of digital technologies adopted by the firm—on firm performance.
- Adopting the knowledge-based view of the firm, this paper proposes an inverted U-shaped relationship between digitalization scope and firm performance. Furthermore, it examines the moderating role of organizational skills on the proposed relationship, suggesting that the potential decline in performance resulting from using too many different types of digital technologies is likely to be mitigated for firms that possess such skills.
- The hypotheses are empirically tested using a dataset from the Flash Eurobarometer 486 survey.
- We find that digitalization scope has inverted U-shaped relationship with firm performance, and that organizational skills help to mitigate the negative effect of digitalization scope on performance. Our findings contribute to the literature on digital transformation and its effect on organizational business processes.

Medium-term regional effect of Science and Technology Parks: a staggered differences-in-differences approach

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Discussant: **Kremena Slavova** (CUNEF UNIVERSIDAD)

The interest in regional innovation policies has increased in recent years. Science and Technology Parks (STPs) are one of the most widespread regional innovation policies worldwide. They are considered a catalyst for regional innovation because they constitute a source of knowledge spillovers and a mechanism for knowledge transfer. The aim of this work is to evaluate the effect of the adoption of the STP policy on regional innovation performance. To this end, we build a provincial dataset for Spain covering 37 years and implement a difference-in-differences approach taking advantage of the staggered adoption of the STP policy and the fact that some provinces do not have an STP yet. The main results show that STPs increase provincial patents by 43.0% in years 6-10 after the adoption of the policy and by 73.5% in years 11-15. This result is robust to different assumptions and methodological choices. In addition, we find that the increase in patents does not come at the cost of lower patent quality, that STPs perform similarly in more or less advanced provinces, and that approximately 57% of the effect comes through STP spillovers.

MARKETING (English)

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room A3_ mod 1

Session Chair: Javier Cebollada, Universidad Pública de Navarra

INFORMATION TRANSPARENCY AND SENSITIVITY: UNLOCKING PRIVACY POLICY EFFECTIVENESS AND TRUST IN SMART HOME SPEAKERS

Natalia Lavado Nalvaiz, Laura Lucia Palacios, Raúl Pérez López

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Discussant: **Javier Cebollada** (Universidad Pública de Navarra)

- **Purpose:** This study, grounded in the privacy-trust-behavioural intention model, aims to explore the moderating role of information sensitivity and importance of information transparency on privacy policy effectiveness and trust, and hence enhance users' intention to continue to use.
- **Theoretica framework:** This stidy discusses the importance of privacy policies in smart home speakers, highlighting how information sensitivity and transparency influence user trust. It examines notice and choice mechanisms, their impact on the effectiveness of privacy policies, and their role in building trust.
- **Methodology:** Data was obtained through a survey of 679 users of voice assistants and it was analysed using structural equation modelling.
- **Findings:** The results reveal that information sensitivity amplifies the effects of choice on both, EPP and trust, while importance of information transparency positively moderates the effect of notice on these outcomes. Furthermore, the findings confirm the role of notice and choice as trust-building mechanism.

ALTRUISMO O RACIONALIDAD: EL COMPORTAMIENTO DE LOS COMPRADORES DE ARTÍCULOS DE SEGUNDA MANO

José Villar Muñoz, Sandra Maria Sanchez Canizares, L. Javier Cabeza Ramírez, María Montilla Carmona

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Discussant: **Vera Ferrón Vílchez** (Universidad de Granada)

La digitalización actual del comercio ha provocado el incremento de las compras de productos de segunda mano. Pero, aunque el interés académico en este tipo de artículos va en aumento, aún quedan numerosos aspectos por analizar. Este trabajo focaliza su atención en el comportamiento de compra del consumidor de productos de segunda mano aunando una teoría racional como es la Teoría del Comportamiento Planificado con un modelo altruista, el Modelo de Activación de la Norma. Al modelo propuesto se agrega la variable riesgo percibido por el potencial consumidor y, adicionalmente, se tienen en cuenta los diferentes tipos de motivaciones, así como varias categorías de productos de segunda mano en el mercado como variables moderadoras. Mediante la metodología SEM-PLS se estima el modelo sobre una muestra de 331 individuos, confirmando la mayoría de las relaciones entre constructos propuestas y encontrando algunos casos de heterogeneidad en las motivaciones económicas bajas y los productos de alta implicación. Los hallazgos permiten desarrollar campañas de marketing segmentadas más efectivas que incidan sobre la actitud como variable de mayor impacto en la intención de compra y reduzcan el riesgo asociado a este tipo de artículos para mejorar el control percibido.

TWO SIDES OF THE GREEN COIN: A SYSTEMATIC LITERATURE REVIEW OF GREEN MARKETING VS. GREENWASHING

Hadeel Osama Abualinin¹, Vera Ferrón-Vílchez¹, Mohammad Khalil²

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Discussant: **Sandra Maria Sanchez Canizares** (Universidad de Córdoba)

This paper explores the interplay between green marketing and greenwashing, two concepts central to corporate sustainability and consumer trust via a systematic literature review. Using the PRISMA framework, the study analyzed 50 peer-reviewed journal articles indexed in the Web of Science database. Findings reveal that while green marketing strategies promote environmental responsibility and sustainability, greenwashing practices exploit these initiatives by misleading stakeholders through false or vague environmental green claims.

The screening indicates that despite significant growth in research in this area, misunderstanding between green marketing and greenwashing remains. Notably, no standardized comprehensive framework exists among scholars to distinguish deceptive greenwashing practices from genuine green marketing strategies, including their definitions, drivers, and impacts across industries, regions, and regulatory frameworks. This study highlights key greenwashing themes, such as symbolic environmental claims, regulatory blind spots, and perception manipulation to broaden the understanding of both phenomena with equal analytical depth and rigor. The paper aims to provide valuable insights into the intersection of green and greenwashing, contributing to the growing body of knowledge for researchers and several other stakeholders.

OPERATION MANAGEMENT SESSION 5

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room A6B _ mod 1

Session Chair: Marta Riquelme-Medina, Universidad de Granada

A SYSTEMATIC LITERATURE REVIEW OF THE ROLE OF PRODUCT AND PROCESS INNOVATIONS IN SUPPLY CHAINS: PAST, PRESENT AND FUTURE RESEARCH DIRECTIONS

Daniel Ferrández-Vega¹, Diego Corrales-Garay¹, Alicia Zaragoza-Benzal², José-Ángel Zúñiga-Vicente¹

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Discussant: **Juan Manuel Maqueira Marin** (Universidad de Jaen)

Introducing product and/or process innovations within the supply chain operations is generally considered a catalyst for firms to reinforce their competitive advantages in the marketplace and be more sustainable. We conduct a comprehensive bibliometric analysis to explore the current research landscape about the interrelations in this theme over the last 25 years (2000-2024). We rely on bibliometric tools broadly utilized in the literature and cutting-edge metrics recently provided by Web of Science (WoS) and Scopus databases. Key findings indicate an important growth in publications in the last 10 years and that this theme embodies a rich interdisciplinary nature, as corroborated by the diverse array of researchers from multiple disciplines who have explored it. The metrics used from the WoS and Scopus reflect that the theme under consideration has an important academic influence. We identify which topics are currently receiving the most attention in academic discourse. and, using Scopus metrics, illustrate how the reviewed studies align with different Sustainable Development Goals. Finally, we emphasize the central challenges supply chain managers face today and suggest future research directions for scholars to explore.

TRANSITIONING IS OF THE ESSENCE: A CONFIGURATIONAL APPROACH TO THE TWIN TRANSITION IN MANUFACTURING SMES

Fernando J. León Mateos¹, Josep LLach Pagés², Nahuel Depino Besada¹, Antonio Sartal Rodríguez¹

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Discussant: **Lidia Sanchez-Ruiz** (Universidad de Cantabria)

This paper leverages a cross-national dataset of 1,140 manufacturing SMEs in the year 2023 to investigate a pressing contemporary phenomenon: firms' green and digital transition. This twin transition (TT) challenges traditional benefit-maximization paradigms by compelling firms to integrate sustainability and technological considerations into their operations. Against this backdrop, this study explores the antecedents of successful firms' twin transition, employing fuzzy-set qualitative comparative analysis (fsQCA) to identify configurations that enable these firms to navigate this dual transformation. Our findings emphasize the crucial role of organizational slack and institutional pressures in enabling a successful TT in manufacturing SMEs. Firms with slack invest in digitalization and sustainability, even without regulatory incentives, while resource-constrained SMEs struggle despite strong pressures. Competitive environments drive TT as a differentiation strategy, but regulatory frameworks alone are insufficient. Policymakers should provide financial and capacity-building support, while managers should view TT as a strategic opportunity for competitiveness and long-term growth.

GREENING THE DIGITAL REVOLUTION: HOW ECO-INNOVATION DRIVES SUSTAINABLE TRANSFORMATION

Paula Sáez Rodríguez¹, María Isabel Barba Aragón¹, Gabriel Cepeda Carrión², Micaela Martínez Costa¹

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Discussant: **Letizia Gasparri** (Universidad de Castilla-La Mancha)

•Purpose

This study examines how digital transformation (DT), eco-innovation (EI), and environmental sustainability interact within a business context, emphasizing eco-innovation's role in linking these phenomena.

•Theoretical framework

Grounded primarily in the Nature Resource-Based View, this research explores the interplay between DT, EI, and environmental sustainability. A literature review highlights their existing relationships and EI's potential to enhance synergy.

• Methodology

Data were collected from 212 Spanish manufacturing firms using a 7-point Likert scale questionnaire. Partial Least Squares Structural Equation Modelling (PLS-SEM) analyzed these relationships.

• Results/Implications

Findings suggest that while DT and environmental sustainability exhibit a positive relationship, EI strengthens this connection by facilitating sustainable practices through digital technologies. This highlights EI's relevance in maximizing DT's benefits.

• Originality

This study provides theoretical and practical insights by positioning eco-innovation as an enhancer rather than an exclusive enabler of the link between digital transformation and sustainability. It highlights the vital role of both DT and EI in driving green technologies, fostering a more environmentally sustainable business landscape.

OPEN INNOVATION AND INDUSTRY 4.0 LINKAGE IN MANUFACTURING

Manuel Villasalero¹, Letizia Gasparri², Agustín Zubillaga³, Martín Mora-Valbuena²

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

The ways firms innovate and digitalize have attracted enormous attention through the so-called open innovation paradigm and the industry 4.0 revolution, respectively. Surprisingly, despite the vast amount of research in academia and widely spread application in practice, the open innovation and industry 4.0 relationship has been mainly overlooked. The scarce studies are rather collateral or discuss how different industry 4.0 technologies may contribute to openness in innovation. However, how open innovation strategies may foster industry 4.0 adoption remains neglected. This study postulates that innovation is increasingly only possible in manufacturing by relying on the back-to-end interconnectedness that provides industry 4.0 and the two-way embeddedness enabled by open innovation. According to this view, we explore whether innovativeness and openness accelerate the adoption of 12 industry 4.0 technologies, ranging from augmented/virtual reality to 3D manufacturing, including machine learning, internet of things (IoT), cloud computing, big data, natural language processing, radio frequency identification (RFID), industrial robots, and automated storage and retrieval systems. Using a sample of 733 manufacturing firms competing in Spain, the regression results indicate that more innovative and open firms are ahead in the race for the digital transformation of manufacturing, but they do so according to a moderated relationship.

STRATEGY SESSION 5

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room 604

Session Chair: Juan Maícas, CUNEF University

DATA-DRIVEN DECISION MAKING IN WINE TOURISM: A IMPORTANCE-PERFORMANCE ANALYSIS OF VISITOR PERCEPTIONS

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Discussant: **María del Carmen Saorín Iborra** (Universitat de Valencia)

This study aims to analyze visitor perceptions of wine tourism in the Marco de Jerez using a data-driven approach. By leveraging online reviews, it identifies key experience attributes, evaluates their importance and performance, and compares competitiveness among wineries. The research seeks to provide insights for enhancing strategic decision-making in the sector. The study is grounded in importance-performance analysis (IPA) and its advanced variations, including Dynamic Importance-Performance Competitor Analysis (DIPCA). These frameworks assess the evolution of visitor perceptions over time and across competitors. A quantitative approach is employed, using text mining, sentiment analysis, and topic modeling on online reviews from Google and TripAdvisor. The study classifies visitor feedback into predefined experience attributes and evaluates them using IPA models. Comparative and temporal analyses are conducted to assess the evolution of perceptions before and after the COVID-19 pandemic. Findings indicate that staff professionalism, tasting quality, and cultural enrichment are key satisfaction drivers, though performance gaps exist. Post-pandemic expectations have increased, requiring strategic improvements in experiential offerings. The DIPCA model highlights areas where wineries must innovate to remain competitive. These insights inform targeted marketing, experience design, and policy-making to enhance the region's enotourism competitiveness.

COMPETITIVE STRATEGY AND INDUSTRY 4.0 ADOPTION IN SPANISH MANUFACTURING SECTOR

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Discussant: **Liudmila Sycheva** (Universidad Miguel Hernández de Elche)

Las tecnologías digitales impactan significativamente en las empresas; sin embargo, los determinantes que impulsan su proceso de transformación digital han sido menos estudiados. Este estudio analiza la influencia de la estrategia competitiva en la digitalización. Usando datos de 585 empresas manufactureras en España, se encontró que la diferenciación de productos impulsa la digitalización, mientras que el liderazgo en costes puede dificultarla. La digitalización es clave en cuanto a la diferenciación de producto, mientras que solo beneficia a líderes en costes si reduce significativamente los costes unitarios. Los hallazgos resaltan la vulnerabilidad de las empresas de bajo coste ante la aceleración digital en todos los sectores.

FACTORES CLAVE EN LA TRANSFERENCIA DE CONOCIMIENTO EN LA CONSULTORÍA EN GESTIÓN DE LA CALIDAD EN PYMES. UN ESTUDIO DE CASOS EXPLORATORIO

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Discussant: **Fernando Antonio Martín-Hidalgo Rodil** (Universidad de Cádiz)

• Objetivos

Este trabajo explora los factores clave en la transferencia de conocimiento en el área de la gestión de la calidad en organizaciones de reducido tamaño.

• Marco Teórico

La transferencia de conocimiento es clave para la competitividad y sostenibilidad de las organizaciones. Sin embargo, quedan muchas cuestiones por responder ante todo en contextos específicos como el de las pymes. Estas recurren a fuentes externas de transferencia, como puedan ser los proyectos de consultoría especializada en gestión de calidad. Analizar qué factores facilitan la eficacia de esa transferencia por esta vía es fundamental para favorecer el éxito del proceso y su impacto en la competitividad de las pymes.

• Metodología

Se realizó un estudio de carácter exploratorio de tres casos, aplicando el análisis temático como técnica general de análisis utilizando, para ello, el software ATLAS.ti 24.

• Resultados/implicaciones

La evidencia obtenida permite afrontar un gap existente en la literatura, mediante la identificación de factores y subfactores clave para la transferencia de conocimiento en la consultoría en gestión de calidad en las pymes analizadas. Académicamente, el estudio es un avance en la comprensión de este proceso y base para futuras investigaciones, y profesionalmente, una guía de actuación para consultores y empresas que utilizan este tipo de consultoría.

The role of core cultural SMEs in advancing sustainable tourism: Insights from stakeholder theory

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Discussant: **YOLANDA LOPEZ RUBIO** (UNIVERSIDAD DE CASTILLA-LA MANCHA)

In a context of growing cultural tourism in the European Union, the fundamental component of cultural tourism—the core cultural sector—shows limited value creation and lack of stability. Despite the intuitive importance of cultural tourism, the mechanisms of cultural enterprises in sustainable and cultural tourism remain unclear, creating a significant research gap.

This article fills this gap by examining the direct impact of empowerment of cultural small and medium-sized enterprises (SMEs) on their support towards sustainable tourism development and indirect impact on sustainable tourism development through cultural tourism involvement.

This study's main warning is that a weak, unempowered core cultural sector could act as a bottleneck for cultural tourism, jeopardizing a full sustainable view of its development.

Data from 203 Spanish managers of core cultural SMEs were collected by questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS. The findings indicate that socio-economic empowerment contributes to support for sustainable tourism development both directly and indirectly, while political empowerment only contributes through SME managers' involvement in cultural tourism

BUSINESS AND SOCIETY AND SUSTAINABILITY SESSION 6

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · *Location:* Room 003

Session Chair: Vera Ferrón Vílchez, Universidad de Granada

DEMOCRATIC INSTITUTIONS AND CORPORATE CITIZENSHIP: ITS IMPACT ON CORPORATE SOCIAL RESPONSIBILITY PRACTICES

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Discussant: **Laura Prieto-San-Blas** (Universidad de Salamanca)

In the last decade, the role of democratic systems in shaping corporate behavior has gained interest among scholars, also as a way of establishing accountability and legitimacy mechanisms for companies. Based on corporate citizenship and institutional approach, the aim of this research is to analyze the impact of democracy through formal (e.g., electoral process pluralism, functioning of government, and civil liberties) and informal (e.g., political culture and political participation) political institutions on CSR practices. Based on a sample of 27,698 observations from 2016 to 2023, covering 4,073 companies across 71 different countries, our results confirm that companies headquartered in democratic systems with robust electoral processes, strong civil liberties, and high political participation show better CSR practices. Furthermore, our findings reveal that companies operating in countries with poorly functioning governments also tend to have better CSR practices. These results highlight the impact of democracies on CSR engagement, confirming the role of political institutions in firms' behavior.

UNVEILING THE NEXUS BETWEEN ESG ORIENTATION, CORPORATE COOPERATION, AND INNOVATION: EMPIRICAL EVIDENCE FROM SPANISH FIRMS

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

The growing importance of Environmental, Social, and Governance (ESG) factors has reshaped corporate strategies and their role in fostering innovation. This study explores the relationship between ESG orientation—both environmental and social—and innovation, emphasizing both the direct impact of corporate cooperation on innovation and its moderating role in the ESG-innovation nexus. Using data from the Spanish Technological Innovation Panel (PITEC), we provide empirical evidence that ESG orientation significantly enhances innovation outcomes. Furthermore, our findings demonstrate that cooperation independently contributes to higher levels of innovation, while also amplifying the positive effects of ESG practices. Specifically, companies that integrate ESG practices and actively engage in collaborative initiatives exhibit superior innovation performance, particularly in complex areas such as environmental technologies. The study offers valuable insights for businesses aiming to integrate sustainable practices and for policymakers seeking to promote innovation through ESG frameworks.

THE ROLE OF GREEN TRAINING IN SHAPING ORGANIZATIONAL SUSTAINABILITY AND EMPLOYEE ENGAGEMENT IN SPANISH COMPANIES

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Discussant: **Gabriel Lozano Reina** (Universidad de Murcia)

- **Objective:** This study evaluates the impact of green training on corporate environmental behavior, with a focus on the mediating role of employee green motivation. In light of the growing importance of sustainability in business practices, the research aims to understand how green training influences employee engagement in environmentally responsible practices and its broader organizational implications.
- **Approach:** The study adopts a mixed-method approach, combining quantitative data from a survey of 136 Spanish employees with qualitative insights from five focus groups. This dual methodology enables a comprehensive analysis of the interplay between green training, employee motivation, and environmental behavior.
- **Results:** Findings reveal that green training significantly enhances employee participation in sustainable practices, with green motivation emerging as a critical mediator in this relationship. Specifically, most of participants reported a stronger commitment to environmentally responsible behavior following training. However, individual efforts alone are insufficient.
- **Contribution:** This research advances the understanding of green training's role in fostering sustainable organizational practices by extending existing models of employee motivation to incorporate green behavior. Practical implications emphasize the integration of green training into corporate sustainability strategies and the alignment of employee motivation with environmental objectives.

FROM CRISIS TO COMPETITIVENESS: HOW NEXT GENERATION EU FUNDS ARE RESHAPING SPAIN'S INDUSTRIAL LANDSCAPE

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Discussant: **Marta Mas-Machuca** (UIC Barcelona)

Next Generation EU (NGEU) funds provide a transformative response to the economic challenges posed by the COVID-19 pandemic and offer Spain an unprecedented opportunity to drive industrial modernization, regional cohesion, and long-term resilience. This study examines the allocation and impact of these funds, focusing on three key objectives: analyzing budget execution across regions and identifying disparities, exploring the characteristics and distribution of financial support among industrial beneficiaries, and evaluating the criteria that guide grant allocation and their implications. Based on data from the ELISA and SABI databases, the findings reveal that the grants have been mainly directed toward supporting financially vulnerable companies, while also prioritizing investments in sustainability, digital transformation, and circular economy projects. Despite these efforts, significant regional disparities in the resolution of funds remain key obstacles to achieving equitable development across Spain. This study combines several theories to emphasize the transformative potential of NGEU funds, and offers practical recommendations for policymakers to improve fund allocation and promote inclusive economic growth.

ENTREPRENEURSHIP SESSION 5

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · *Location:* 603 room

Session Chair: Tatiana Lopez, Universitat Autònoma de Barcelona

FACTORES CLAVE EN LA FORMACIÓN DE LA MENTALIDAD EMPRENDEDORA: EL PAPEL DE LA CULTURA UNIVERSITARIA, EL APOYO EDUCATIVO Y EL COMPORTAMIENTO PROACTIVO EN ESTUDIANTES

Américo Hurtado Palomino¹, Flor de Meliza Ccorisapra Quintana², Abelardo David Quispe Ambrocio¹, Carlos Alberto Arredondo Salas¹

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Discussant: **Miguel Ángel Gimeno Navarro** (Universitat Jaume I)

En los últimos años, las universidades han centrado su preocupación por dinamizar su entorno hacia al emprendimiento. Esta investigación analiza la influencia de la cultura universitaria en la mentalidad emprendedora, así como el rol mediador del apoyo universitario y comportamiento proactivo. El estudio se llevó a cabo en una muestra de 407 estudiantes universitarios de negocios de Arequipa, Perú y se empleó el modelo de ecuaciones estructurales con mínimos cuadrados parciales para la contrastación estadística de las hipótesis. Los resultados evidencian que la cultura universitaria tiene una influencia significativa sobre la mentalidad emprendedora. Asimismo, tanto el apoyo educativo como el comportamiento proactivo desempeñan un rol mediador parcial. Estos resultados amplían el conocimiento sobre los factores que anteceden la mentalidad emprendedora en estudiantes universitarios en países en desarrollo. Además, proporciona información valiosa para el desarrollo de políticas y estrategias orientadas al emprendimiento en las universidades públicas y privadas.

ENTORNOS SALUDABLES EN LOS SERVICIOS SOCIALES Y SU PAPEL EN LA MOTIVACIÓN Y LA EFICACIA ORGANIZATIVA: AFILANDO EL SERRUCHO

Miguel Ángel Gimeno Navarro, M^a Raquel Agost Felip, María José Rúa Aguilar, Cristina Monfort Escrig

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

Analizar qué factores estructurales actúan como elementos clave en la creación de entornos de trabajo saludables en los Servicios Sociales. De tal forma que: a) potencien su capital humano, aumentando su motivación y reduciendo su frustración; b) incrementen su eficacia organizativa.

Los Servicios Sociales son una estructura organizativa esencial para nuestro desarrollo como sociedad, cuyo capital humano está experimentando importantes tensiones. Construir entornos saludables resulta una estrategia central en su gestión de las personas y como respuesta a los desafíos organizativos. Ello implica considerar y transformar factores estructurales relacionados con las condiciones del puesto y la propia organización.

El estudio analiza 307 encuestas de personal técnico de los Servicios Sociales. Las variables independientes se agrupan en dos factores estructurales: condiciones del puesto y condiciones de la organización. Las variables dependientes hacen referencia al capital humano (motivación y frustración) y a la organización (eficacia).

Los resultados indican la relevancia de los entornos saludables para la gestión de las personas y el desempeño organizativo, pero también la complejidad que entraña construirlos. Si bien la literatura establece una serie de variables universales, el contexto determina su relevancia, precisando de un diagnóstico previo y de una implantación adaptada.

THE SHORT AND LONG TERM INFLUENCES OF PERSONAL VALUES IN PREDICTING NEW VENTURE CREATION

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Discussant: **Carlos Fong Reynoso** (Universidad de Guadalajara (MX))

This study aims at shedding light on the role of personal values (PVs) in the transition from entrepreneurial intentions (EI) to action (new venture creation). Given the stability of PVs as guiding principles in life, their influence throughout the entrepreneurial process is relevant and can contribute to a more nuanced understanding of this process.

This study integrates two complementary psychology frameworks: Schwartz's (1992, 1994) theory of basic human values (BHV) and Ajzen's (1991) theory of planned behaviour (TPB). The first of them categorizes PVs into four value dimensions. Meanwhile, Ajzen's TPB explains how intentions predict behaviour, and is the most widely-used approach to explain entrepreneurial behaviour.

A longitudinal research designed is implemented over a nine-year period (2010-2019). The sample under study is made up of university graduates (alumni) in Spain. Thus, PVs measured at T0 (2010) are used to predict start up behaviour over time, differentiating a short- and a long-term effect.

PVs are found to indirectly impact start-up behaviour in the short term. In turn, openness to change values promote long-term venture creation, while conservation values lessen its likelihood. These findings point to the existence of different PV profiles should have different probabilities to eventually start a venture up.

TRANSFERENCIA DE TECNOLOGÍA EN SPIN OFF DE ORIGEN UNIVERSITARIO: ESTUDIO DE CASO DE LA EMPRESA NANOCOATING TECHNOLOGIES

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Discussant: **Francisco Liñán** (Universidad de Sevilla)

Objetivo: Este artículo analiza los factores formales e informales que afectan la creación y evolución de empresas de tipo spin off de origen universitario en México, como ejemplo de una economía emergente. Su énfasis se encuentra en el impacto de dichos factores en la transferencia de la tecnología y conocimiento necesarios para el arranque del emprendimiento, así como en su consolidación.

Marco teórico: El análisis se realiza desde la perspectiva de las teorías de la transferencia tecnológica y de la empresa de base tecnológica (EBT) en tanto que el análisis aborda el caso de una empresa de tipo spin off de origen universitario.

Metodología: El análisis se realizó siguiendo la metodología de estudio de casos (Yin, 2014) y se siguieron los criterios de calidad usuales para garantizar la objetividad del estudio.

Resultados/implicaciones: A partir del análisis del caso se logró identificar el modelo de vinculación de la empresa con distintos actores (otras empresas, universidad, OTT), así como los factores preponderantes en este proceso: propiedad intelectual, fuentes de financiamiento, colaboración con oficinas de transferencia de tecnología, redes de contactos y colaboraciones con distintas universidades nacionales e internacionales. También se identificó cómo circunstancias externas aleatorias pueden afectar el desarrollo del emprendimiento.

FINANCE AND ACCOUNTING SESSION 4

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · *Location:* Room 502

Session Chair: Pedro Juan García Teruel, Universidad de Murcia

DETERMINANTS AND EFFECTS OF VERTICAL PAY DISPARITY: A LITERATURE REVIEW

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Discussant: **Jorge Gallud Cano** (Universidad de Valladolid)

This literature review synthesizes research on the determinants and effects of Vertical Pay Disparity (VPD), defined as the compensation gap between distinct hierarchical levels. Research on VPD is grounded in two contrasting theories; Tournament Theory (Lazear and Rosen, 1981), which argues that severe pay differentiation between hierarchical levels within an organization incentivize competition, improving firm performance, and Equity Theory (Adams, 1965), which highlight the inequality concerns of strong VPD. Three objectives structure the analysis: finding the core interest topics, identify the most used measures of VPD and the most researched countries. The review includes 48 articles, obtained from the Web of Science database and citation tracking. Research was analyzed attending to the measurement of pay disparity used, upper to lower-level employee pay disparity or VPD within the Top Management Team, and the main topic of each study, effects of VPD on performance or non-economic variables and determinants of VPD. Results show conflicting evidence, independent of the topic or measure employed. Research is geographically biased towards the US and China, with very few examples regarding other economies or cross-country comparisons (Greckhamer, 2016). Further research could explore other countries or emerging work scenarios, like remote work or AI-driven industries.

CONSEJEROS MÚLTIPLES Y DEUDA EN LAS EMPRESAS COTIZADAS ESPAÑOLAS

Inmaculada Aguiar Díaz, Nieves Lidia Díaz Díaz, María Victoria Ruiz Mallorquí

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Discussant: **Cristina del Río** (Universidad Pública de Navarra)

- **Objetivos.** El objetivo del trabajo se centra en analizar el impacto de los consejeros que pertenecen a consejos de administración de varias empresas, consejeros múltiples (CMs), en la estructura de capital de las empresas cotizadas españolas
- **Marco teórico.** El estudio se enmarca en la literatura relativa a la incidencia de la calidad del gobierno corporativo en la performance financiera de las empresas. En este sentido, la literatura ofrece argumentos a favor y en contra de la presencia de consejeros múltiples, surgiendo dos hipótesis contrarias: hipótesis de reputación e hipótesis de dedicación.
- **Metodología.** La muestra está formada por empresas no financieras cotizadas españolas, con información en la base de datos SABI en el período 2008-2019. Se aplica el método de regresión de panel con efectos fijos.
- **Resultados/implicaciones.** Los resultados indican que una mayor presencia de CMs se asocia con un menor endeudamiento. Este resultado ofrece apoyo a la hipótesis de reputación. En un contexto de propiedad concentrada, se espera que una mejor calidad del gobierno corporativo contribuya a evitar el uso de la deuda, en la medida en que esta podría ser utilizada por los accionistas controladores para obtener beneficios privados en detrimento de los accionistas minoritarios.

MANAGERIAL DISCRETION, ACCRUALS AND FINANCIAL CONTROVERSIES IN HIGH-TECH EUROPEAN FIRMS

Jorge Gallud Cano¹, María del Mar Delgado², David Sanz Peña²

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Discussant: **Isabel Acero Fraile** (Universidad de Zaragoza)

The aim of this paper is to analyse the relationship between financial controversies and earnings management through discretionary accruals in large European high-tech companies. Using various models to determine the discretionary accruals, we examine how accounting manipulation are influenced by firms' ESG practices, their involvement in financial controversies, and the moderating effect of audit committee independence. The study focuses on a sample of the largest European technology firms listed on the STOXX Europe 600 from 2013 to 2023. The results support that companies facing a higher number of financial controversies tend to engage in greater accounting discretion to mitigate the negative impact on their reputation. However, audit committee independence can help reduce this adverse effect.

WHEN AND HOW TO STRATEGICALLY REPORT KEY MILESTONES IN THE PATH TO SUCCESS: EVIDENCE FROM BIONTECH

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Discussant: **Nieves Lidia Diaz Diaz** (Universidad de Las Palmas de Gran Canaria)

The aim of this study is to analyze when and how BioNTech reports SEC Filings as well as different types of voluntary disclosures during the development and early commercialization of the mRNA Covid-19 vaccine. We consider the period between October 9, 2019 and May 7, 2021, which is associated with the reporting of mostly good news by BioNTech. We find that BioNTech reported 94% of SEC Filings outside NASDAQ regular trading hours. When analysing the behaviour of Moderna, a similar strategic pattern of extended hours reporting during the same period is found.

Furthermore, we analyse three broad types of voluntary event disclosures by BioNTech during this period that we classify into finance-specific, product-specific, and client-specific disclosures. We study how SEC Filings as well as voluntary disclosures are correlated with BioNTech prices. Finally, we find a visibility-enhancing effect after the strategic alliance between Pfizer and BioNTech.

HUMAN RESOURCE MANAGEMENT SESSION 6

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · *Location:* Room 605

Session Chair: Maria del Carmen Saorin Iborra, Universitat de Valencia

THE PATHS FROM FINANCIAL WELL-BEING TO TASK PERFORMANCE: ARE PERSONAL RESOURCES THE GATEKEEPERS?

Vagner Fantinel de Rosso, Lucía Muñoz-Pascual, Jesús Galende

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Discussant: **José Luis Rodríguez Sánchez** (Universidad Rey Juan Carlos)

Objectives: Financial well-being is a key predictor of workplace outcomes. However, several theories and mediators are used to explain this relationship. We propose a framework in which personal resources (individual characteristics and abilities that help accomplish tasks and handle work demands) mediate the effects of financial well-being and financial stress on task performance.

Theoretical framework: The resource-based view of the firm, the conservation of resources, and the broaden-and-build theories provided an integrated framework to explain how financial well-being and financial stress affect personal resources and task performance.

Methodology: We measured three personal resources (psychological capital, time management, and work engagement) and used PLS-SEM to test our propositions with a sample of 909 Brazilian public employees from the financial sector.

Results: Our framework was partially confirmed. For financial well-being, two out of three effects were fully mediated, while for financial stress, one effect was partially mediated. Financial well-being had stronger effects on personal resources and task performance, but its effects were mostly mediated through personal resources. The results imply that financial well-being and financial stress should be studied as distinct but complementary variables and that personal resources are key intermediaries between the financial domain and job performance.

AGE-SENSITIVE IMPACTS OF AMO BUNDLES ON JOB SATISFACTION IN TOURISM

Laura Romero-Domínguez, Deybbi Cuéllar-Molina

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Discussant: **Lucía Muñoz Pascual** (Universidad de Salamanca / IME)

Purpose: This research explores how the AMO (ability-, motivation- and opportunity-) bundles of HR practices impact employee job satisfaction among two different age groups in the tourism industry: younger and older employees.

Theoretical framework: Conservation of resources is used to explain how AMO bundles are perceived as valuable resources, while socioemotional selectivity theory explains the age-related differences in these perceptions.

Methodology: This research was survey-based. Responses from a sample of 417 tourism employees working on Gran Canaria (Spain) were analyzed using PLS-SEM multigroup analysis.

Results/Implications: Significant differences were observed for the ability bundle and the opportunity bundle. The former exerted a stronger (positive) impact on older employees' satisfaction. Concerning the latter, its effect on job satisfaction was positive for younger employees, but negative for older employees. As regards the motivation bundle, its relationship with job satisfaction was positive for both age groups, but no statistical differences were observed. These findings highlight the need for tailored bundles of HR practices according to employees' age to enhance their satisfaction and retention in high-turnover settings like tourism. At the same time, this approach will foster more supportive, inclusive workplaces.

HRM DYNAMIC CAPABILITIES: A FRAMEWORK FOR INTERNAL AUDITOR LEADERSHIP DEVELOPMENT

Jesus Barrena Martinez¹, Zbyslaw Dobrowolski², June B. Doornich³, Jose Luis Galdon-Salvador⁴

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Discussant: **Laura Romero Domínguez** (Universidad de Las Palmas de Gran Canaria)

This study explores the Human Resource Management Dynamic Capabilities (HRM-DC) framework as a novel approach to developing leadership within internal audit functions. Recognizing the crucial role of internal auditors in governance and risk management, this research addresses the under-explored area of their transition into leadership positions. Grounded in the dynamic capabilities' perspective, this qualitative study draws on in-depth interviews with 112 employees and 20 internal auditors to pinpoint the key competencies enabling auditors to ascend into leadership roles. Findings reveal strategic thinking, communication skills, ethical leadership, risk management, and change management proficiency as critical competences for leadership success. Furthermore, the research explores challenges and opportunities in internal auditor leadership development. While effective audit processes and recommendations offer visibility and open doors, role ambiguity and organizational misconceptions often hinder auditors' leadership potential. The study argues that HRM must proactively foster dynamic leadership capabilities through targeted skill enhancement, structured career planning, and clear role definitions. By integrating HRM-DC principles into leadership

development strategies, organizations can transform internal audit into a critical source of future leaders, maximizing its strategic value for long-term governance and corporate success.

COMO LA UNIVERSIDAD CORPORATIVA IMPULSA EL ENGAGEMENT Y REDUCE LA ROTACIÓN DEL TALENTO

Juan Enrique Jiménez Fernández-Villamil, José Luis Rodríguez-Sánchez, María Carmen De La Calle-Durán

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Discussant: **Jesus Barrena Martinez** (Universidad de Cadiz)

Las Universidades Corporativas se han convertido en una herramienta clave para mejorar el engagement y la retención del talento en empresas con alta rotación. Este estudio analiza su impacto en la fidelización de los empleados, identificando cinco factores clave para su gestión eficaz: planificación estratégica, transformación digital, formación, programas de secondments y comunicación organizacional. A partir de una revisión sistemática de la literatura, se evidencia que una Universidad Corporativa bien diseñada no solo mejora la empleabilidad y el aprendizaje continuo, sino que también refuerza el sentido de pertenencia y reduce la intención de abandono. Además, se propone un modelo de gestión que integra estos cinco factores, proporcionando una guía práctica para maximizar su impacto en la organización. Los hallazgos destacan la necesidad de alinear la formación con los objetivos estratégicos de la empresa y de implementar tecnologías innovadoras para optimizar la experiencia de aprendizaje. Esta investigación contribuye tanto al desarrollo teórico del engagement organizacional como a la formulación de estrategias prácticas para fortalecer la retención del talento.

OPERATION MANAGEMENT (English)

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · Location: Room A6B _ mod 1

Session Chair: José Luis Hervás-Oliver, Universitat Politècnica de València

Data-Driven Innovation through Learning and Knowledge Sharing

Yamin Aye, Emilio Dominguez Escrig, Rafael Lapiedra

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Discussant: **João Granja-Correia** (Universidad de Cantabria)

Goals: This study explores the impact of Big Data Analytics (BDA) on organizational Innovation, focusing on how Learning Orientation and Knowledge Sharing mediate this relationship.

Theoretical Framework: The study investigates how BDA adoption affects innovation through learning orientation and knowledge sharing, with a foundation in organizational learning theories and the Technology Acceptance Model (TAM).

Design/Methodology: A survey of 400 healthcare employees assessed constructs such as BDA usage, Learning Orientation, Knowledge Sharing, and Innovation. Structural equation modelling (SEM) was used to test the hypotheses.

Results: Findings show that BDA usage positively affects Learning Orientation and Knowledge Sharing, with both mediating the relationship between BDA and Innovation.

Research limitation/Implications: The study is cross-sectional and industry-specific, limiting generalizability. Future research should explore longitudinal studies across diverse sectors.

Practical Implications: Organizations should foster a learning-oriented culture and encourage Knowledge Sharing to enhance BDA effectiveness and drive innovation.

Keywords: Big Data Analytics (BDA), Learning Orientation, Knowledge Sharing, Innovation, Technology Acceptance Model (TAM), Structural Equation Modelling (SEM), Healthcare

A RISK-BASED MULTICRITERIA APPROACH FOR EVALUATING TECHNOLOGICAL R&D PROJECTS

Cristina López Vargas¹, Arash Moheimani², Alessio Ishizaka²

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Discussant: **Yamin Aye** (Universitat Jaume I)

Objectives: This research aims to develop a novel risk-based multicriteria approach for assessing technological R&D project risks.

Theoretical Framework: The research is grounded in previous literature on risk management in R&D projects and the international standard ISO 31000, which provides guidelines for project risk assessment. Moreover, while traditional MCDM approaches have been widely explored, their limitations in aligning with policy-based risk evaluation highlight the need for an improved methodology.

Methodology: It is proposed an innovative Probability-Impact method, adapting AHPSort to evaluate R&D project risks. The method was applied to five technological R&D projects within an engineering firm, classifying them according to risk exposure profiles in a structured risk matrix.

Findings/Implications: The proposed method effectively estimates risk exposure and categorizes technological R&D projects into predefined risk classes, providing managers with actionable insights. This study advances a risk assessment procedure aligned with ISO 31000 by incorporating sorting methods into R&D project evaluation. The findings significantly enhance coordination between policymakers and practitioners in managing risks associated with innovative technological implementations.

TRAIT-TAKING AND TRAIT-MAKING STRATEGIES IN DIGITAL INITIATIVES: INSIGHTS FROM ALBERT O. HIRSCHMAN

João Granja-Correia¹, Remedios Hernández-Linares², Arménio Rego^{3,4}

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Discussant: **Cristina López Vargas** (Universidad Pablo de Olavide)

In the digital era, project managers face challenges such as bridging the gap between strategy and implementation and navigating the often ambiguous terms of digitalization and digital transformation. This study leverages Albert O. Hirschman's theories to differentiate between digitalization as a trait-taking strategy and digital transformation as trait-making, offering a nuanced framework for digital projects. By clarifying these concepts, we provide actionable insights that help project managers align strategic objectives with execution, ultimately fostering more effective and sustainable digital initiatives. This research advances the project management field by delivering practical tools that enhance decision-making and adaptability in rapidly evolving digital landscapes.

UNFOLDING THE DISCONTINUOUS STAGE OF INDUSTRIAL DISTRICTS: HOW DO LEAD FIRMS INCEPT NEW TECHNOLOGY?

Jose Luis Hervas Oliver¹, Carles Boronat Moll²

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Discussant: **Emilio Domínguez Escrig** (Universitat Jaume I)

Industrial district (ID) literature has traditionally overlooked the micro level of analysis and how it produces knowledge variety. Positioned in the ID strand, this article analyzes how lead firms incept new technology in IDs, that is, how lead firms shape the discontinuous stage of the ID learning system, preceding the subsequent continuous phase where local buzz applies. Utilizing mixed methods in the Castellon (ES) and Emilia-Romagna (IT) ceramic tile districts, we respond to this question by analyzing an ongoing and emergent technology (named mold-less pressing). Findings show how lead firms orchestrate innovation differently at each stage (discontinuous and continuous) of the ID learning system. Incepting a new technology differs from the continuous and incremental learning system stage, as it is shown to be non-collective in nature but dyad-based between lead firms and lead users in experimental-based and innovation-driven transactions under strong ties and trust-based relationships, co-existing with established technology in large time-spans neither encompassing the large local networks of SMEs, nor being supported by the usual local atmosphere: the cluster/district effect is not yet activated at this stage.

STRATEGY SESSION 6

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · *Location:* Room 604

Session Chair: RAQUEL ORCOS SÁNCHEZ, UNIVERSIDAD DE LA RIOJA

ORIENTACIÓN PIONERA Y VENTAJA COMPETITIVA EN EMPRESAS GASTRONÓMICAS: LA INFLUENCIA DE LA PLANIFICACIÓN ESTRATÉGICA Y EL DINAMISMO DEL MERCADO

Flor de Meliza Ccorisapra Quintana¹, Jorge Luis Salas Moscoso¹, Américo Hurtado Palomino², Yuliana Arredondo Salas²

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

El propósito del estudio es contrastar empíricamente las conexiones teóricas de la orientación pionera y ventaja competitiva. Además, en esta relación se ha examinado el efecto mediador de la planificación estratégica y el efecto moderador del dinamismo de mercado. La comprobación empírica se ha realizado en 207 empresas gastronómicas de Arequipa - Perú, utilizando el modelo de ecuaciones estructurales PLS-SEM. El estudio tiene importantes resultados que permiten explicar las conexiones teóricas entre los constructos. Primero, se comprueba que la orientación pionera influye positivamente en la ventaja competitiva. Asimismo, la planificación estratégica tiene una mediación parcial en la relación orientación pionera y ventaja competitiva. Además, se ha encontrado que el dinamismo del mercado tiene un rol moderador negativo. La principal contribución teórica se basa en la comprensión más profunda de cómo las empresas pueden desarrollar y mantener ventajas competitivas en un mercado dinámico y el aporte práctico sugiere implementar la orientación pionera a través de la planificación estratégica y considerando el dinamismo del mercado para favorecer la creación de ventajas competitivas sostenibles.

DECODING CORPORATE INFLUENCE: HOW IMMEDIATE PARENTS SHAPE SUBSIDIARY PERFORMANCE IN COMPLEX GROUPS

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Discussant: **Felipe Hernandez Perlines** (Universidad de Castilla La Mancha)

The importance of corporate strategy in both academic and practical spheres contrasts with inconsistent findings on how much corporate parents actually influence subsidiary performance. Challenging the assumption that all subsidiaries within a corporate group are subject to uniform corporate parenting influence, we test the role of immediate parents—defined as the first affiliated firm in the path from the subsidiary to group headquarters—as drivers of performance. Building on attentional lens, we argue that the influence of immediate parents is contingent on group product and geographic diversification, as well as on group depth, since these factors diminish headquarters' ability to centralize value-adding corporate parenting activities. An analysis of 26,910 Western European subsidiaries from 2013 to 2023 reveals that immediate parents account for 9% of firm return on assets (ROA), compared to 5% explained by corporate parent effects. Furthermore, we find that the influence of immediate parents on subsidiary performance significantly increases in groups with above-median levels of product diversification and hierarchical layers. These results suggest that corporate-level factors contribute more significantly to profitability differences than previously thought.

OPEN INNOVATION PRACTICES AND ORGANIZATIONAL MECHANISMS IN A MULTI-BRAND AND MULTI-UNIT GROUP: ANALYSIS OF THE ACURIO GROUP

Elba Lourdes Acuña Sillo¹, Antonio Carmona Lavado², Elena M. Giménez Fernández³

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Discussant: **Flor de Meliza Ccorisapra Quintana** (Universidad Tecnológica del Perú)

This research aims to explain the open innovation practices that are carried out in a multi-brand and multi-unit company. These firms have the potential advantage of having both internal and external knowledge sources for their innovation processes. We conducted a case study on the Acurio Group, the most relevant Peruvian gastronomy company; and, identified different practices on inbound, outbound, and coupled open innovation, distinguishing between internal and external knowledge sources, and organizational mechanisms within the group. This study shows a complement between these practices and contributes to the literature on open service innovation in the gastronomy industry and provides important implications for practitioners.

STATE OF KNOWLEDGE, DEVELOPMENT AND, EVOLUTION OF LITERATURE ON STRATEGIC ALLIANCES

Gabriel Parra-Vera¹, Luis Andrés Araya-Castillo², Felipe Hernandez Perlines³

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Discussant: Juan Maícas (CUNEF University)

The research focuses on the study of strategic alliances in global scientific production, highlighting their fundamental role in developing and disseminating knowledge across various disciplines. The objective is to analyze the dynamics, characteristics, and patterns associated with scientific collaboration through a bibliometric and scientometric analysis of articles published in the WoS (Web of Science) database from 1975 to 2023. This methodology enables the examination of historical trends, collaboration networks, and key indicators reflecting the impact and evolution of strategic alliances in academic production.

4,397 WoS Core Collection database articles were analyzed, comprising 281,095 citations. The findings reveal that the most influential article, with over 4,000 citations, was authored by Walter Powell, Kenneth Koput, and Laurel Smith-Doerr (1996). The most prominent author is Ranjay Gulati (16 articles on strategic alliances), the most recognized journal is the Strategic Management Journal (SMJ), the most productive institution is the University of Texas Systems (H-index of 41 in strategic alliances), and the most impactful country is the United States, accounting for 34.71% of global publications. These analyses identified seven clusters exploring theoretical and practical aspects, such as innovation, social capital, capacity development, competitive advantages, knowledge management, and interorganizational collaboration.

BUSINESS AND SOCIETY AND SUSTAINIBILITY (English Session)

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · Location: Room 003

Session Chair: Jesus Valero-Gil, Universidad de Zaragoza

FROM GOALS TO GAINS: HOW SDG AND ESG STRATEGIES SHAPE PROFITABILITY IN TRANSPORTATION FIRMS

Erola Palau-Pinyana¹, Fàtima Vidal-Ayuso¹, Josep Llach^{2,1}, Jordi Perramon¹

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Discussant: **Sophia Dadak** (Universidad de Zaragoza)

The transportation sector is critical to global economic activities but remains a major contributor to environmental degradation, prompting firms to adopt sustainable practices. Since the introduction of the 17 Sustainable Development Goals (SDGs) in 2015, their potential financial and non-financial impacts have garnered increasing attention, though research on these effects remains limited. This study addresses the gap by investigating how SDG implementation in firms influence Corporate Financial Performance (CFP) and Environmental, Social, and Governance (ESG) ratings, using PLS-SEM and fsQCA on a sample of 375 transportation companies with audited and publicly available SDG reporting data. The findings reveal that while SDGs do not directly enhance CFP, they improve ESG scores, which in turn positively impact CFP. Smaller firms excel in environmental performance, while companies in high Environmental Performance Index (EPI) nations achieve higher social scores, underscoring the importance of regulatory contexts. Configurational analysis shows that integrating all three SDG pillars or emphasizing specific ESG dimensions, particularly environmental considerations, can optimize financial outcomes in the transportation sector. These results offer valuable insights for academics, industry practitioners, and policymakers aiming to align sustainability with profitability.

GEOGRAPHY OF FIRM-LEVEL CIRCULARITY

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Discussant: **Fàtima Vidal Ayuso** (UPF Barcelona School of Management)

Objectives: To ensure the integrity of circularity claims and prevent instances of greenwashing, it is imperative to expand the assessment of circularity to encompass larger scales of analysis. In this study, the current state of circularity measurement in the business and management literature and the concrete measures used in larger scale assessments performed until this date are assessed, giving an overview of firm circularity worldwide.

Theoretical framework: The Circular Economy is increasingly garnering attention, yet the assessment of firm-level circularity remains predominantly limited to small-scale investigations.

Methodology: After conducting a literature review, an indicator, based on secondary data from Refinitiv Eikon is constructed and held up against variables from the context of the firm. Finally, the current state of circularity in the world is mapped.

Results: The results highlight the scarcity of assessments on firm circularity at a larger scale. Researchers who focus on larger sample assessments often overlook significant aspects of the circularity definition, which could affect the accuracy and comprehensiveness of their findings. Furthermore, the assessment of circularity exhibits substantial disparities worldwide due to challenges in data availability. Firms from European countries, as well as very large firms, consistently emerge as top performers in circularity, demonstrating higher scores.

DECODING THE GREEN DNA: ORGANISATIONAL DRIVERS FOR GPP ADHERENCE IN SMES

Pablo Ortega Carrasco¹, Fabio Iannone², Vera Ferrón Vílchez³

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Discussant: **Nailya Saifulina** (Universidad de Santiago de Compostela)

This study investigates the organisational characteristics driving SMEs' motivation to adhere to Green Public Procurement (GPP) practises. Using the Resource-Based View as a theoretical lens, this study examines how environmental organisational culture, green training programmes, and managerial vision for sustainability influence GPP motivation in SMEs. We relied on a sample of 206 small and medium enterprises (SMEs) from Andalusia, southern Spain, and conducted a moderated mediation regression analysis using macro PROCESS. Green training programmes acts as a mediator, meanwhile managerial vision for sustainability acts as a moderator in the relationship between environmental organisational culture and GPP adherence. By examining the influence of these organisational factors on motivation towards GPP, our findings reveal that a strong environmental organisational culture and green training programmes might encourage GPP adherence. These results provide valuable insights into how SMEs can leverage internal resources to enhance their GPP motivation, support reduced environmental impacts and embedding sustainable practises in corporate strategies. This research contributes to a deeper understanding of the organisational drivers that motivate SMEs to adhere to GPP programmes in the case of SMEs, thus advancing sustainable development in SMEs.

THE PARADOX OF GROUP DYNAMICS: VOLUNTARY PRO-ENVIRONMENTAL EMPLOYEE BEHAVIOR UNDER THE SOCIAL LOAFING EFFECT

Nailya Saifulina¹, Elisa Rescalvo-Martin², Carlos A. Albacete-Saez², Francisco Javier Llorens-Montes²

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Discussant: Vera Ferrón Vílchez (Universidad de Granada)

Our aim was to examine the impact of perceived organizational environmental support (POES) on voluntary pro-environmental behavior both at work (Wpeb) and at home (PLpeb) through the mediating role of supervisors' green behavior (SupWpeb), while considering the effects of social loafing within group dynamics theory. Data were collected through structured questionnaires distributed among hotel employees. A structural equation model and multigroup analysis were applied. Obtained evidence demonstrated a positive effect of POES on Wpeb and PLpeb through SupWpeb. However, the diffusion of individual responsibility among employees who Wpeb in their group of coworkers weakens the described relationship, as explained through the social loafing theory. The findings contribute to the existing literature by highlighting the importance of organizational antecedents. Additionally, our focus on the effects of social loafing allows us to propose practices aimed at fostering employee involvement in green behaviors. The findings address the gap in the literature concerning the studies on the effect of social loafing group dynamics in promoting Wpeb and PLpeb. We reveal organization-induced factors not only for Wpeb but also for PLpeb. More importantly, it provides evidence of the need to consider group dynamics as a boundary condition when attempting to understand employees' green behavior.

ENTREPRENEURSHIP SESSION 6

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · *Location:* 603 room

Session Chair: Iñaki Peña Legazkue, Universidad de Deusto

EL BIENESTAR EMPRENDEDOR: UNA REVISIÓN DE SU ESTRUCTURA CONCEPTUAL

Cristina Sierra Casanova¹, Antonio Rafael Ramos Rodríguez², Paula María Lechuga Sancho³

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

Objetivo: El objetivo de este estudio es explorar la evolución de la investigación sobre el bienestar emprendedor (BE) en las últimas tres décadas. Examinamos 525 artículos científicos publicados en revistas académicas.

Metodología: La metodología utilizada incluyó indicadores bibliométricos de actividad basados en términos y relaciones para la evolución conceptual a través de mapas científicos, diagramas estratégicos y tendencias temáticas.

Resultados: Los resultados revelaron los términos más frecuentemente utilizados por los investigadores y cómo han cambiado con el tiempo, así como los temas de tendencia y las palabras clave más populares. El análisis de co-palabras proporcionó una visión dinámica de la evolución de la investigación en este campo, permitiendo la identificación de las áreas temáticas más relevantes y su evolución.

Originalidad/valor: Ofrece percepciones prácticas y aplicables, contribuyendo con recomendaciones concretas para mejorar el bienestar de los emprendedores, vinculando de manera significativa la teoría y la práctica.

THE GLOBAL UNIVERSITY ENTREPRENEURIAL SPIRIT STUDENT'S SURVEY (GUESSS) AND FAMILY BUSINESS RESEARCH: A SYSTEMATIC LITERATURE REVIEW

Thais González Torres, Juan Jose Najera Sanchez, Cristina Pérez Pérez

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Discussant: **María Paula Lechuga Sancho** (Universidad de Cádiz)

Objective

Given the significance of entrepreneurship, scholars have been examining the factors that influence entrepreneurial intentions, including the role of a family business background in shaping career choices. The aim of this paper is to review the utilization of the GUESS database in studies related to family business research, identify gaps in the current literature, and propose a future research agenda.

Theoretical framework

Based on the idea that entrepreneurial intention is influenced by various factors, this paper examines research models used by academics to explore how having a family business background, along with other characteristics, may impact the entrepreneurial intentions of university students.

Methodology

A systematic literature review method was employed for this study. The authors examined previous research using the GUESSS survey through the TCCM framework to compare and contrast key characteristics and features, offering directions for future research.

Results/implications

The authors identified various research opportunities within each of the perspectives analyzed, demonstrating the significant potential for examining the data through different theoretical approaches and contexts. They also highlighted the presence of several influential variables that remain under-researched

INTER- AND INTRA-GENERATIONAL CEO SUCCESSION: STUDYING THE IMPACT ON PERFORMANCE OF FAMILY CEO SUCCESSION AND COEXISTENCE OF GENERATIONS IN THE FAMILY BUSINESS.

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Discussant: **Juan Jose Najera Sanchez** (Universidad Rey Juan Carlos)

This research aims to extend the literature on family CEO succession in family firms and their performance by addressing the effect of different types of family succession. We draw on arguments regarding the differences between generational cohorts to identify two unexplored types of family CEO succession: intergenerational family CEO succession (e.g., between members of different generations) and intragenerational CEO succession (e.g., between members of the same generation). Our study also considers the effect of the presence of the previous generation in family business ownership at the moment of inter and intragenerational succession. We use panel data methodology and the two-step GMM estimator to analyze different successions in a sample of 368 Spanish firms between 2010 and 2022. Differences are found between intergenerational and intragenerational family CEO succession, finding a

negative and significant effect on succession when it involves a change of generation. The presence of the previous generation at the moment of an intergenerational succession is negatively related to family firm performance.

FINANCE AND ACCOUNTING SESSION 5

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · *Location:* Room 502

Session Chair: Felix Javier Lopez Iturriaga, Universidad de Valladolid

BEYOND TIT-FOR-TAT: CORPORATE OFFSETTING, EMISSIONS, AND THE LEGITIMACY OF VOLUNTARY CARBON MARKETS.

Sergio Belza González, Laura Baselga-Pascual

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Discussant: **M.-Dolores Robles Robles** (Universidad Complutense de Madrid)

This paper investigates corporate carbon emissions, voluntary carbon market (VCM) participation, and environmental disclosures. Using a global dataset of over 2,000 companies, we examine if the largest emitters are also the most active offset purchasers, and if VCM participation correlates with emissions reductions. While higher emitters do purchase more offsets, VCM participation does not correlate with reduced emissions, suggesting offsets may legitimize continued emissions rather than drive decarbonization. Furthermore, higher environmental scores correlate with higher emissions, indicating potential greenwashing. This study challenges the assumption that VCM participation translates to effective climate action, highlighting the need for greater scrutiny and transparency.

THE ROLE OF INSTITUTIONS IN SHAPING NATIONAL FINANCIAL EDUCATION STRATEGIES: INSIGHTS FROM OECD

Silvia Gómez Ansón, Irma Martínez García

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Discussant: **Sergio Belza Gonzalez** (DEUSTO University)

Objective: This paper explores the determinants underlying the adoption of national financial education strategies. It seeks to explain the factors driving policy implementation across countries.

Theoretical framework: Financial education is a tool to increase the financial literacy of consumers and investors. In 2005, the OECD adopted the Recommendation of the Council on Principles and Good Practices for Financial Education and Awareness, which includes public policies for financial education. In 2012, the OECD International Network on Financial Education developed the High-Level Principles for National Strategies for Financial Education. As pointed out by the Recommendation of the Council of the OECD on Financial Literacy of 2020, more than 70 countries worldwide are designing or implementing strategies for financial education.

Methodology: Using a manually constructed database of 701 observations from 37 OECD countries over the period 2004-2024, we examine how formal and cultural factors influence the adoption of national financial education strategies.

Results/Implications: Formal institutions, in particular legal origin, do matter: common law countries tend to adopt more national financial education policies. Informal cultural factors, such as societies' uncertainty avoidance and long-term orientation, also positively influence the adoption of these strategies. These findings support the importance of institutions in financial education policies.

THE IMPACT OF CREDIT RISK OPACITY IN RETAIL INVESTOR BEHAVIOUR: ATTENTION AND SUSTAINED ATTENTION

Pilar Abad², Miguel García¹, M.-Dolores Robles Fernandez¹

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Discussant: **Silvia Gomez Anson** (Universidad de Oviedo)

Retail investors' attention to firms plays a crucial role in financial markets as it may help enhance market efficiency, price discovery, or liquidity, among others. However, retail investors often lack resources for extensive research, leading them to focus on more visible stocks. This paper provides new insights into market behaviours and the mechanisms driving investor attention by examining the impact of firms' information opacity on the attention they receive from retail investors. We proxy opacity by the discrepancies across rating agencies on the ratings assigned to firms' debt and explore its effects on the attention level and the degree of sustained attention computed from the daily Google Search Volume Index. Results document that retail investors are less interested in more opaque companies, which experience greater fluctuations in the attention they receive. Moreover, opacity shocks exacerbate the instability of attention. Our evidence highlights the importance of transparency for firms in attracting retail investors.

HUMAN RESOURCE MANAGEMENT SESSION 7

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · *Location:* Room 605

Session Chair: Monica Santana, Universidad Pablo de Olavide

LEADING WITH HUMILITY: UNLOCKING PROACTIVE EMPLOYEES IN HOSPITALITY

Carlos Albacete, Elisa Rescalvo, Ana Castillo, Javier Llorens

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Discussant: **Rafael Lapiedra Alcamí** (Universitat Jaume I)

- **Objective:** This study examines the influence of managerial humility on employee proactivity in the hospitality sector, focusing on the alignment between managerial and employee proactivity, shared identification with organizational change, and extra-role service behavior.
- **Theoretical framework:** The research builds upon Social Identity Theory and Social Cognitive Theory to explain how leadership traits shape employee engagement and discretionary behaviors.
- **Methodology:** A total of 318 survey responses were collected from hotel employees in Spain. The study employs Partial Least Squares (PLS) estimation to assess both the measurement and structural models.
- **Results/implications:** Results indicate that managerial humility positively influences the congruence of proactive behavior between managers and employees. Additionally, it indirectly fosters shared identification with change and enhances extra-role behaviors. The findings highlight the critical role of leadership in cultivating a proactive workforce and offer managerial insights for improving service-oriented behaviors in the hospitality industry.

THE INFLUENCE OF SERVANT LEADERSHIP ON EMPLOYEE CREATIVITY: THE MEDIATING ROLE OF EMPLOYEE HUMILITY.

Emilio Domínguez Escrig, Francisco Fermín Mallén Broch, Rafael Lapiedra Alcamí, Juan Darocha Huerta

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Discussant: **Carlos Antonio Albacete Saez** (Universidad de Granada)

Objectives: The primary aim of this study is to examine how employee humility mediates the relationship between servant leadership and employee creativity.

Theoretical framework: This research is pioneering in empirically investigating the effects of servant leadership on both employee humility and creativity. The main contribution lies in highlighting the mediating role of employee humility, a behavior often overlooked from the perspective of subordinates and more frequently studied from a leadership approach.

Methodology: Using a sample of 400 employees from 100 different healthcare companies in Spain, the study tested its hypotheses through structural equation modeling.

Results/implications: The findings provide empirical support for the positive impact of servant leadership on fostering employee humility, which in turn enhances creativity. Although the study is limited to the Spanish healthcare sector, its results have significant implications for the literature on servant leadership, employee humility, and creativity. Additionally, it offers new insights for companies seeking to adopt new leadership styles and create other-oriented work environments.

EFFECTS OF DIFFERENT LEADERSHIP STYLES ON WORKERS IN UKRAINIAN NON-PROFIT ORGANISATIONS

Hanna Kaitandzhian, Javier Llorens Montes, Marta Riquelme-Medina, Araceli Rojo Gallego-Burín

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Discussant: **Emilio Domínguez Escrig** (Universitat Jaume I)

- **Objectives:** This study examines the relationship between leadership styles (transformational, empowering, and servant) of managers in Ukrainian non-profit organisations (NPOs) and employee outcomes in terms of proactive behaviour and commitment to change.
- **Theoretical framework:** The study is based on leadership theories and their impact on organisational management, considering Ukraine's cultural and economic context.
- **Methodology:** A questionnaire administered to 203 paid non-profit workers was used to test the proposed theoretical model through SEM.
- **Results/implications:** The findings show that empowering leadership is essential to Ukrainian non-profit workers, while servant and transformational leadership are less effective due to the cultural context. The research contributes to a deeper understanding of leadership dynamics in the unique cultural and economic context of Ukraine, which blends Eastern European values with ongoing economic and political transitions, providing valuable insights for NPO managers seeking to foster proactive and committed workforce.

EL EFECTO DEL LIDERAZGO AMBIDIESTRO EN LOS CONFLICTOS: EL ROL MEDIADOR DE LA APERTURA A LA DIVERSIDAD

Paola Steffany Arce López, Dainelis Cabeza Pullés, Antonia Ruíz Moreno, Teresa Ortega Egea, María Isabel Castillo Pérez

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Discussant: **Imanol Nuñez Aldaz** (Universidad Publica de Navarra)

Este artículo pretende, en primer lugar, estudiar la conexión entre el liderazgo ambidiestro y la gestión de conflictos, el conflicto de tareas y el conflicto de relación. En segundo lugar, analiza el efecto indirecto de la apertura a la diversidad en esta relación. Los datos se recogieron de 239 empleados que trabajan en la administración pública. Los resultados muestran una relación directa entre el liderazgo ambidiestro y el conflicto de tareas, el conflicto de relación y la gestión de conflictos. La apertura a la diversidad también media parcialmente la relación del liderazgo ambidiestro con el conflicto de tarea, el conflicto de relación y la gestión de conflictos. El hallazgo más importante es que los empleados valoran el papel del liderazgo ambidiestro para gestionar el conflicto y reducir los niveles de conflicto de relación y tarea. Además, se evidencia una mediación parcial por la apertura a la diversidad.

INNOVATION MANAGEMENT SESSION 3

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · *Location:* Room 606

Session Chair: Carmen Cabello Medina, Universidad Pablo de Olavide

Open innovation, R&D leadership and appropriability mechanisms

Pilar Vargas

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Discussant: **Claudio Cruz Cázares** (Universidad de Barcelona)

In an increasingly competitive and dynamic business environment, firms must carefully balance knowledge protection and openness in order to foster innovation. Appropriability mechanisms - both formal (e.g. patents, copyrights) and informal (e.g. secrecy, lead-time advantages) - play a crucial role in this process. While previous research has extensively studied open innovation and appropriability separately, the interplay between these concepts remains underexplored. This paper investigates how firms use appropriability mechanisms in the context of inbound and outbound open innovation, with a particular focus on the moderating role of technological strategy - whether a firm positions itself as an R&D leader or follower. Using data from the Spanish Community Innovation Survey (CIS), we find that firms engaging in inbound open innovation are more likely to rely on formal appropriability mechanisms, especially when they position themselves as R&D leaders. However, we also find that R&D leadership weakens the positive relationship between formal appropriability mechanisms and inbound open innovation. In addition, our results indicate a strong and significant relationship between outbound open innovation and the use of informal appropriability mechanisms. These findings contribute to the open innovation literature by shedding light on the strategic role of appropriability mechanisms in shaping firms' innovation practices and competitive positioning.

EUREKA! THE SHORT-CIRCUIT OF CREATIVITY IN THE GENERATION OF SOLUTIONS

HELOISA ROSA, FERNANDO CÉSAR LENZI, GUSTAVO BEHLING, CARLOS RICARDO ROSSETTO, NILVANE BOEHM MANTHEY

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Discussant: **Marta Ferrer Serrano** (Universidad de Santiago de Compostela)

The article presents an integrative model of the creativity influence system, representing the environmental, social, and cognitive elements and their interrelations in creating a creative solution. The Interactive Qualitative Analysis method was used as a data collection and analysis strategy. In total, 12 advertising professionals participated in the Focus Group and interviews proposed by the method. As the main result of the research, a diagram of the creativity influence system was obtained. It was noted that the motivational elements of creativity are represented in a linear process by both contextual elements, such as environment (scenario), taking breaks (breaks), and external stimuli (stimuli), as well as by individual elements, such as workflows (setup), feelings present in the process (mood), and research and repertoire search (diving). In this view, a greater degree of power of external elements over internal elements was perceived, indicating that contextual and social elements, rather than individual and cognitive elements, influence creativity more. These findings have significant implications for understanding and fostering creativity.

WHO HOLDS THE KEY TO INNOVATION? WEIGHTING ORGANIZATIONAL, INTER-ORGANIZATIONAL AND COUNTRY-LEVEL FACTORS IN HORIZON EUROPE PROJECTS

Marta Ferrer-Serrano¹, Lucas López-Manuel², Aitor Salesa³, Xosé H. Vázquez²

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Discussant: **Tristan Pelloux** (Universitat Jaume I)

- Organizations' innovation capacity has been explained through three dominant perspectives: the resource-based view emphasizing internal resources, inter-organizational collaborations, and country-level characteristics. Despite substantial empirical support for each, their relative explanatory power remains unclear.
- This study develops a multilevel framework to assess the contributions of organizational, inter-organizational, and country factors to innovation capacity, leveraging data from 73,900 organizations across 7,164 EU Horizon Europe projects.
- Using monetary contributions as a proxy for innovation capacity, our multilevel modelling reveals that organizational resources account for 47% of the variance, followed by inter-organizational factors (31%) and country effects (22%). We identify boundary conditions—organization type, size, the amount of contribution received, and project size—that shape the relevance of these factors. Additionally, we find that country-level characteristics outweigh regional effects, highlighting the centrality of national policies in shaping innovation capacity. These findings advance theoretical clarity on innovation drivers, provide nuanced insights into contextual dependencies, and offer actionable guidelines for managers and policymakers.

AN EXPLORATORY ANALYSIS ON THE OBJECTIVES AND KEY RESULTS (OKR) FRAMEWORK ADOPTION AND ITS CONTRIBUTION TO INNOVATION

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Discussant: **Pilar Vargas** (Universidad de La Rioja)

The Objectives and Key Result (OKR) framework is recognised for bridging organisational strategy and implementation. By aligning team and organisational objectives, it promotes shared accountability and transparency, integrating diverse perspectives into the strategic process. OKRs encourage business innovation by fostering ambitious goal setting, cross-functional collaboration, and continuous market adaptation. Despite these advantages, research on its implementation and effectiveness in different organisational contexts remains limited. This study aims to evaluate the global adoption of OKRs and their impact on innovation. Grounded in Strategic Alignment Theory, it explores how OKRs translate strategic intent into execution while maintaining adaptability. The research employs a survey-based methodology targeting management professionals across industries to assess adoption levels, motivations, and challenges. Findings indicate that nearly half of surveyed organisations use OKRs, though adoption varies by company size and framework maturity. OKRs contribute to innovation by promoting structured execution, iterative learning, and organisational agility. This research lays the foundation for further exploration of OKRs' effectiveness and adaptability, informing both practitioners and scholars on their evolving role in strategy execution and business innovation.

Mitigating the Not-Invented-Here Syndrome: The Role of Intellectual Property Mechanisms in Open Innovation

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Discussant: **Lucas López** (Universidad de Vigo)

This paper investigates the interaction between NIH syndrome and the use of intellectual property protection mechanisms (IPPMs) — both formal and informal — in an OI context. Specifically, it examines how IPPMs can moderate the negative impact of NIH syndrome on innovation performance. The study provides new insights into how firms can safeguard their innovations while collaborating with external partners. The study draws on empirical analyses using OLS regression and data from a survey conducted in four European Union countries (France, Italy, Spain, and Sweden), offering a detailed exploration of NIH syndrome and IPPMs' influence on collaborative project-level innovation outcomes. The findings are somewhat controversial, as they suggest that both formal and informal IPPMs mitigate, in different ways, the adverse effects of NIH syndrome. This highlights the dual role of IPPMs— not only as safeguards for innovation but also as potentially contentious enablers of OI, challenging firms to strike a delicate balance between protection and openness.

STRATEGY (English Session)

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · *Location:* Room 604

Session Chair: Ana Pérez-Luño, Trinity College Dublin

CORPORATE SOCIAL RESPONSIBILITY, TRUST AND REGULATION: A RELATIONSHIP OF COMPLEMENTARITY

Aleix Calveras Maristany¹, Juan-José Ganuza², Fernando Gómez²

¹Universitat de les Illes Balears; ²Universitat Pompeu Fabra; calveras.aleix@gmail.com

Discussant: **ESTEBAN GARCIA CANAL** (UNIVERSIDAD DE OVIEDO)

This study examines the role of trust in the relationship between consumers and socially responsible firms. Corporate social responsibility (CSR) often involves product or production attributes that are difficult for consumers to observe, creating an asymmetric information problem. To address this, consumers and responsible firms develop a trust-based relationship (relational contract).

The paper introduces a single variable to measure trust, defined as the probability of consumers forgiving a firm upon receiving bad news about its actions. Unlike previous studies that find a negative relationship between trust and regulation—arguing that regulation is a costly substitute for trust—this study shows that trust and regulation can be complementary. The key difference lies in the regulatory approach: while prior models make compliance costlier for responsible firms, this study considers a framework where non-compliant firms bear higher costs.

When regulation is in place, consumers expect firms to have stronger incentives to act responsibly, which enhances trust. The paper illustrates this insight using cross-country data on trust and regulation. It also highlights how consumer observation of regulatory sanctions and the strength of ethical and social (ES) preferences contribute to the emergence of a trust equilibrium.

WHO GETS A SEAT AT THE TABLE? POLITICAL ALIGNMENT, PERSONALITY, AND BOARD ELIGIBILITY FOR FORMER POLITICIANS

Laura Fernández-Méndez¹, Esteban García-Canal², Raquel García-García², Carlos Martínez de Ibarreta Zorita¹

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Discussant: **Aleix Calveras Maristany** (Universitat de les Illes Balears)

This paper analyzes which personal characteristics make former politicians more likely to be appointed to corporate boards, focusing on the role of political capital and personality traits in regulated and non-regulated industries. While prior research highlights the resource provision role of political directors, we argue that board service also requires governance-related capabilities, such as monitoring and strategic leadership. We propose that the relative importance of political capital and personality traits varies by industry. In regulated industries, political connections and interpersonal traits are key. Meanwhile, in non-regulated industries, traits that support governance functions matter more. Using data on all former Spanish cabinet members from 1977 to 2020, we find support for most of our hypotheses. Our study contributes to the extant literature by demonstrating the combined influence of political background and personality in director selection and offering a more nuanced understanding of how former politicians are evaluated for board roles.

SUSTAINABLE LEADERSHIP IN MANAGEMENT, BUSINESS AND ECONOMICS: REVEALING INTELLECTUAL AND CONCEPTUAL STRUCTURES

Ihor Oleksiv¹, Joanna Cewińska², Viktoriya Kharchuk³, Wojciech Ulrych², Ivan Zupic¹

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Discussant: **ANA CATARINA GANDRA DE CARVALHO** (Federal University of São Carlos)

Objectives. The paper aims to reveal the intellectual and conceptual structures of the sustainable leadership body of literature in the management, business, and economics research domains.

Theoretical framework. The theoretical framework of the research includes the concepts of sustainable leadership and methods of bibliometric and text analyses.

Methodology. We applied bibliometric and text analysis methods for this purpose. The data for the research were extracted from the Web of Science database.

Results/implications. The application of bibliometric tools showed that the field has rapidly grown in recent years, and evolved from general topics such as business, management, industry, and sustainable competitive advantage, to studying the impact of sustainable leadership on company performance. The revealed conceptual structure of sustainable leadership included theoretical topics, topics in management and economics fields, and interdisciplinary topics. Furthermore, based on the text analysis results regarding conceptual structure, we anticipate the growth of diverse and interdisciplinary sustainable leadership research in the coming years. Lastly, our study contributed to further developing the framework and uncovering the future research agenda of sustainable leadership research.

LEGITIMACY IN ACTION: CORPORATE-NGO COLLABORATIONS AND THEIR EFFECTS ON FIRMS' ENVIRONMENTAL PRACTICES

Ana Catarina Gandra de Carvalho¹, Herick Fernando Morales¹, Fariza Achcaoucaou², Paloma Miravittles²

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Discussant: Ihor Oleksiv (Goldsmiths, University of London)

Objectives: This study examines the impact of Corporate-NGO partnerships on firms' Environmental Performance (EP) and Environmental Innovation (EI). It investigates whether these partnerships drive improvements in environmental outcomes and whether their effects persist after the collaboration ends.

Theoretical framework: The study applies legitimacy theory as an analytical lens to understanding how Corporate-NGO partnerships influence firms' environmental strategies. It differentiates between EP, representing immediate, tangible improvements, and EI, which reflects long-term, innovation-driven sustainability efforts, as dual pathways through which firms can enhance their legitimate.

Methodology: Using panel data from 971 publicly listed firms (2010–2019) sourced from Refinitiv Eikon, the study employs econometric models (OLS, FGLS, and HLM) to assess the impact of Corporate-NGO partnerships on EP and EI. A Propensity Score Matching is applied to ensure robust causal inference.

Results/implications: Findings indicate that Corporate-NGO partnerships significantly enhance both EP and EI, with a stronger impact on EP due to its more visible nature. The results further suggest that environmental improvements persist beyond the formal partnership period. These insights offer practical implications for firms seeking to integrate sustainability into their long-term strategy and for policymakers aiming to foster effective collaborations aimed at environmental objectives.

SPECIAL TRACKS

ST10 ENVIRONMENTAL STANDARDS AND PRACTICES TO BUILD SUSTAINABLE BUSINESS ECOSYSTEMS

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room 501

Session Chair: Alfonso Hernandez-Vivanco, IQS Universitat Ramon Llull

Mercè Bernardo, Universitat de Barcelona

FROM SUSTAINABILITY TO REGENERATION: AN EXPLORATIVE STUDY OF DRIVERS FOR REGENERATIVE COMPANIES

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Discussant: **Angeles Montoro-Sanchez** (Complutense University of Madrid)

In the face of increasing global challenges, companies are increasingly conscious that they must adapt their business practices from the more traditional approach of sustainability to the more prospective regenerative approach. This study contributes to the burgeoning topic of regenerative business models by filling multiple gaps. Prior to that, regenerative practices are highlighted for each industry, a qualitative-interpretive study based on case studies is conducted, and internal and external drivers that facilitate regenerative practices are highlighted. We conducted an extensive literature review on the topic and an empirical analysis based on multiple case studies to accomplish this. From the analysis, it emerges that the most relevant driver is leadership, which plays a central role in promoting practices on the various levels of employees. At the same time, a robust organizational culture ensures the seamless integration of these practices into business operations. Future research should analyze the barriers that prevent firms from approaching regenerative models; moreover, this study focuses on Italian B-corp firms and should be replicated in different global contexts.

LAS DENOMINACIONES DE ORIGEN Y LA SOSTENIBILIDAD MEDIOAMBIENTAL DE LAS BODEGAS ESPAÑOLAS

Angeles Montoro-Sanchez¹, Jesús Manuel Martínez-González², Caridad Maylín-Aguilar²

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

La sostenibilidad medioambiental es un reto ampliamente reconocido en el negocio global del vino. Al iniciar prácticas de sostenibilidad medioambiental, las bodegas consideran su efecto en resultado, examinan y redistribuyen sus recursos, dentro de un marco institucional ligado al origen de su producto. Conocer el efecto en resultado y comprender los rasgos de empresa y territorio que impulsan o frenan la adopción de prácticas sostenibles son los objetivos de este estudio. Postulamos que, además de las características de la empresa, la localización de la bodega en un territorio identificado con indicativo geográfico de calidad es un factor influyente en su comportamiento. Con base en los rasgos de proximidad presentes en el territorio, las hipótesis del modelo se contrastan en una muestra de empresas obtenida de fuentes secundarias y con indicadores observables de comportamiento y efecto. Mediante técnicas diversas de análisis, confirmamos la relación positiva entre prácticas de sostenibilidad y resultado económico superior. Las características de la empresa influyen en la adopción de prácticas sostenibles y también lo hace el territorio, con diferencias notables según localización. Esta evidencia señala la necesidad de incluir en el análisis de la sostenibilidad el territorio, cuestión a la que contribuimos con esta investigación

ECO-LABELS IN ACCOMMODATION BUSINESSES: A SYSTEMATIC LITERATURE REVIEW AND RESEARCH AGENDA

Juan Jose Najera Sanchez, María Jesús Bonilla Priego, Rafael Nebreda Calvo

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

The impending regulatory changes with the approval and transposition of the Greenwashing and Green Claims Directives by the European Parliament are already beginning to impact the accommodation market. Booking.com, which operated perhaps the most widely adopted recognition system, a form of eco-label, decided to discontinue it just a few months ago. This will not be the last change brought about by the new regulations in this sector. In light of this situation, it is pertinent to conduct a systematic review of the academic literature in this field to understand what we know and how we have come to know it. Using the Theories-Contexts-Methods and Antecedents-Decisions-Outcomes frameworks, we have created a knowledge map by analyzing 109 academic articles published in the last 22 years. Based on this analysis and reflection on the upcoming market changes, we have proposed a research agenda.

B CORP AND FINANCIAL PERFORMANCE: A STUDY IN EUROPE

Jonathan Calleja-Blanco¹, Merce Bernardo¹, Alfonso Hernandez-Vivanco², José Luis Massón-Guerra³

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Discussant: **Juan Jose Najera Sanchez** (Universidad Rey Juan Carlos)

Objective: This study aims to explore the relationship between the B Corp certification and the effects on sales and profitability, namely return on assets (ROA) and return on equity (ROE).

Theoretical framework: Drawing on the signaling theory for the effects on sales, the research on the financial outcomes after being certified is still scarce and presents inconclusive results.

Methodology: for a sample of 2,293 firms, from multiple industries, B Corp information is linked to financial data (Orbis database). Fixed effects models are estimated.

Results: The B Corp certification is found to positively affect sales, increasing with the cumulative number of years that firms are certified. However, the certification has no impact on the profitability of the company. We argue that the effect on profitability may not be that direct, as firms need to learn how to allocate resources.

Contribution: This study helps to understand the impact that the B Corp certification has on the financial performance of EU firms. From a management perspective, it reinforces the need to translate the market positive impacts to the internal configuration of the firm, being able to obtain profitability gains.

ST15 DIGITAL TRANSFORMATION: EMBRACING SUSTAINABLE DIGITALISATION TO DRIVE ECONOMIC, SOCIAL, AND ENVIRONMENTAL PROGRESS

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room 607

Session Chairs: Nuria Viejo Fernández, Universidad de Oviedo

Inna Alexeeva Alexeev, Universidad de Cantabria

Assessing Blockchain Solutions for Land Title Institutions

Fátima Antelo

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Discussant: **Nuria Viejo Fernández** (Universidad de Oviedo)

The paper examines the application of blockchain technology to the exchange of property rights in land, including its use as collateral for secured credit. After developing an analytical framework, which combines insights from legal, economic and technological perspectives, the paper analyzes real initiatives under development in several countries. This empirical evaluation focuses on the real solutions' capacity to provide legal evidence of title.

It concludes that (1) blockchain is bringing some changes but it has not been disruptive to existing systems; (2) public registries retain their competences, ruling out the implementation of peer-to-peer registries; (3) there is an overriding emphasis on only tracking ownership on the blockchain, disregarding the rest of land property rights; (4) public registries depend on private firms to develop the technological solution, and misalignments between the interests of the public and the private firm can cause negative effects that might damage evidence quality and even weaken the nature of the institutions.

Integración omnicanal en las empresas sociales. La transformación digital como punto de partida

Nuria Viejo Fernández¹, María José Sanzo Pérez², Marta Rey García³

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Discussant: **Aitziber elola ceberio** (Instituto Vasco de Competitividad de la Fundación Deusto)

Este trabajo analiza el impacto de la transformación digital (TD) en la integración omnicanal de las empresas sociales, identificando cómo las distintas dimensiones que componen la TD influyen en el nivel de integración omnicanal de las empresas sociales. El análisis de la literatura permite considerar la omnicanalidad dentro de un proceso global de TD ya que, la visión estratégica, personas, estructura y operaciones, datos y propuesta de valor son relevantes. Así, se plantea como premisa de partida que la madurez de la TD en cada una de estas cinco dimensiones afecta positivamente a las distintas componentes de la integración de canales de las empresas sociales. Se realizó un estudio empírico con 139 empresas sociales españolas. Se aplicó un modelo de ecuaciones de regresión aparentemente no relacionadas para analizar la relación entre las dimensiones de la TD y la integración omnicanal, utilizando datos obtenidos mediante encuestas estructuradas. La integración omnicanal depende de la visión estratégica, la cultura organizativa, la automatización y el uso de datos. Sin embargo, la resistencia del personal y la segmentación de estrategias pueden ser obstáculos. El liderazgo estratégico y una cultura abierta a la digitalización son clave para optimizar la TD y la omnicanalidad en empresas sociales.

TEACHING THINKING FOR THE FUTURE: THE IMPACT OF EDUCATION FOR SUSTAINABLE DEVELOPMENT ON CONSUMPTION VIA COLLABORATIVE PLATFORMS

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Discussant: **Fátima Antelo** (School of Strategy, Marketing and Innovation)

- **Purpose:** Given the growing importance of sustainability in education and its connection to the use of collaborative platforms (CPs), this paper analyzes the impact of integrating sustainable development into educational programs on extrinsic (functional, economic, moral, and hedonic utilities) and intrinsic motivations (ecological awareness, eco-anxiety, green orientation, and consumerism) that will improve the attitude toward CPs and lead to a higher intention to use CPs.
- **Theoretical framework:** Based on Self-Determination Theory, this study is the first to examine the influence of SDE on collaborative consumption and comprehensively explore the roles of intrinsic and extrinsic motivations in the context of CPs.
- **Method:** A questionnaire was administered to 232 students to collect quantitative data and test both direct and mediation hypotheses.
- **Results/Implications:** The findings demonstrate that Sustainable Development in Education (SDE) significantly influences intrinsic and extrinsic motivations. While all extrinsic motivations positively affect attitudes toward CPs, only green orientation, as an intrinsic motivation, has a similar impact. Additionally, the results reveal a mediating role of motivators within the proposed model. The study highlights critical societal and practical implications by emphasizing the need for educational systems to promote responsible consumption and challenge students' consumerist and materialistic tendencies.

ST09B LOOKING INTO ENTREPRENEURIAL ECOSYSTEMS: THE ROLE OF DIFFERENT MECHANISMS AND ACTORS FOR STARTUP INNOVATION

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room 503

Session Chair: Vesna Vlaisavljevic, Universitat de Barcelona

BUILDING ENTREPRENEURIAL UNIVERSITIES: AN ECOSYSTEM TRANSFORMATION

Lizbeth Elaine Arroyo Carrasco, Claudio Cruz Cázares, Luis Francisco Miranda, Vesna Vlaisavljevic

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Discussant: **Rafael Ventura Fernández** (Universidad de Málaga)

Universities have evolved from knowledge dissemination institutions to key actors in entrepreneurial ecosystems, fostering economic growth through knowledge commercialization, business incubation, and entrepreneurial education. This study examines the transition of the University Entrepreneurial Ecosystem (UEE) within the university studied, focusing on its evolution from an academic entrepreneurship model centered on technology transfer to a comprehensive entrepreneurial education framework. Using a longitudinal case study approach, we analyze corporate reports, strategic university policies, and planned stakeholder interviews from 2010 to 2023. The study identifies key thresholds in the university's entrepreneurial evolution and conceptualizes the transformation across three phases: Foundation and Initial Growth (2010-2013), Development and Expansion (2014-2017), and Maturity and Consolidation (2018-2023). By applying insights from organizational change theory, this research highlights how universities can institutionalize entrepreneurial culture and capacity building. The findings contribute to the broader literature on entrepreneurial universities by demonstrating how governance, stakeholder engagement, and infrastructure integration drive sustainable entrepreneurial ecosystems. This study offers practical implications for higher education institutions seeking to develop long-term entrepreneurship strategies.

NAVIGATING ENTREPRENEURIAL UNIVERSITY ECOSYSTEMS: THE ROLE OF U-ACCELERATORS

Sofía Louise Martínez Martínez, Rafael Ventura

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Discussant: **Lizbeth Arroyo Carrasco** (Universitat de Barcelona)

Universities have evolved into entrepreneurial institutions, increasingly intertwined with their surrounding ecosystems. This transformation introduces a set of complex tensions between internal academic missions and external entrepreneurial dynamics. Drawing on the concept of multidexterity, this study examines the multiple tensions arising in University-Ecosystem interactions and explores how universities strategically address them. Specifically, it highlights university accelerators (U-accelerators) as pivotal structural units that simultaneously manage internal and external knowledge, resources, and capacities to foster university startups (U-startups).

Empirically, the study identifies and analyzes U-accelerators that function as key ecosystem nodes, effectively mediating University-Ecosystem tensions. Employing a two-stage mixed-method approach, a quantitative phase first identifies high-impact U-accelerators across 21 global ecosystems within the Global Ecosystem Dynamics framework. This is followed by an in-depth qualitative case study of the most influential U-accelerators, focusing on their roles, strategies, and resource management practices.

This research advances the theoretical discourse on ambidexterity by incorporating a multidexterity lens, offering new insights into how universities balance competing demands in dynamic ecosystems. It also provides practical implications for university leadership, offering strategies to optimize structural configurations that enhance University-Ecosystem interactions and entrepreneurial engagement.

ENTREPRENEURSHIP ECOSYSTEMS AND POPULATION HEALTH: EXPLORING THE ROLE OF ENTREPRENEURIAL COMPONENTS IN SHAPING HEALTH AND LONGEVITY

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Discussant: **CARLOS RICARDO ROSSETTO** (Universidade do Vale do Itajaí - UNIVALI)

This study examines the impact of entrepreneurship ecosystems (EEs) on population health outcomes, focusing on Life Expectancy at Birth (LEB), Healthy Life Expectancy (HLEB), and Access to Universal Health Coverage (UHC). Using advanced machine learning techniques, including Boosting, SHapley Additive Explanations (SHAP), and Partial Dependence Plots (PDPs), the research identifies key EE components influencing health improvements. The Business Services Sector (BSS), Physical and Services Infrastructure (PSI), and Governmental Entrepreneurship Programs (GP) emerge as critical drivers, shaping healthcare access, fostering innovation, and promoting economic empowerment. This study extends theoretical frameworks such as the Health-Enhancing Entrepreneurship Ecosystem (HEEE) Theory, the Social Determinants of Health (SDH) Framework, Amartya Sen's Capability Approach, and Institutional Theory, framing EEs as structural determinants of health. Interaction effects, notably between

BSS and PSI, underscore the need for integrated policy approaches. Practical recommendations include investments in entrepreneurial infrastructure and health-related startups, alongside aligning business ecosystems with health systems.

BRAZILIAN INNOVATION ECOSYSTEM AND THE INTERACTIONS BETWEEN KNOWLEDGE-BASED CAPITAL, ABSORPTIVE CAPACITY AND INNOVATION CAPACITY

CARLOS RICARDO ROSSETTO¹, NILVANE BOEHM MANTHEY¹, AMANDA PATERNO SBISSA¹, GUSTAVO BEHLING¹, FERNANDO CÉSAR LENZI¹, LUÍS MANUEL DO CARMO FARINHA²

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Discussant: **Mehmet Ali Koseoglu** (Metropolitan State University)

This research aims to analyze the interactions between Knowledge-Based Capital (KBC), Absorptive Capacity, and Innovation Capacity in the Innovation Ecosystem of Florianópolis, a city that stands out in the Brazilian scenario for its innovative dynamics. The research adopts a qualitative approach, collecting data through semi-structured interviews with key actors of the Innovation Ecosystem of Florianópolis. These stakeholders were selected to capture an in-depth understanding of the interactions in this ecosystem and how they influence innovation in the region. Data analysis was conducted based on the content analysis method, allowing the identification of patterns and relationships between the concepts investigated. The results indicate that Knowledge-Based Capital, through its human, relational, structural, and social capital dimensions, significantly influences the Absorptive Capacity of organizations in the Florianópolis Ecosystem. The interaction between these types of capital and the routines of acquisition, assimilation, transformation, and application of knowledge directly impacts the innovation capacity of the ecosystem. The research concludes that combining these capital dimensions and how they interact favor innovation and strengthens the Florianópolis ecosystem, thus promoting an environment conducive to economic sustainability and regional development.

ST11 BUSINESS TURNAROUND AND CRISIS MANAGEMENT

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · *Location:* Room 501

Session Chairs: Francisco Puig Blanco, Universitat de Valencia

Manuel Rico, Universitat de Valencia

NAVIGATING CRISES: SOCIOEMOTIONAL WEALTH AND SLACK RESOURCES IN BUILDING RESILIENCE

Meryaam El Kaddouri^{1,4}, Carmen González-Zapatero Redondo², Isabel Suárez-González³

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

Our work examines whether family-owned small- and medium-sized enterprises (SMEs) are more proactive in cultivating resilience capabilities than non-family SMEs, especially the greater importance these family firms place on preserving their socioemotional wealth. These capabilities include absorbing shocks, renewing in response to changing conditions, and learning from crises. Additionally, the research investigates the mediating role of slack resources in fostering resilience capabilities. The study analyses 175 family and non-family SMEs based in Spain, and Structural Equation Modeling is used for hypothesis testing. The results show that SMEs where SEW concerns are more relevant exhibit superior absorptive, renewal, and learning capabilities. Moreover, slack resources turn out to be a necessary condition for absorbing shocks in the early stages of a crisis, while helping to improve renewal and learning capabilities during the crisis". This study contributes to the family SME resilience literature by highlighting the contribution of socioemotional concerns and slack resources in enhancing organizational resilience during disruptions.

NAVIGATING TURNAROUND STRATEGY AND HUMAN RESOURCE MANAGEMENT: A BIBLIOMETRIC APPROACH

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Discussant: **Manuel González-Díaz** (Universidad de Oviedo)

Purpose: This research paper aims to analyze turnaround and human resource management (HRM) strategies in public institutions facing crises, particularly in light of recent political changes and budget constraints. The study addresses the gap in literature connecting turnaround strategies with HR strategies in the public sector.

Theoretical Framework: The theoretical framework combines insights from turnaround strategy, HRM, and public management literature. It explores how public organizations can effectively integrate HR practices with broader organizational strategies to navigate crises while maintaining service delivery, despite the challenges of aligning traditional HRM approaches with the public sector's mission-driven nature.

Method: The study employs a bibliometric analysis using SciMAT to conduct science mapping based on co-word bibliographic networks. The analysis covers 295 documents from the Web of Science, spanning 1982-2024, divided into four periods.

Findings: Main findings reveal that New Public Management, decline, and trust emerged as motor themes in the 2017-2024 period. The study contributes to the field by offering a critical evaluation of high-impact research strands and identifying key themes in turnaround strategy and HRM in the public sector, providing valuable insights for public administrators developing robust approaches to address financial challenges and maintain service delivery during turbulent times.

LA CRISIS DE LA PRENSA

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Discussant: **Monica Santana** (Universidad Pablo de Olavide)

Que la prensa esté en crisis es especialmente grave porque afecta a los derechos fundamentales de los ciudadanos (Habermas, 2023). Los editores se vienen escudando en las consecuencias de la crisis de 2008 y en la irrupción digital para justificar tan malos resultados. El Objetivo de este trabajo es profundizar en una explicación alternativa basada en los valores fundamentales del negocio de la prensa. Marco Teórico: Asumir la crisis como la fase de declive del producto Pla et al. (2007), sin exigir cambios, es contradictorio, puesto que según algunos autores como Solá-Segalés (2007) o (Ayala, 2014), estamos metidos de lleno en la era de la comunicación. Empleamos Metodologías cuantitativa, mediante la cual, con la obtención de datos de fuentes secundarias, formulamos funciones de ventas en las que se establecen relaciones de dependencia entre las ventas de periódicos y una serie de variables de la cadena de valor, y cualitativa, a través de factores o pautas de comportamiento de los editores que determinen la caída de las ventas. Los Resultados evidencian la desacertada actuación sobre las variables independientes. El escenario actual, con muchos menos lectores y anunciantes, ha sumido a los periódicos españoles en una crisis más grave que la de otros países.

CUT COSTS OR INVEST? RETHINKING SURVIVAL STRATEGIES IN BANKRUPTCY

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Discussant: **Isabel Suárez González** (Universidad de Salamanca)

Firms often file for bankruptcy during economic crises as a last resort to recover from financial distress. However, the effectiveness of strategic recovery actions in bankruptcy remains debated. While retrenchment strategies help stabilize firms, some cost reductions may be counterproductive, such as cutting marketing and sales investments. Additionally, the role of asset investments in insolvency proceedings remains unclear.

This study analyzes 868 Spanish firms in bankruptcy (2004–2017, SABI database) to assess the impact of sales growth and asset investment on survival and recovery. Findings reveal that sales growth significantly improves survival odds and financial performance, whereas asset investments show no significant benefits. Successful firms balance sales-driven strategies with selective retrenchment, reducing costs without jeopardizing revenue-generating activities.

Beyond the traditional success-failure dichotomy, this study introduces a three-outcome model: liquidation, marginal survival, and success. These findings challenge the assumption that cost-cutting fosters recovery and suggest that bankrupt firms should prioritize revenue-focused strategies, supported by structured retrenchment, to build a solid foundation for long-term viability.

ST12A IRRESPONSIBILITY, ESG CONTROVERSIES AND CORPORATE FRAUD

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · *Location:* Room 606

Session Chairs: Devora Esther Peña Martel, Universidad de Las Palmas de Gran Canaria

Shareholder-Stakeholder Tensions: the dynamic of CSR Contracting and Say-on-Pay in CSiR

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Discussant: **Teresa Elvira Lorilla** (Universidad de Burgos)

This study examines the interplay between two key governance mechanisms—CSR contracting and Say-on-Pay (SOP)—in mitigating Corporate Social Irresponsibility (CSiR). Drawing on agency theory and impression management theory, we investigate how CSR contracting, which links executive compensation to ESG objectives, reduces CSiR, and how SOP moderates this relationship by introducing competing shareholder priorities. Using a large panel dataset and employing Negative Binomial regression, alongside robustness checks with fixed effects and Poisson models, we find that CSR contracting significantly mitigates CSiR by aligning managerial incentives with long-term stakeholder goals. However, SOP weakens this effect by encouraging symbolic compliance, shifting managerial focus toward shareholder-visible and short-term ESG outcomes. These findings highlight the nuanced dynamics between shareholder- and stakeholder-oriented governance mechanisms, underscoring the importance of carefully integrating SOP

to enhance, rather than dilute, the effectiveness of CSR contracting. The study contributes to the literature on sustainable corporate governance by offering theoretical and practical insights into the design of governance systems that balance shareholder and stakeholder interests to foster long-term ESG performance.

THE POWER OF NAMES IN FAMILY FIRMS: EPONYMY, CORRUPTION AND THE ROLE OF LONE-OWNERS

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Discussant: **Yuting Hou** (Public University of Navarra)

Our paper analyses the effect on firm corruption of the presence of the family name in the firm's name (i.e., eponymous firm), the role of its ownership percentage and the importance of the family structure (lone-owner vs. multiple family owners). With this aim, a sample of 850 companies, from 30 countries for the years 2015 to 2022, resulting in 3,348 firm-year observations, has been used. Thus, the results obtained show a relationship between eponymy and corruption, so that the presence of the family name leads a reduction of corporate corruption. In addition, we test that the existence of a lone family owner increases the probability of corruption, although this effect is reversed when the firm is an eponymous firm. Finally, contrary to expectations, the likelihood of corruption in eponymous companies increases as family ownership grows.

NOT ALL SCANDALS ARE EQUAL: ASSESSING THE RELATIONSHIP BETWEEN TYPES OF ESG CONTROVERSIES AND FIRM PERFORMANCE CONSIDERING THE INSTITUTIONAL SETTING

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Discussant: **David Blanco-Alcántara** (Universidad de Burgos)

The analysis of ESG factors has provided a framework for understanding the implementation and performance of key sustainability actions in firms. The appearance of controversies in this realm has a potential impact on market perception and firm performance. Besides, the institutional framework establishes rules and may homogenize the behavior of the firm. We analyze the dynamics of improvement in corporate reputation by analyzing 12 years of data from European firms. We study how ESG controversies affect market valuation, revenues, and business results, moderated by the belonging to the European Union and the Eurozone. Our research builds on stakeholder, legitimacy, and agency theories, offering actionable insights for corporate leaders aiming to rebuild trust and align ESG practices with strategic objectives. Policymakers are encouraged to enhance reporting standards and incentivize proactive controversy management, moving beyond compliance-driven approaches. The findings underscore the need for context-sensitive ESG strategies that foster accountability and sustainable growth, benefiting stakeholders.

OWNERSHIP AND CORPORATE CORRUPTION. GLOBAL EVIDENCE FOR LISTED FIRMS

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Discussant: **Maria T. Tascón Fernández** (Universidad de León)

Corporate corruption is a collective phenomenon that has negative externalities on the behavior of the other companies, organizations and individuals in a country. Hence the importance of analyzing the factors that affect it. This paper focuses on analyzing the effect on corporate corruption of the identity (family, State, investment fund), the foreign nature and the honor culture of the main shareholder. For this purpose, we use a sample of 6,076 companies (34,874 firm-year observations) from 36 countries with free press for the years 2015-2022. Our results show, in line with the role of ownership into the Socioemotional Wealth (SEW) Theory, a non-linear relationship between corruption and family-owned firms, such that, at low levels of family ownership, the probability of corporate corruption increases; while at high levels of ownership (higher than 25%), the probability of corruption decreases. We also test that the honor culture of the main shareholder and his foreign nature affect the probability of corruption, in the former case by reducing it and by increasing it in the latter.

ST13 CIRCULAR ECONOMY: INNOVATION AND SUSTAINABILITY IN SUPPLY CHAIN MANAGEMENT

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · Location: Room A3_mod 1

Session Chair: Juan Carlos Real Fernández, Universidad Pablo de Olavide

A New Circular Economy Index and its impact on Corporate Carbon Emissions

JULIETA DIEZ-HERNÁNDEZ¹, ÓSCAR LÓPEZ-DE-FORONDA¹, JOSE MARÍA DÍEZ ESTEBAN¹, FLORENCIO LÓPEZ-DE-SILANES²

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Discussant: a María Sánchez-Teba (Universidad de Málaga)

We create the Corporate Circular Economy Index (CCEI) to shed some empirical light on the connection between corporate Circular Economy practices and carbon emissions. Utilizing decade-long data from STOXX Europe 600 firms, the index integrates various factors, as policy disclosures, monitoring mechanisms, initiatives, and resource efficiency. Employing GMM estimation, our analysis reveals a notable casualty relation: a CCEI rise from the 25th to 75th percentile corresponds to an 18% decrease in CO2 emissions. Through Partial Least Squares Path Modelling, we identify key corporate policies driving carbon emission reduction, including social sustainability measures, biodiversity protection, green investments, target setting, and clear command chains via CSR Committees and Environmental Management Teams. Our findings remain robust across different carbon emission standardizations, econometric methods, and endogeneity concerns. These results underscore the significance of specific Circular Economy focal points for enhancing corporate sustainability outcomes. In addition, the new Circular Economy Index, with its corresponding components and sub-indexes, is accessible and feasible for practitioners of companies all over environments.

INDUSTRY 4.0 TECHNOLOGIES AND HUMAN RESOURCES: A PERFECT MATCH FOR THE CIRCULAR SUPPLY CHAIN

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Discussant: José Antonio Alfaro Tanco (Universidad de Navarra)

Objectives: This work aims to understand the role played by Industry 4.0 (I4.0) base technologies and circular economy oriented human resources (HR) management in the advancement of the circular economy (CE) performance.

Theoretical framework: The present study builds on the Natural Resource Based View and the Resource Orchestration Theory to propose and empirically test three hypotheses.

Method: A survey-based research through a questionnaire was used to collect data from Spanish manufacturing firms. The theoretical model was tested using structural equation modeling.

Results/implications: Findings indicate that there is a direct relationship between I4.0 base technologies and CE HR management, and between CE HR management and the CE firm performance. Furthermore, the results confirm the mediating effect of CE HR management as an underlying mechanism bridging the use of I4.0 base technologies and improved CE firm performance.

¿PUEDE LA INDUSTRIA 4.0 IMPULSAR LA SOSTENIBILIDAD Y EL CRECIMIENTO EN LAS PYMES? EL PAPEL CLAVE DEL COMPROMISO DIRECTIVO Y LA DEMANDA DEL MERCADO

Eva María Sánchez-Teba, María Dolores Benítez-Márquez, Guillermo Bermúdez-González

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Discussant: Óscar López-de-Foronda (Universidad de Burgos)

Objetivos: Analizar la influencia de las tecnologías vinculadas a la Industria 4.0 implementadas en las empresas, la sostenibilidad ambiental y la sostenibilidad social en las SME del sector manufacturero y el crecimiento empresarial como dependiente final, así como, otras relaciones entre las mismas. Asimismo, análisis el papel moderador de la ausencia de demanda de productos por los consumidores y la ausencia de compromiso directivo moderan las relaciones mencionadas anteriores.

Teorías: Se establece un modelo en base a la teoría de los recursos y capacidades (RBV) y la teoría de los stakeholders. Otras teorías avalan específicas relaciones del modelo.

Metodología: Los datos proceden del Eurobarometer 486 y se trata de estimar un modelo de ecuación estructural basado en las varianzas a partir de mínimos cuadrados parciales que englobe las relaciones establecidas. El modelo se conforma con constructos conformados en todos los casos con un solo ítem.

Resultados: Todas las relaciones directas establecidas son significativas, salvo una. La significatividad del efecto moderador de la falta de demanda entre industria 4.0 y sostenibilidad ambiental; y entre sostenibilidad ambiental y social. Asimismo, la falta de compromiso gerencial modera significativamente solo la relación entre sostenibilidad ambiental y social. El resto de efectos moderadores se rechazan.

NUEVAS TENDENCIAS EN LA GESTIÓN DE LA CADENA DE SUMINISTRO Y LA SOSTENIBILIDAD

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Discussant: **Laura Calzada Infante** (Universidad de Oviedo)

Este estudio examina la evolución de la investigación sobre la sostenibilidad en la gestión de la cadena de suministro, identificando las principales líneas de estudio pasadas, presentes y futuras, y analizando si su enfoque se integra de manera holística o es tratado como un elemento independiente. En el marco de estrategias internacionales como los Objetivos de Desarrollo Sostenible (ODS) y la Agenda 2030 de la ONU, se destaca el impacto de estas iniciativas en la transformación empresarial y la incorporación de prácticas responsables en todas las etapas de la cadena de suministro. Para ello, se lleva a cabo un análisis bibliométrico de 3.009 artículos publicados en la base de datos Web of Science (WoS) entre 2016 y 2023. Los resultados evidencian un crecimiento significativo en la producción científica, reflejado en la diversidad de autores, instituciones, revistas y países involucrados. Además, se identifican seis clústeres temáticos clave que estructuran el desarrollo de la sostenibilidad en este campo. A partir de estos hallazgos, se sugieren nuevas direcciones para futuras investigaciones en esta área.

RELEVANT FACTORS AND CHALLENGES WHEN IMPLEMENTING AN ECO-DESIGN STRATEGY IN THE FASHION INDUSTRY

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Discussant: **Diéssica De Oliveira Dias** (Universidad Complutense de Madrid)

• Objectives

The aims of the paper are to identify and analyze factors influencing the successful implementation of eco-design strategies in the fashion industry, and to develop a framework from which to derive a set of managerial implications and challenges that the fashion industry as a whole must face to promote the development of eco-design strategies.

• Theoretical background

We carried out a narrative literature review to derive a taxonomy of factors that may influence eco-design in the fashion industry.

• Methodology

Using the case-study methodology, we analyzed secondary information and semi-structured interviews from two fashion firms to answer the research questions.

• Results

Internal factors, especially cultural aspects of the firm, internal collaboration, supplier involvement and innovation, are the most relevant for promoting eco-design strategies. These factors act as critical levers. In terms of external factors, legislation, cooperation with external agents and customers play a relevant role but not to the same extent as internal factors.

• Implications

The findings can help fashion firms and associations interested in developing an eco-design strategy consider the specific influences of the factors and challenges defined in this study.

ST2B IRRESPONSIBILITY, ESG CONTROVERSIES AND CORPORATE FRAUD

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · *Location:* Room 607

Session Chair: IRENE CAMPOS GARCÍA, UNIVERSIDAD REY JUAN CARLOS

EL VÍNCULO ENTRE TRANSFORMACIÓN DIGITAL Y SOSTENIBILIDAD SOCIAL A TRAVÉS DE LOS EMPLEADOS: EL PAPEL DE LAS COMPETENCIAS DIGITALES

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

La sostenibilidad social corporativa (SCC) se ha convertido en un pilar fundamental de la estrategia organizativa moderna, destacando la integración de prácticas equitativas, el empoderamiento de los empleados y la resiliencia. Aunque la transformación digital tiene el potencial de potenciar la SCC mediante la promoción de la innovación, la inclusividad y la eficiencia operativa, también conlleva riesgos, como el desplazamiento laboral, preocupaciones sobre la privacidad de los datos y desafíos medioambientales. Este estudio examina cómo las competencias digitales de los empleados median en la relación entre transformación digital y SCC, integrando la Teoría de los Recursos y Capacidades y la Teoría de los Stakeholders para posicionar estas competencias como recursos estratégicos organizativos.

A partir de un conjunto de datos longitudinal de 452 empresas europeas que cotizan en bolsa, observadas durante siete años (2015-2021), desentrañamos los efectos de la transformación digital sobre la SCC y demostramos que el desarrollo de competencias digitales

es esencial para alcanzar la SCC. Nuestros hallazgos destacan la importancia estratégica de las competencias digitales de los empleados. Este estudio enriquece las perspectivas teóricas sobre digitalización, capital humano y sostenibilidad, ofreciendo ideas prácticas para académicos, profesionales y responsables políticos que enfrentan las complejidades de la era digital.

PUTTING PEOPLE FIRST: THE IMPLICATIONS OF ADOPTING A SELF-MANAGED ORGANISATIONAL MODEL FOR THE HR FUNCTION

Claudia Díaz-Leyva¹, Rosalía Cascón-Pereira²

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Discussant: Vanessa Campos-Climent (Universitat de Valencia)

- **Purpose:** Self-managed organisational models are transforming traditional structures by embracing decentralised frameworks where authority and decision-making are shared among all members. This shift challenges processes traditionally reliant on hierarchical structures, such as HRM. Therefore, this paper aims to explore the implications of self-managed models for the HRM function.
- **Theoretical framework:** The study is framed within the HRM theoretical framework, focusing on its actors, practices, and implementation within self-managed organisations and teams.
- **Methodology:** We conducted a systematic literature review and a thematic analysis drawing from key conceptual papers and case studies on self-managed organisations.
- **Findings/implications:** The findings highlight that self-managed organisations reflect a shift towards humanistic and soft HRM paradigms. In these models, traditional HRM roles, such as line managers and departments, tend to diminish, with employees and self-managed teams taking on responsibilities for HRM design and implementation. This redefinition of “human resources” places greater emphasis on recognising individuals as “just a person,” not merely as a resource. These changes offer new research opportunities for HRM, providing valuable insights for both practitioners and scholars. The study deepens our understanding of the challenges and opportunities presented by self-managed models, contributing to the advancement of HRM knowledge and practice.

HOW DO ARTIFICIAL INTELLIGENCE (AI) AND BIG DATA ANALYTICS (BDA) DRIVE ECO-INNOVATION IN THE TOURISM INDUSTRY?

Lirios Alos-Simo¹, Paula Serna-Serna², Antonio J. Verdu-Jover³, Jose M. Gomez-Gras⁴

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Discussant: Juan Carlos Rivera-Prieto (University of the Balearic Islands)

This research analyzes the influence of Artificial Intelligence (AI) and Big Data Analytics (BDA) on eco-innovation. Although the literature has proposed countless studies that analyze green and sustainable innovations, little attention has been paid to application to the effect of new data processing tools on eco-innovation in the tourism sector, let alone in tourism SMEs. More specifically, our research proposes sequential mediation between AI and BDA on eco-innovation through clean technology and process innovation. We realize a theoretical model and test it using data from 220 questionnaires collected from Spanish tourism SMEs.

The results suggest that AI and BDA don't directly influence eco-innovation; instead, clean technology and process innovation are required as sequential mediators in this relationship. Our findings highlight the importance of an intensive approach to eco-innovation implementation, in which AI and BDA must be combined with the adoption of clean technologies and process innovation to drive eco-innovation.

A QUANTITATIVE STUDY ON RESPONSIBLE LEADERSHIP AS A DYNAMIC CAPABILITY FOR SUSTAINABILITY IN EUROPEAN COOPERATIVES

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Discussant: **Claudia Díaz Leyva** (Universidad Rovira i Virgili)

The present study aimed at empirically testing the effect of Responsible Leadership development, as a dynamic capability for sustainability, on managers' well-being, the possible mediating role of Organizational Identification, and the possible moderating role of country culture on a sample of 192 cooperative top and middle-line managers from Finland and Spain.

Results confirmed the positive effect of responsible leadership on managers' well-being. However, differently from the case of ordinary businesses, in the cooperative context organizational identification did not play a mediating role. Neither country's culture moderated the relationship between responsible leadership and managers' well-being. This can be explained by the strong cooperative culture traits.

To date, the current study is the first one that considers the cooperative business context when analyzing the impact of responsible leadership on managers' well-being and it has provided some interesting insights. i.e. the mediating role of organizational identification is not significant in cooperatives, as it is not significant the moderating role of country culture because of the strong cooperative culture that dominates these organizations.

ST14 HOW DO WE SEE THE HEALTH MANAGEMENT MODEL TODAY?

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · *Location:* Room 501

Session Chair: Francisco Reyes Santías, Universidad de Vigo

LEADING THROUGH THE STORM: HOW ENGAGING LEADERSHIP SHIELDS AGAINST BURNOUT IN EXTREME CONTEXTS

Alma Rodríguez-Sánchez¹, Andrés Salas Vallina², Juani Swart³

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Discussant: **Marta Ortiz-de-Urbina Criado** (Universidad Rey Juan Carlos)

Objectives: This study examines the mediating role of individual resilience and the moderating role of communication practices in the relationship between engaging leadership and physicians' burnout.

Theoretical framework: We adopt self-determination theory (SDT) (Ryan & Deci, 2017) as a theoretical framework. SDT argues that by satisfying the three basic psychological needs of autonomy, competence, and relatedness, a variety of positive effects on human growth arise, including optimal functioning, well-being, and flourishing

Method: The survey method using a sample of 499 medical specialists was employed through SEM to check the proposed hypotheses.

Results/implications: First, engaging leadership was found to reduce burnout levels among medical specialists. Second, resilience positively mediates the effect of engaging leadership on physicians' burnout. Third, communication practices positively moderated the indirect effect of engaging leadership on physicians' burnout via individual resilience, such that the indirect effect was stronger for physicians with high rather than low individual resilience. Therefore, engaging leaders and organizational communication practices seem to be crucial factors which have an impact on physicians' burnout by means of individual resilience.

DIGITALIZACIÓN Y SALUD LABORAL DE LOS EMPRENDEDORES

Jean-Marie Victor Esteve, Olivier Torres, Mathieu Le Moal, Stéphanie Bugaut-Heichelbech

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Discussant: **Alma Rodriguez Sanchez** (Universitat Jaume I)

El sistema e-Health de Amarok representa una innovación en el seguimiento de la salud de los emprendedores. Basado en la teoría de "los eventos profesionales", evalúa la salud ocupacional utilizando indicadores de estrés y satisfacción para establecer un chequeo de salud empresarial. Los emprendedores cuya puntuación de satisfacción supera la del estrés se consideran en salutogénesis, mientras que aquellos con un balance negativo se derivan a un cribado de burnout. Si se detecta un alto riesgo de agotamiento, se anima al empresario a ponerse en contacto con una unidad de escucha. Amarok e-Health también cuenta con un sistema de informes en tiempo real que permite a los socios que operan el sistema beneficiarse de un mapeo de factores estresantes y satisfactorios, ofreciendo así una visión precisa de los problemas de salud ocupacional y guiando las intervenciones locales para apoyar la salud de los empresarios.

PROPUESTA PARA MEJORAR LA REUTILIZACIÓN DE LOS DATOS ABIERTOS EN EL SECTOR SANITARIO

Marta Ortiz-de-Urbina Criado¹, Alberto Abella², Carmen De-Pablos Heredero¹, Virginia Ramírez Herrero¹

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Discussant: **Andrés Salas Vallina** (Universitat de València)

Objetivo: Proponer la aplicación de herramientas para incentivar a las empresas del sector sanitario a publicar datos abiertos y mejorar la reutilización de los datos sanitarios abiertos.

Marco teórico: El sector sanitario es uno de los pilares del sistema socioeconómico de un país. Sin embargo, los datos de este sector están desigualmente distribuidos por todo el mundo y no siempre son de libre acceso ni fácilmente reutilizables para crear valor.

Metodología: El estudio lleva a cabo una investigación descriptiva y cualitativa. En primer lugar, se presenta una herramienta, MELODA, y sus últimos desarrollos; en segundo lugar, se explica cómo aplicar esta métrica.

Resultados/implicaciones: La reutilización de datos abiertos en el ámbito de la salud es esencial para proporcionar datos fiables dirigidos a mejorar tratamientos y terapias de diferentes problemas de salud, contribuyendo a fomentar mejoras e innovaciones en los servicios sanitarios. En términos académicos, se justifica la necesidad de publicar datos abiertos en el campo de la sanidad y de utilizar métricas para evaluar la calidad de los datos para su reutilización. También se puso de manifiesto la oportunidad de motivar a las empresas sanitarias del sector privado a compartir sus datos y crear portales de datos abiertos eficientes.

HEALTHCARE SUPPLY CHAIN RESILIENCE: A BIBLIOMETRIC REVIEW

Ayman Bouker Ben Aissa, Teresa Vallet- Bellmunt, Víctor Del Corte Lora

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Discussant: **Francisco Reyes Santías** (Universidad de Vigo)

Theoretical framework. The starting point for the research is the concept of health supply chain resilience (HSCRES). Within the theoretical framework of the theory of resources and capabilities and dynamic capabilities.

Objectives. The objectives of this paper are: 1) to identify existing academic research, highlighting key publications, authors, institutions and thematic areas; 2) to explore the methodology employed in the studies; 3) to propose future lines of research.

Methodology. A bibliometric analysis was carried out using the Web of Science Core Collection database and VOSviewer software, as well as a content analysis.

Results/implications. The results reveal that research is in its infancy, with three lines of research highlighted: resilience in the supply chain, resilience management to make the enterprise sustainable over time, and the use of new technologies in the health supply chain. This study is the first bibliometric analysis in HSCRES, allowing us to identify gaps in the analysis of the role of human resources and in the design of government policies. Finally, it offers perspectives for future analysis to strengthen health supply chains in the face of upcoming crises.

INTERACTIVE SESSION

SUSTAINABILITY AND OPERATIONS

Time: Tuesday, 17/June/2025: 8:30am - 10:00am · *Location:* Room 608

Session Chair: Jose Moyano Fuentes, Universidad de Jaen

DEVELOPMENT AND VALIDATION OF A MULTIDIMENSIONAL SCALE FOR ASSESSING THE IMPLEMENTATION QUALITY OF BUSINESS EXCELLENCE INITIATIVES

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Business Excellence Initiatives (BEIs), including Total Quality Management, ISO 9001, and the EFQM model promote sustainable organizational development. However, their effectiveness is often compromised by implementation heterogeneity and symbolic adoption, where external recognition, such as certifications, is prioritized over substantive improvements. This study introduces the Implementation Quality (IQ) concept to evaluate how well organizations execute the BEI implementation process, addressing the gap in existing research by developing and validating a multidimensional measurement scale.

Following DeVellis (2016) and Worthington and Whittaker (2006), this study employed a Systematic Literature Review (SLR) to define IQ dimensions and develop measurement items. These items were then refined and validated through an expert panel review to ensure clarity, relevance, and applicability.

The research conceptualized and operationalized IQ, defining it as a dynamic measure of BEI implementation effectiveness across five dimensions and 14 sub-dimensions. The validated scale provides a structured framework for assessing IQ, offering empirical insights beyond symbolic indicators.

This study contributes to BEI research by introducing a validated IQ measurement instrument that enables empirical assessments, guiding organizations in optimizing their BEI implementation and fostering sustainable development.

EFFECT OF GREEN POLICIES ON THE RELATIONSHIP BETWEEN ENVIRONMENTAL AND FINANCIAL PERFORMANCE IN THE ENERGY SECTOR

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This study analyzes the effect of the by-country levels of commitment and stringency in energy policies on the relationship between firms' environmental (CEP) and financial (CFP) performance, with special attention to the role played by energy prices in the application of such policies. Using a sample of 299 listed European energy firms during the period of 2005–2019, we find that the baseline relationship between CEP and CFP is negative. However, a strong environmental commitment of countries as well as a high level of policy stringency positively moderates the CEP–CFP relationship. Moreover, we evidence that energy prices play a positive moderating role and that price growth scenarios enhance the positive effect of environmental policies on the CEP–CFP relationship, even reversing the initial pattern and leading to a win–win scenario.

CAMBIO CLIMÁTICO Y ECONOMÍA CIRCULAR: IMPLICACIONES COMPETITIVAS Y SOCIALES

Jose Francisco Molina Azorin, Juan José Tarí Guilló, M^a Dolores López Gamero, Jorge Pereira Moliner, Eva M^a Pertusa Ortega

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- **Objetivos:** Se envía este trabajo en formato reducido para mesa interactiva. Se trata de un trabajo en fase de desarrollo en el que se analiza si existen diferentes niveles de proactividad en actuaciones de mitigación del cambio climático y diferentes niveles de proactividad en economía circular en el sector hotelero, examinando si el diferente grado de proactividad está relacionado con variables competitivas y sociales.
- **Marco teórico:** Cuando se vaya desarrollando el trabajo, se pretende utilizar la teoría de recursos y capacidades y la teoría de los grupos de interés en el marco de la literatura sobre grandes retos.
- **Metodología:** Se recogen datos primarios utilizando un cuestionario enviado a empresas del sector hotelero. Como técnicas principales de análisis se utiliza el análisis clúster bietápico y el test de diferencias de medias.
- **Resultados/implicaciones:** las empresas más proactivas de actuaciones relacionadas con el cambio climático y con la economía circular muestran mejores niveles de competitividad, de resiliencia y de sostenibilidad social.

IMPACTOS DEL CAMBIO CLIMÁTICO EN PUERTOS: CUANTIFICACIÓN ECONÓMICA BASADA EN LA RESILIENCIA

Estefanía Couñago Blanco, Fernando León Mateos, Carlos Rodríguez García

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Este estudio propone una metodología para cuantificar los impactos económicos directos e indirectos del cambio climático en infraestructuras portuarias en caso de inacción, utilizando el Índice de Resiliencia Portuaria (IRP) como base analítica. Esta herramienta innovadora orienta la toma de decisiones estratégicas y optimiza el uso de recursos para la adaptación.

Los puertos, como nodos críticos en las cadenas de suministro globales, son altamente vulnerables a los impactos climáticos, lo que puede generar pérdidas económicas significativas. Garantizar la resiliencia y evaluar económicamente estos impactos resulta fundamental para mitigar riesgos y asegurar la continuidad operativa.

La metodología se estructura en cuatro fases: (1) contextualización; (2) definición de variables a integrar; (3) elaboración del índice y propuestas de mejora; (4) Integración de un enfoque económico para estimar costes directos (interrupciones operativas y daños a instalaciones) e indirectos (impacto en reputación, stakeholders y entorno local) en caso de inacción. Aunque esta última fase está en desarrollo, el estudio de caso en el puerto exterior de A Coruña demuestra su aplicabilidad práctica.

El IRP identifica áreas de mejora en la adaptación al cambio climático y optimiza la gestión de recursos en las áreas con mayor repercusión en la resiliencia global, fortaleciendo la competitividad portuaria.

IDENTIFICACIÓN Y CLASIFICACIÓN DE LOS DESPERDICIOS EN LA CADENA DE SUMINISTRO ALIMENTARIA

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Objetivo: Este artículo aspira a mejorar la comprensión del destino que tienen los residuos y desechos alimentarios en la cadena de suministro alimentaria y cuáles son los factores que influyen en su gestión para diseñar políticas y/o herramientas que fomenten su aprovechamiento.

Marco Teórico: Dentro de la cadena de suministro alimentaria se produce un gran volumen de residuos alimentarios, cuya gestión es un reto a escala mundial. Esta realidad ha impulsado la búsqueda de nuevas alternativas, basadas en la economía circular, que permitan el reaprovechamiento de desechos de la cadena de suministro alimentaria. No obstante, es necesario evaluar el punto de vista de la empresa: cuál es su realidad y los problemas a los que se enfrenta.

Metodología: Se ha lanzado a escala regional en el norte de España un cuestionario a todas las empresas de la cadena alimentaria que puedan generar desechos aptos para la alimentación animal, y se ha utilizado la metodología Root Cause Analysis para alcanzar los objetivos.

Resultados/ Implicaciones: Se muestra el destino que tienen los desperdicios y cómo la mayoría de las empresas intentan reaprovechar sus desechos independientemente del potencial económico que les pueda acarrear, así como los principales inconvenientes para su reaprovechamiento.

AGRI-FOOD LOGISTICS AND RURAL ENTERPRISE

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · *Location:* Room 608

Session Chair: Mercedes Sanchez Garcia, Universidad Publica de Navarra

WHO'S HELPING RURAL ENTREPRENEURS? A SYSTEMATIC LITERATURE REVIEW

Ana Patricia Fanjul Alemany, María Felisa Muñoz Doyague, Liliana Herrera

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- Objectives

The objective of this paper is to provide a systematic literature review of policies supporting rural entrepreneurship in Europe. It also aims to contribute to the growing literature on a contextualized study of entrepreneurship and to evidence-based policymaking.

- Theoretical Framework

This study responds to growing calls to provide a “sensible contextualization” of rural entrepreneurship (Welter et al., 2019, p. 327). In particular, to the analysis of rural entrepreneurship and rural entrepreneurial ecosystems in Europe.

- Methodology

Systematic literature review.

- Results and implications

The results highlight the importance of infrastructure, innovation, financial support and social capital to promote entrepreneurship in rural areas. The recommendations for rural entrepreneurs include investing in human capital and ensuring a two-way communication with local institutions when applying for funding. This analysis also holds recommendations for evidence-based policymaking such as the importance of reducing the bureaucratic burden upon entrepreneurs, the need to establish a flexible scoring system, aligned to policy priorities, and to foster entrepreneurial activity among the local populations.

LIMITACIONES Y POTENCIALIDADES DEL TRANSPORTE DE PERECEDEROS POR FERROCARRIL

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Este trabajo analiza el potencial del transporte ferroviario para productos perecederos, centrándose en frutas y hortalizas comercializadas desde el sureste español, para ver las posibilidades que tiene su empleo frente al tradicional transporte por carretera. Se realiza una revisión de estudios previos sobre el tema investigado, encontrando pocos trabajos centrados en esta tipología de productos. Por ello, se realiza una encuesta a distintos profesionales actores dentro de la cadena de suministro, para analizar la información y sacar conclusiones más robustas. El marco teórico abarca la evolución del transporte ferroviario de mercancías, destacando su eficiencia energética y capacidad de carga, así como retos específicos de carácter perecedero de los productos. Los resultados revelan potencialidades significativas, como la mitigación del cambio climático y el aumento de la eficiencia energética, así como el aumento de la rentabilidad en largas distancias, junto con limitaciones referentes a grandes costes en infraestructura y la necesidad de empleo de la intermodalidad. En definitiva, el ferrocarril es una alternativa viable y sostenible para el transporte de frutas y hortalizas, especialmente en rutas largas y cuando se transportan grandes volúmenes, pero requiere inversiones de inversiones iniciales.

UNDERSTANDING THE CHALLENGES OF INTENSIVE AGRICULTURE IN ALMERIA: PERSPECTIVE FROM HORTICULTURAL MARKETING FIRMS

JORGE TARIFA FERNÁNDEZ, MARÍA DOLORES HARO-GIL

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Objectives:

This study aims to explore the challenges of intensive agriculture in Almería from the perspective of horticultural marketing firms, focusing on issues such as transactional relationships with farmers, generational change, and human resource management.

Theoretical Framework:

Drawing on literature regarding structural transformation and market saturation in agriculture, the study integrates theories of organizational adaptation and supply chain dynamics. It emphasizes how traditional, family-based models are being disrupted by increased farmer independence and evolving demographic profiles.

Methodology:

A qualitative approach was employed, involving 24 semi-structured, face-to-face interviews with key informants (managers, CEOs, and senior executives) from horticultural marketing firms in Almería. The interviews were transcribed and analyzed using a three-stage content analysis process (open, axial, and thematic coding) to identify core challenges and emerging strategies.

Results/Implications:

Findings reveal that most firms maintain predominantly transactional relationships with farmers, hindering long-term loyalty and strategic alignment. Generational shifts have led to resistance to change and a need for innovation, while human resource challenges, such as limited hiring and prolonged tenure, further complicate sustainability. These insights suggest that revising communication strategies, fostering professionalization, and enhancing inter-organizational collaboration are critical to ensuring the competitiveness and sustainability of intensive agriculture in Almería.

IMPULSANDO LA TRANSFORMACIÓN DIGITAL EN COOPERATIVAS AGRÍCOLAS DE MICHOACÁN, MÉXICO A TRAVÉS DE LA INVESTIGACIÓN-ACCIÓN

Carolina Arciga Color^{1,2}, Jaime Apolinar Martínez Arroyo³

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La creciente demanda de alimentos producidos de manera sostenible, sumada al impacto del cambio climático y la globalización, plantea desafíos significativos para el sector agrícola mexicano. Las cooperativas agrícolas, como actores clave en este sector, requieren de estrategias innovadoras para adaptarse a este nuevo escenario. Esta investigación explora el potencial de la transformación digital para fortalecer la competitividad y la sostenibilidad de las cooperativas agrícolas en Michoacán, México. Se prestará especial atención a la adaptación de las tecnologías a las condiciones socioeconómicas de las comunidades rurales. El estudio se fundamenta en marcos teóricos como la transformación digital, la economía social y solidaria, la soberanía alimentaria y gobernanza digital. A través de una metodología de investigación-acción, se busca co-crear soluciones con los productores,

identificando barreras y oportunidades para la adopción de tecnologías digitales. Se espera que esta investigación contribuya a generar conocimiento sobre las mejores prácticas para la implementación de tecnologías digitales en las cooperativas, fortaleciendo la seguridad alimentaria y el desarrollo rural en Michoacán. Los resultados obtenidos servirán como base para diseñar políticas públicas que promuevan la digitalización del sector agrícola y fortalezcan la competitividad de las cooperativas en un mercado global cada vez más exigente.

TEACHING INNOVATION

Time: Tuesday, 17/June/2025: 11:15am - 12:45pm · *Location:* Room 002

Session Chair: Raquel Antolin-Lopez, Universidad de Almeria

CREANDO COMUNIDADES DE APRENDIZAJE PARA LA ENSEÑANZA DE GESTIÓN EMPRESARIAL EN ENTORNOS DE ENSEÑANZA HÍBRIDA

Julio Navío-Marco¹, Adrian Mendieta-Aragón², María Bujidos-Casado²

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Esta investigación tiene como objetivo profundizar en las dinámicas de creación y funcionamiento de las comunidades de aprendizaje en la enseñanza universitaria híbrida, proponiendo una experiencia en la parte mixta asíncrona (digital), consistente en el uso de materiales de vídeo elaborados por estudiantes de Gestión Empresarial en un entorno de aprendizaje híbrido, y estudiar la interacción que se produce entre los estudiantes a través de ello.

A partir de los postulados del constructivismo social y la Comunidad de Indagación, se ha desarrollado un proyecto de innovación docente en una asignatura de Gestión Empresarial en un Grado en Ingeniería de una universidad híbrida (blended learning). El estudio utiliza un conjunto de datos agrupados con un tamaño de 85 encuestados que abarca las respuestas recopiladas a una encuesta (años 2022-24).

Los resultados también fueron muy satisfactorios, mostrando que los estudiantes que crearon los videos valoran especialmente el fomento del aprendizaje activo, la mejora de la comunicación oral y el aumento de su autonomía en el aprendizaje.

STUDENTS' AWARENESS ON THE NATURAL ENVIRONMENT: THE IMPACT OF ACTIVE LEARNING ACTIVITIES

Jose Francisco Molina Azorin, Juan José Tarí Guilló, M^a Dolores López Gamero, Jorge Pereira Moliner, Eva M^a Pertusa Ortega

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STUDENTS' AWARENESS ON THE NATURAL ENVIRONMENT:

THE IMPACT OF ACTIVE LEARNING ACTIVITIES

RESUMEN

- **Objetivos:** Se envía este trabajo en formato reducido para mesa interactiva. Se trata de un trabajo que tiene como objetivo analizar la influencia de la aplicación de actividades de aprendizaje activo para aumentar la sensibilización ambiental de los estudiantes.
- **Marco teórico:** Basado en literatura de aprendizaje activo en educación superior y en la literatura de educación ambiental y educación para el desarrollo sostenible.
- **Metodología:** Se recogen datos primarios utilizando un cuestionario completado por los estudiantes al comienzo y al final del periodo de impartición de varias asignaturas de gestión medioambiental.
- **Resultados/implicaciones:** la aplicación de actividades de aprendizaje activo en la materia de gestión medioambiental ha aumentado la sensibilización ambiental de los estudiantes.

ACEPTACION DE ESTUDIANTES DEL USO DE VIÑETAS CÓMIC PARA LA ENSEÑANZA DE COMPETENCIAS DE INNOVACIÓN EN LA UNIVERSIDAD

Juan A. Marin-Garcia, Juan Martínez Tomas

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OBJETIVO: investigar la implementación de una entrevista factorial con viñetas tipo cómic como herramienta educativa en la educación superior en gestión empresarial, basándose en el modelo de competencia de innovación SINCOE.

METODOLOGÍA: La investigación describe el proceso de desarrollo y examina la viabilidad de dos tipos de recursos diseñados con asistencia de inteligencia artificial. Se evaluó la carga de trabajo en el diseño de materiales y la aceptación estudiantil utilizando el Modelo de Aceptación Tecnológica (TAM).

RESULTADOS: El análisis demuestra la viabilidad y efectividad de la metodología para el aprendizaje experiencial en contextos empresariales.

IMPLICACIONES: Los hallazgos proporcionan evidencia que respalda la integración de viñetas tipo cómic como enfoque docente innovador en educación superior, ofreciendo perspectivas sobre la aplicación práctica de recursos educativos asistidos por IA.

INTERNATIONALIZATION

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · *Location:* Room 002

Session Chair: VIRGINIA HERNANDEZ PAZ, Universidad Carlos III de Madrid

MULTILATERAL PROCUREMENT MARKET: OPPORTUNITIES AND CHALLENGES FOR INTERNATIONAL BUSINESS GROWTH

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Objective: To explore the role of official development aid channeled through multilateral financial organizations as an opportunity for international business growth and how to overcome the difficulties SMEs face to participate in projects financed by these organizations.

Methodology: Qualitative methods through an in depth case study. In addition to using secondary sources of information, semi-structured interviews have been carried out with the different agents involved in a single project.

Results/implications: Reflections on the role of different mechanisms that can be used by SMEs to overcome the difficulties to get access to these projects: institutional support, strategic surveillance, experience and track record, networking and business cooperation, and contact with final clients.

MULTINATIONAL ENTERPRISES AND GLOBAL HEALTH: DEVELOPMENT OF A TYPOLOGY OF HEALTH-RELATED BUSINESS ACTIONS

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The main objective of this study is to identify and generate a typology of business actions related to global health to assist Multinational Enterprises (MNEs) in their efforts to contribute to the achievement of the Sustainable Development Goal (SDG) 3 “Good Health and Well-Being”. The importance of SDG 3 rests on its aim to ensure the well-being of all the members of society across the globe, including defeating international health disparities among countries. To fulfill such an objective, we perform an empirical analysis of 250 MNEs standing out in sustainability practices according to the S&P Yearbook of 2023. We compile and analyze their annual sustainability reports to identify health-related business practices. Finally, we integrate the theoretical and empirical analysis to generate a comprehensive typology of business actions related to global health that help businesses to contribute to the SDG 3.

INTERNATIONAL ALLIANCES AND ECO-INNOVATION IN SMES: OPPORTUNITIES AND CHALLENGES IN THE CURRENT INTERNATIONAL BUSINESS ENVIRONMENT

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- **Objectives:** In recent times, SMEs have increasingly engaged in international alliances for eco-innovation, as these collaborations provide access to richer and more diverse knowledge sources that SMEs often lack due to resource constraints. The objective of this extended abstract is to open a space for debate on the opportunities and challenges SMEs face in eco-innovation activities nowadays, while fostering discussion on how current trends (political, technological, so on) influence SMEs' eco-innovation decisions, and how international alliances help SMEs overcome challenges.
- **Theoretical framework:** Knowledge-Based View of the firm, inter-organizational collaborations for eco-innovation, institutional theory
- **Methodology:** Conceptual paper (extended abstract)
- **Results/implications:** This study provides a better theoretical and practical understanding of how inter-organizational collaboration and eco-innovation theories intersect in the context of SMEs, exploring how SMEs can capitalize on the benefits of international collaborations to navigate global challenges such as technological changes and legal fragmentation, among others.

CULTURA, ACULTURACIÓN Y DESEMPEÑO EN LA JOINT VENTURE INTERNACIONAL. UN CASO EJEMPLAR

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El necesario intercambio de recursos y capacidades en la empresa conjunta, la mayoría internacionales, hace que la cultura juegue un papel determinante y, especialmente los procesos de aculturación entre socios. Pocas investigaciones se han centrado en estudiar la relación entre cultura y rendimiento y las conclusiones resultan confusas. Dando respuesta a la escasez o controversia de la literatura, se pretende ahondar en esta relación respecto a las joint venture internacionales, aportando una sistemática útil para testear y gestionar las diferencias culturales a través de la aculturación tras la previa y adecuada elección de los socios. Basándose en las investigaciones principalmente enfocadas en las dimensiones culturales de las empresas y los procesos de aculturación, se lleva a cabo un estudio de caso ejemplar. Se concluye que las diferencias existentes entre la cultura nacional y organizativa afectan negativamente al rendimiento de la empresa conjunta si no se gestiona adecuadamente su integración, a pesar de tratarse de culturas similares. No se puede inferir que una de las facetas culturales tenga mayor influencia que la otra, sí que la aplicación de una estrategia de aculturación resulta clave. Se propone una forma práctica de llevarlo a cabo y provechosa para la toma de decisiones estratégicas.

THE INTERPLAY BETWEEN INNOVATIVE CLIMATE AND BMI FOR SMES EXPORT PERFORMANCE

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Innovation and internationalization are two interconnected strategies essential for sustaining SMEs' growth and competitive advantage. The literature highlights two key mechanisms shaping SMEs' international behavior: (1) innovative SMEs possess superior resources and competencies, enhancing their export success, and (2) international exposure fosters learning by exporting (LBE), enabling firms to acquire external knowledge and develop market-adapted innovations. However, these mechanisms do not operate automatically, making it crucial to understand the internal processes that enable firms to harness the benefits of both strategies. This study examines how an innovative climate and business model innovation (BMI) influence SMEs' ability to leverage international markets for growth. Using a sample of 112 Spanish manufacturing firms, our findings suggest that a strong innovative climate enhances SMEs' capacity to recognize and integrate external knowledge, while effective BMI ensures that this knowledge translates into successful international expansion. These insights have managerial implications, emphasizing the need for SMEs to cultivate an innovative-driven culture and strategically adapt their business models to maximize export opportunities.

PUBLICIDAD ACTIVA Y CONTROL EN EL USO DE FONDOS EUROPEOS: EVALUACIÓN DEL CUMPLIMIENTO NORMATIVO EN EMPRESAS BENEFICIARIAS

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• Objetivos

Este estudio examina el cumplimiento de las obligaciones de publicidad activa establecidas en la Ley 19/2013 de Transparencia de las empresas españolas que recibieron fondos europeos del Mecanismo de Recuperación y Resiliencia. Se busca evaluar si se está ejerciendo una adecuada fiscalización y control del uso de los fondos.

• Marco teórico

La publicidad activa en la gestión de recursos públicos es un pilar fundamental para la democracia y la prevención de irregularidades. Los fondos Next Generation EU han supuesto una inversión sin precedentes, lo que refuerza la necesidad de examinar cómo las empresas beneficiarias cumplen con sus obligaciones informativas.

• Metodología

Se han desarrollado una serie de índices de contenidos basados en los criterios de publicidad activa de la Ley de Transparencia. Posteriormente, se analizan los niveles de publicidad activa en diferentes circunstancias.

• Resultados/implicaciones

Los hallazgos evidencian un bajo nivel de publicidad activa en las empresas analizadas, lo que dificulta la supervisión del uso de los fondos europeos. Se identifican patrones como la predominancia de la calidad de la información sobre la cantidad. Estos resultados subrayan la necesidad de reforzar los mecanismos de control y fomentar prácticas de rendición de cuentas más rigurosas.

DIGITALIZATION & INNOVATION

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · *Location:* Room A3_ mod 1

Session Chair: David Urbano, Universitat Autònoma de Barcelona

DIGITAL TRANSFORMATION AND STRATEGIC COLLABORATION: THE ROLE OF ORGANIZATIONAL LEARNING IN SUPPLY CHAIN ALIGNMENT

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Objectives: This study examines how digital technology adoption improves the alignment of objectives between manufacturing firms and their supply chain partners (suppliers and customers) and investigates whether organizational learning moderates this relationship to enhance firm performance.

Theoretical Framework: Grounded in digitalization and organizational learning literature, the study posits that the integration of advanced digital technologies enhances connectivity, information sharing, and knowledge diffusion. These factors foster improved inter-organizational relationships and innovation, ultimately contributing to value creation and operational efficiency.

Methodology: Empirical data were collected from firms in the vehicle, textile, and chemical sectors using a questionnaire and archival financial data from the SABI database (N = 115). Ordinary least squares regression was employed to test the direct effects of digital technology adoption, while hierarchical regression analyses examined the moderating role of organizational learning on the alignment of objectives with suppliers and customers.

Results/Implications: Findings indicate that digital technology adoption significantly enhances strategic alignment within supply chains, thereby improving firm performance. Moreover, high levels of organizational learning strengthen this positive relationship. These results underscore the importance for practitioners to invest in digital capabilities and cultivate a learning-oriented culture to stabilize inter-organizational relations and drive innovation.

GUIDING BUSINESS MODEL INNOVATION IN MANUFACTURING FIRMS THROUGH DIGITAL TRANSFORMATION AND ORGANIZATIONAL CHANGE: A SYSTEMATIC REVIEW

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- **Objectives:** This paper aims to analyse the relationship between digital transformation and business model innovation in the manufacturing industry from different approaches: organizational change, digital technologies and capabilities
- **Theoretical framework:** The rapid advancement of technologies such as IoT (Internet of Things), AI (Artificial Intelligence), cloud computing, and data analytics offer advanced, value-added services alongside or instead of physical products, and presents both opportunities and challenges for manufacturing firms. Digital servitization refers to the transformation of traditional manufacturing or product-based companies into service-oriented businesses through the integration of digital technologies, but this transformation requires more than just acquiring new tools. It necessitates organizational change, including the development of dynamic capabilities and the implementation of business model innovation.
- **Methodology:** A systematic literature review (SLR) is conducted following the PRISMA method to ensure an unbiased selection, proceeding to a carefully screening and selection of papers, leaving a final sample of 96 articles.
- **Results:** This paper provides a conceptual framework that companies might use to guide the organizational changes required in digital transformation and business innovation.

INNOVACIÓN ABIERTA ENTRANTE Y DESEMPEÑO INNOVADOR DIGITAL: EL ROL DEL APRENDIZAJE DEL FRACASO EN INNOVACIÓN GENERADO POR LOS INSIGHTS DESCRIPTIVOS, PREDICTIVOS Y PRESCRIPTIVOS

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El presente artículo tiene como objetivo analizar el efecto moderador de los insights descriptivos, predictivos y prescriptivos basados en datos en el efecto combinado del aprendizaje del fracaso en innovación y la innovación abierta entrante en el desempeño innovador digital. El modelo de investigación se testó en una muestra de 197 empresas colombianas pertenecientes a sectores de media y alta intensidad digital a través de ecuaciones estructurales mediante el método de mínimos cuadrados parciales (SmartPLS4). Los resultados sugieren que la innovación abierta entrante suple los recursos y capacidades de los que carece la organización para potenciar sus resultados de innovación digital. Sin embargo, el aprendizaje del fracaso en innovación provoca un trauma que deteriora la capacidad organizacional de explotar recursos internos y externos para la innovación digital. Además, los hallazgos sugieren que los insights descriptivo y predictivo son generadores de conocimiento que es insuficiente para corregir este estado de parálisis, mientras el prescriptivo produce insights accionables que proveen una seguridad reforzada al actuar, dotando el aprendizaje del fracaso en innovación de una connotación positiva.

COMPARATIVA DE MÉTODOS DE INTELIGENCIA ARTIFICIAL EN EL CRIBADO DE REVISIÓN SISTEMÁTICA DE LA LITERATURA

Juan A. Marin-García¹, Juan Martínez Tomas¹, Alina Díaz-Curbelo², Rafaela Alfalla-Luque²

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Objetivos: Comparar el rendimiento de diferentes métodos de inteligencia artificial frente al consenso humano en el cribado de revisiones sistemáticas. Evaluando la escalabilidad y eficiencia de los métodos automatizados. Adicionalmente, pretende determinar el número óptimo de modelos a integrar para lograr una solución más consistente en las clasificaciones.

Marco teórico: El cribado manual en revisiones sistemáticas constituye un proceso intensivo en recursos y tiempo. La literatura destaca la necesidad de automatización para acelerar el proceso sin comprometer la eficacia. Los modelos grandes de lenguaje (LLM) y el aprendizaje automático han demostrado potencial significativo para automatizar estas tareas.

Metodología: Partimos de los datos de Alfalla-Luque et al. (2023), implementando una comparativa entre diferentes métodos: cribado manual por tres codificadores humanos, inteligencia artificial generativa (ChatGPT, Claude) con diferentes prompts, aprendizaje supervisado mediante Rayan, y Sentence Transformers para ranking de similitud. Evaluaremos con métricas estandarizadas como recall, precisión y accuracy, registrando además los tiempos de procesamiento para cada método.

Resultados/implicaciones: La investigación se encuentra actualmente en fase de procesamiento de datos. Se anticipa que el estudio contribuirá a la optimización del proceso de cribado en revisiones sistemáticas, proporcionando evidencia empírica sobre la efectividad relativa de diferentes aproximaciones automatizadas.

EL IMPACTO DEL TIPO DE PARQUE EN LA DIGITALIZACIÓN Y EL RENDIMIENTO ECONÓMICO DE LAS EMPRESAS EN PARQUES CIENTÍFICOS Y TECNOLÓGICOS EN ESPAÑA

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Este estudio examina el impacto de los Parques Científicos y Tecnológicos (PCTs) en el rendimiento económico de las empresas y explora la relación entre la adopción de tecnologías digitales y los indicadores económicos clave. A partir de una muestra de empresas ubicadas en diferentes tipos de parques (Científicos, Tecnológicos e Híbridos), se realizó un análisis estadístico utilizando pruebas no paramétricas. La prueba de Kruskal-Wallis reveló diferencias significativas en las variables de productividad, cuota de mercado, ingresos de explotación y cifra de ventas entre los distintos tipos de parques. Además, la correlación de Spearman mostró una relación positiva entre el grado de digitalización de las empresas y su rendimiento económico en todas las dimensiones analizadas. Los hallazgos sugieren que el tipo de parque influye en el rendimiento de las empresas y que una mayor adopción de tecnologías digitales mejora la rentabilidad y eficiencia. Los resultados destacan que los PT juegan un papel clave en el éxito empresarial, reforzando la idea de que la digitalización es fundamental para mejorar la competitividad de las empresas en el mercado. Este trabajo contribuye a la comprensión de cómo los entornos tecnológicos y la digitalización pueden transformar el rendimiento empresarial.

EXPLORING THE ROLE OF DIGITALIZATION AND DYNAMIC CAPABILITIES IN ACHIEVING SUPERIOR SUSTAINABLE PERFORMANCE IN STARTUPS

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Discussant: Paula Rodríguez Torrico (Universidad de Burgos)

The rapidly evolving digital business landscape, together with the incessant social and environmental challenges facing society today, demands innovative solutions from entrepreneurs. To this end, entrepreneurs must have the ability to effectively deploy technology to make progress towards sustainability. This study aims to explore how the degree of digitalization influences start-ups in achieving high economic, social and environmental performance, and whether this relationship is mediated by digital capabilities. The study will apply a partial least squares (PLS) modelling, based on a sample of 148 Spanish digital start-ups, to test whether a high degree of digitalization per se is insufficient to achieve superior performance. Instead, it is considered crucial that entrepreneurs possess a specific set of capabilities, referred to as digital dynamic capabilities, to achieve superior sustainable performance and thrive in an increasingly digital and responsible business environment.

HUMAN RESOURCES

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · *Location:* Room A6B _ mod 1

Session Chair: Petra De Saá Pérez, Universidad de Las Palmas de Gran Canaria

THE PROFESSIONALIZATION OF THE HUMAN RESOURCES FUNCTION IN TIMES OF DIGITALIZATION AND CHANGE: A CONTEXTUAL APPROACH

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This study aims to contribute to the professionalization of human resource management by identifying emerging technical competencies in a rapidly evolving and digitalized work environment. We analyze job postings from recruitment platforms such as InfoJobs and LinkedIn to identify the most in-demand technical competencies for HR professionals. In addition, using Cranet survey data and examining HR career development plans and professional association guidelines, we compare the roles and functions of HR professionals in three distinct contexts—Spain, UK, and USA— We adopt a contextual perspective to explore the profession's evolution and its adaptation to digital transformation and socio-institutional changes. This study contributes to the training and development of HR professionals by providing an updated framework that integrates the technical competencies needed to navigate the challenges of today's dynamic work environment. It also serves as a guide for updating HR career plans and it supports organizations in adapting to digital transformation and workforce shifts, ensuring that HR professionals are equipped with the necessary skills to drive organizational success.

IMPLEMENTACIÓN DE LA INTELIGENCIA ARTIFICIAL EN LA GESTIÓN DE RECURSOS HUMANOS: ANÁLISIS DE LOS FACTORES CLAVE

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La presente investigación tiene como objetivo principal hacer una revisión sistemática de la literatura que permita identificar los factores clave en la implementación de inteligencia artificial (IA) en los procesos de recursos humanos.

Con este fin se ha realizado una revisión sistemática de la literatura en bases de alto impacto científico (SCOPUS, Web of Science) de todos los artículos que contuvieran una combinación de palabras clave de RRHH y de IA. Esta revisión se ha llevado a cabo mediante el uso de técnicas de IA y del modelo Transformer se calculó la similitud de los títulos y abstracts con los conceptos IA y RRHH. Fijando un umbral de similitud del 40% se redujo el listado de referencias inicial de 87.780 a 350 artículos.

Las conclusiones de la revisión de la literatura anticipan una clasificación de teorías y variables clave en la implementación de IA en el área de recursos humanos, que aporten información relevante sobre indicadores de eficiencia en los procesos de implementación.

SECURE BASE LEADERSHIP AND JOB CRAFTING: ENHANCING EMPLOYEE WELL-BEING AND PROACTIVITY IN MODERN WORK ENVIRONMENTS

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Objectives:

This study examines the impact of secure base leadership on job crafting and its subsequent effects on employee well-being and performance. It tests whether secure base leadership fosters proactive role redesign and if individual factors (need for autonomy, proactive personality) moderate this relationship, with job crafting mediating the link to enhanced well-being.

Theoretical Framework:

Drawing on self-determination theory, social cognitive theory, and the job demands–resources (JD-R) model, the research conceptualizes secure base leadership as providing a safe, resource-rich environment that empowers employees to adapt and redesign their roles.

Methodology:

A mixed-methods approach will be employed. Quantitative data will be gathered via structured questionnaires assessing secure base leadership, job crafting, need for autonomy, proactive personality, and well-being. Structural equation modeling and moderated mediation analyses will test the proposed relationships. Complementary in-depth interviews with managers and employees will provide contextual insights.

Results/Implications:

Preliminary findings suggest that secure base leadership significantly enhances job crafting, particularly among employees with high autonomy needs and proactive traits, leading to improved well-being and performance. These results emphasize the importance of supportive leadership practices in fostering an adaptable, engaged workforce and offer valuable implications for leadership development and organizational design.

NAVIGATING RTO: LINE MANAGERS' IMPLEMENTATION CHALLENGES AND THE ROLE OF GENDER

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As multinational corporations enforce Return-to-Office (RTO) policies, line managers play a crucial yet understudied role in their implementation. Positioned between senior leadership and employees, line managers navigate tensions between enforcing policies and addressing subordinates' concerns. Drawing on managerial agency in HRM and role orientation theory, this research investigates how line managers interpret and implement RTO policies (RQ1) and whether gender influences their challenges and behaviors (RQ2). Using qualitative methods, semi-structured interviews will be conducted with male and female managers in organizations undergoing RTO. This study contributes to HRM literature by shifting the focus from employees to managerial agency and examining gendered differences in policy implementation.

ORGANIZATIONAL SUBCULTURES AS SYSTEMS: REVIEW AND DIRECTIONS FOR FUTURE RESEARCH

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Although it is widely recognized that organizational subcultures impact a variety of organizational outcomes, research on this construct has stagnated, remaining incomplete, scattered, and unstructured. The lack of a structured approach has hindered scholarly progress on organizational subcultures, which suffer from a fragmented theoretical foundation, diverse definitions and operationalizations, and a lack of cohesion regarding the settings in which they are studied—making it challenging to generalize findings. In this paper, we review the current state of organizational subcultures research, highlighting the absence of a comprehensive theoretical framework. Such a framework is crucial as the internal and external contexts of organizations grow increasingly complex. To clarify what organizational subcultures are, how they emerge, and the mechanisms through which they exert influence, we conducted a systematic literature review to consolidate existing knowledge into a common framework that can guide future research in the field. Using thematic content analysis, we categorized the findings into three distinct dimensions: (1) multi-level factors contributing to subculture formation, (2) mechanisms of subcultural influence, and (3) influence on a multi-level array of outcomes. From this perspective, we propose a unifying framework, and we suggest directions for future research.

SOCIAL AND ENVIRONMENTAL RESPONSABILITY

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · *Location:* Room 608

Session Chair: Miguel Pérez Valls, Universidad de Almería

ESG AND FIRM EFFICIENCY: AN EXPLORATORY ANALYSIS ACROSS EUROPEAN INDUSTRIES

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Objective: this study aims to analyze the relationship between the ESG performance and the operational efficiency of firms, across industries in Europe.

Theoretical framework: While the ESG has been linked to many internal and external variables, we can still learn from industry differences. That is, how industry-specific factors may affect the efficiency sacrifices to obtain improved ESG performance.

Methodology: for a sample of more than 70,000 firms, from several industries all over Europe, we perform non-parametric techniques (i.e. data envelopment analysis, DEA) to link efficiency levels to ESG scores (Orbis database).

Results: Results clearly show that improved ESG performance is obtained among firms with the lowest levels of operational efficiency within their industry. This is particular clear for some impactful sectors, such as mining and electricity. Per ESG dimension, the social pillar seems to be a differential one, where that scenario is clearer.

Contribution: this study may help managers to better understand the definition of their strategy within their industry, to better differentiate. From a policy perspective, findings could help to better tailor regulations, making them sector-specific.

ESTRATEGIAS DE ECONOMÍA CIRCULAR COMO MOTOR PARA EL DESARROLLO SOSTENIBLE EN ESPAÑA: IMPULSORES Y BARRERAS

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Este estudio examina los factores que influyen en la adopción de modelos circulares en el sector manufacturero español, considerando aspectos regulatorios, tecnológicos, culturales y sociales. A partir de una muestra de 300 empresas y utilizando un modelo de regresión

logística ordenada (OLOGIT), se identifican relaciones significativas entre la economía circular y la eco-innovación, el cumplimiento normativo, la adopción de nuevas tecnologías y la formación del capital humano. Los resultados muestran que estos factores impulsan positivamente la transición hacia la economía circular. Sin embargo, se detecta un efecto negativo en la satisfacción y adaptación de productos a las necesidades de los clientes, lo que podría deberse a una persistente preferencia por modelos lineales de producción. Además, se observa un efecto moderador negativo de la orientación ambiental sobre la relación entre regulación y circularidad, y un efecto moderador positivo sobre la relación entre eco-innovación y circularidad. Estos resultados subrayan la necesidad de estrategias que equilibren regulación, innovación y cultura organizacional para facilitar la transición hacia un modelo productivo más sostenible.

EXPLORANDO LA INTENCIÓN EMPRENDEDORA SOCIAL: TENDENCIAS, ANÁLISIS DE TEMAS Y OPORTUNIDADES DE INVESTIGACIÓN

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Objetivos. Ante el creciente interés científico por el impacto del emprendimiento social y la intención emprendedora social (IES), este estudio presenta un análisis bibliométrico para organizar y sistematizar el conocimiento acumulado. Además, identifica los principales temas en la producción científica sobre la IES, detectando gaps que puedan orientar futuras investigaciones.

Marco teórico. Los modelos de IES (Mair y Noboa, 2006; Hockerts, 2017) se basan en los modelos clásicos de IE como son la Teoría del Comportamiento Planificado (Ajzen, 1991) y el Modelo de Comportamiento Empresarial (Shapero y Sokol, 1982), poniendo el énfasis en aspectos como la empatía o la obligación moral, como antecedentes que favorecen la formación de la IES.

Metodología. Se emplea un análisis bibliométrico para revisar la literatura sobre IES. Se realiza un análisis de rendimiento para examinar la evolución histórica del tema, principales autores, instituciones y revistas. Asimismo, mediante VOSviewer, se lleva a cabo un análisis de mapas científicos para visualizar relaciones entre campos y tópicos de investigación.

Resultados/implicaciones. Los resultados subrayan el creciente interés por la IES. Se identifica una red dispersa de autoría y una estructura de seis clústeres en la concurrencia de palabras clave. Esto proporciona un marco para futuras investigaciones en IES.

IMPACTO DEL GÉNERO EN EL LIDERAZGO Y DESEMPEÑO ECONÓMICO: UN ANÁLISIS EN PEQUEÑAS Y MEDIANAS EMPRESAS COLOMBIANAS

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El liderazgo en las pequeñas y medianas empresas (pymes) colombianas se ve influenciado por factores de género, lo que impacta su desempeño económico. A pesar de avances en equidad, las mujeres enfrentan barreras para acceder a roles directivos y participar en el capital social de las empresas.

Esta investigación tiene como objetivo analizar el impacto del género en el liderazgo y desempeño económico de las pymes colombianas, enmarcándose en los Objetivos de Desarrollo Sostenible (ODS), específicamente en la igualdad de género (ODS 5) y el trabajo decente (ODS 8).

Desde un enfoque teórico, se considera que las diferencias biológicas y sociales entre hombres y mujeres pueden influir en la gestión empresarial. Estudios previos han demostrado que el liderazgo femenino aporta valores distintivos a las organizaciones, aunque su participación sigue siendo limitada.

La metodología será cuantitativa, con un alcance explicativo y dos fases. Primero, se identificarán las características predominantes del liderazgo en las pymes y su relación con el género. Luego, se analizará su impacto en el desempeño económico.

Este estudio contribuirá al debate sobre género y liderazgo en el ámbito organizacional, ofreciendo evidencia empírica en un contexto poco explorado.

BREAKING BARRIERS: HOW CULTURAL MASCULINITY AND STRUCTURAL INEQUALITY ACT AS MODERATORS OF GENDER DIVERSITY AND GENDER QUOTAS PERFORMANCE

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Este estudio analiza el impacto de la diversidad de género en los consejos de administración y su influencia en el desempeño financiero y los resultados ESG de las empresas, considerando el papel moderador de factores culturales y estructurales. Utilizando un amplio conjunto de datos de empresas de múltiples países, los resultados muestran que la diversidad de género mejora indicadores de desempeño contable, como el ROA y el ROE, así como los resultados ESG. Estos efectos positivos son más marcados en entornos con altos niveles de masculinidad y baja desigualdad. Además, alcanzar una masa crítica de mujeres en los consejos es clave para maximizar estos beneficios.

Sin embargo, las cuotas de género tienen un efecto generalmente negativo en el desempeño, a pesar de los beneficios de la diversidad. Esto sugiere que su implementación puede derivar en tokenismo, especialmente en entornos de alta desigualdad, donde más se necesitan.

INTEGRATING DIGITAL TECHNOLOGIES IN SMES: A PERSON-CENTRIC VIEW ON THE PATH TO SUSTAINABILITY

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- Purpose: Amid increasing pressures from digital transformation and sustainability challenges, existing literature offers limited solutions for managing these issues concurrently.
- Theoretical framework: To bridge this gap, this paper draws on the Industry 5.0 paradigm to examine how the integration of digital technologies with a human-centric approach fosters sustainability in SMEs.
- Design/methodology/approach: Case studies were carried out on three SMEs in the Basque manufacturing industry. Data were collected through semi-structured interviews and their thematic analysis through a content analysis matrix.
- Findings: The findings indicate that SMEs which integrate digital technologies from a person-centric view are more successful in achieving their digital and sustainability objectives.

SUSTAINABILITY AND INNOVATION

Time: Tuesday, 17/June/2025: 3:00pm - 4:30pm · Location: Room 607

Session Chair: Dante I. Leyva de la Hiz, CUNEF Universidad

INTERNAL OR EXTERNAL? HOW KNOWLEDGE SOURCES INFLUENCE INCREMENTAL AND RADICAL ECO-INNOVATIONS.

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Objectives: The paper explores how firms use internal and external knowledge sources to drive different types of eco-innovation. It examines whether internal knowledge is more influential in incremental eco-innovations (such as efficiency-driven and compliance-based ones) and whether external knowledge sources play a larger role in radical eco-innovations (like systemic and low environmental impact-driven innovations).

Theoretical Framework: Resource-based view, open innovation

Methodology: The study analyzes data from the Spanish Technological Innovation Panel (PITEC) (2016). A sample of 2,934 firms. It applies logistic regression models.

Results: The results show that internal knowledge is more influential for incremental innovations (compliance, material efficiency, and energy efficiency), while external knowledge sources—especially suppliers, clients, and research institutions—play a critical role in driving radical eco-innovations (low environmental impact and systemic). Internal knowledge has no significant effect on systemic eco-innovation, confirming that large-scale sustainability transformations rely on diverse external expertise and collaboration.

EXPLORING SSBD AND DFS. TO WHAT EXTENT ARE SOCIAL ASPECTS INCORPORATED INTO RESEARCH ON SUSTAINABLE INNOVATION FRAMEWORKS?

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Recently, two effective frameworks have been used in order to guide the process of innovation for implementing and assessing safety and sustainability aspects to achieve responsible development of products and materials. While Safe and Sustainable by Design places a greater focus on safety and chemicals, Design for Sustainability addresses critical issues related to sustainable production and consumption. We understand that both approaches complement each other, as they incorporate the products life cycle perspective and the three dimensions of sustainability. While sustainability has been widely studied within natural sciences, there is growing concern about the role of social dimensions in this field. Moreover, despite the importance of two approaches for management, their implementation still faces many challenges in practice. Especially, social actions are difficult to implement and measure. In light of this, our research question is: are sustainable innovation initiatives social enough? To answer it we used computational text analysis methods (topic modeling) on the sample of 1540 WoS publications. Our findings show that most of the studies look to the environmental dimensions. It remains a relatively underexplored research topic in the management literature, but one with significant potential to contribute to the development of strategies and product life cycle management.

TOWARDS THE DEVELOPMENT OF ECO-INNOVATIONS IN SMEs: AN APPROACH FROM MICROFOUNDATIONS LITERATURE

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- Objectives. Our objective is to specify the nature and SMEs microfoundations (the distinct skills, processes, procedures, organisational structures, decision rules, and disciplines) of the capabilities necessary to sustain superior eco-innovation performance.
- Theoretical framework. Based on Teece's dynamic capabilities framework (2007) our objective is to specify the nature and SMEs microfoundations (the distinct skills, processes, procedures, organisational structures, decision rules, and disciplines) of the capabilities necessary to sustain superior eco-innovation performance. Therefore, the aim is to adapt Teece's original framework according to SMEs ability to develop successful eco-innovations, specific microfoundations can be disaggregated into the organisational capacity (1) to sense and shape opportunities and threats, (2) to seize opportunities, and (3) to maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise's intangible and tangible assets.
- Methodology. Building on inductive and abductive analytical approaches based on 5 case studies, we developed a grounded model of eco-innovation development through organisational innovation.
- Results/Implications. We obtained three specific dynamic competences: exploration, adaptation and flexibility, and agility, which allow SMEs to overcome structural barriers and develop successful eco-innovations. Each of the previous dynamic competences involve the orchestration of different microfoundations defined at the organizational level.

ANÁLISIS BIBLIOMÉTRICO SOBRE LA SOSTENIBILIDAD EMPRESARIAL RELACIONADA CON LA INNOVACIÓN EN EMPRESAS DEL SECTOR TURISMO

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El objetivo de este estudio es analizar el estado del arte y las tendencias sobre la innovación y la sostenibilidad empresarial en el turismo, con el fin de encontrar y comprender la relación de ambas variables, así mismo se pretende descubrir líneas de investigación emergentes y conocer las prácticas sostenibles más utilizadas en la actualidad.

Para cumplir con el objetivo anterior se revisó el contenido de artículos científicos localizados en las bases de datos Web of Science y Scopus. En cuanto al período utilizado, se consideró dejar abierto el período de inicio para incluir trabajos anteriores que pudieran ser relevantes hasta el año 2024. En el análisis se utilizó la bibliometría para describir la evolución temática, productividad, metodologías y análisis de contenido. A este fin se utilizó el software RStudio, específicamente la aplicación de Biblioshiny, que visualiza la información por medio de mapas de conocimiento. Con el análisis obtenido se presentan vías futuras de investigación, que ayudan en el conocimiento, avance e implementación de esta temática

INCENTIVOS PARA LA INNOVACIÓN: EVALUANDO EL PAPEL DE LOS ESQUEMAS DE INCENTIVOS GAMIFICADOS EN PYMES COLOMBIANAS

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Objetivo: Este estudio busca comprender la relación entre gamificación y motivación en pro de la innovación organizacional, sobre todo ante la divergencia en las percepciones de empleados de diferentes generaciones.

Marco teórico: La gamificación en el entorno laboral es una herramienta que utiliza la introducción de elementos de juego en tareas no lúdicas para motivar a los empleados en pro del logro de objetivos organizacionales. Esta estrategia puede tener un impacto directo en los resultados empresariales al aumentar la productividad, mejorar la calidad del trabajo, reducir el ausentismo y fomentar la retención del talento.

Metodología: El estudio es de tipo cuantitativo utilizando como unidad de análisis empleados pertenecientes a diferentes generaciones de Pymes colombianas a quienes se les aplicará un instrumento para evaluar su percepción frente a esquemas de incentivos gamificados. Para el análisis se utilizará un ANOVA, modelos de regresión y dinámica de sistemas con el fin de identificar patrones diferenciados por tipo de generación.

Resultados/Implicaciones: Como resultado se espera simular escenarios que ayuden a comprender la forma en que operan los incentivos para fomentar la innovación en Pymes.

INVERSIONES MEDIOAMBIENTALES EN LAS EMPRESAS FAMILIARES

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- Objetivos: este estudio busca comprender cómo las características específicas de las empresas familiares influyen en la toma de decisiones estratégicas sobre inversiones ambientales continuas. En particular, se analiza cómo determinados factores familiares, como son, la gestión familiar y la etapa generacional, moldean las prioridades estratégicas de este tipo de empresas, al equilibrar los beneficios financieros a largo plazo con las dinámicas no económicas propias de estas organizaciones.

- Marco teórico: basado en el enfoque del «Mixed gamble», el marco conceptual explora el dilema entre la preservación de la riqueza socioemocional (SEW) y la búsqueda de objetivos financieros. Se hace hincapié en la heterogeneidad de las empresas familiares como factor clave en la configuración de sus decisiones ambientales.
- Metodología: la investigación utiliza una muestra de 4.506 observaciones de empresas familiares manufactureras españolas extraída de la Encuesta de Estrategias Empresariales (ESEE). A través de un modelo de regresión logística multinomial, se analiza cómo la etapa generacional influye en la relación entre la gestión familiar y las inversiones medioambientales continuas.
- Resultados/implicaciones: Los resultados revelan que la gestión familiar está negativamente relacionada con las inversiones medioambientales continuas, pero este efecto se modera positivamente con el paso de las generaciones.

WHAT IS THE ROLE OF DESIGN THINKING ON SUSTAINABLE INNOVATION MODELS? A BIBLIOMETRIC ANALYSIS

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An increasing scientific interest in innovation has resulted in new requirements for design thinking. Recognizing the link between innovation and design thinking is critical for furthering theory and practice in this field. This research aims to investigate the origins, key topics, scientific progress, and future developments in design thinking research. To do this, we conduct a bibliometric study in R using the visualization tools VOSviewer and Biblioshiny. The research articles up to July 30, 2022, are retrieved from the Scopus database using Boolean operators. Firstly, to clarify the characteristics of the scientific documents, this study investigates the design thinking literature from various perspectives, comprising citations, journals, keywords, and regions. Following that, bibliographic coupling, co-citation, and co-occurrence analysis are performed. The findings reflect the evolution of design thinking literature during the last two decades. Recent developments and popular issues are also highlighted for further investigation. This study sheds light on the role of digitalization and sustainable innovation models in achieving design thinking and identifies the opportunities and limitations in this domain.

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The ACEDE 2025 Congress in Pamplona marked an unprecedented milestone in the history of the association. Held at the Public University of Navarra from June 15 to 17, the event brought together more than 500 participants from over 20 countries, including scholars, doctoral students, and professionals from the field of economics and business management.

We extend our deepest gratitude to the organizing committee, led by the Department of Business Management at UPNA, with the support of the Faculty of Economics and Business Sciences and the Chair of Family Business. Their dedication, professionalism, and vision made this congress not only possible but exceptional in every aspect.

Over 400 academic papers were presented, covering a wide range of topics from strategic management and entrepreneurship to digital transformation and sustainability. The congress also featured two outstanding keynote lectures and a high-level academic-business debate, which enriched the dialogue between theory and practice.

We thank all the keynote speakers, panelists, reviewers, and session chairs for their invaluable contributions. Special recognition goes to the volunteers and technical staff whose behind-the-scenes work ensured a seamless experience for all attendees.

ACEDE 2025 was more than a conference it was a vibrant space for intellectual exchange, collaboration, and inspiration. We are proud to have hosted this landmark event in Pamplona and look forward to continuing the journey of academic excellence and innovation in future editions.



¡Thank you for making it possible!