ICARME

INTERNATIONAL CONFERENCE OF APPLIED RESEARCH IN MANAGEMENT AND ECONOMICS

Rethinking Management and Economics in the (New) 20's

June 29 - July 1, 2022

BOOK OF ABSTRACTS

Centre of Applied Research In Management and Economics (CARME)

Polytechnic Institute of Leiria

Leiria, Portugal

POLITÉCNICO DE LEIRIA | ESCOLA SUPERIOR DE TECNOLOGIA E GESTÃO | CARME CENTRE OF APPLIED RESEARCH IN MANAGEMENT AND ECONOMICS | REPÚBLICA PORTUGUESA | CIÊNCIA, TECNOLOGIA E ENSINO SUPERIOR | FCT Fundação para a Ciência e a Tecnologia

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https://carme.ipleiria.pt/en/icarme

TECHNICAL SPECIFICATIONS

TITLE

INTERNATIONAL CONFERENCE OF APPLIED RESEARCH IN MANAGEMENT AND ECONOMICS (ICARME) - RETHINKING MANAGEMENT AND ECONOMICS IN THE (NEW) 20'S

EDITORS

Eleonora Santos, 0000-0003-4693-0804 (ORCID)

Neuza Ribeiro, 0000-0002-1228-2522 (ORCID)

Teresa Eugénio, 0000-0003-1040-3164 (ORCID)

Alcina Gaspar Ferreira, 0000-0002-5119-5827 (ORCID)

Eduardo Ortega, 0000-0002-7206-6661(ORCID)

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EDITORIAL

The International Conference of Applied Research in Management and Economics (ICARME) under the topic of "Rethinking Management and Economics in the (New) 20's", took place on June 29 - July 1, at Escola Superior de Tecnologia e Gestão (ESTG) of the Polytechnic Institute of Leiria (Portugal). The event was organized by the Center of Applied Research in Management and Economics (CARME).

Rapid industrial and economic growth during the last few years has prompted broad debates among society and academics about new ways of doing business, where organizations must excel in dealing with a myriad of internal and external pressures, such as managing people, understanding consumers' behavior, or coping with market trends. By building bridges between researchers, practitioners, community, and industry, ICARME aimed at promoting interdisciplinary research on emerging challenges in Management and Economics for the next decades.

Researchers were able to share insights on recent research and cutting-edge methodologies, which gained tremendous interest with the presence of experts, young and bright researchers, business delegates, and talented student communities. The event promoted high-quality research, focusing on recent research efforts in the fields of Management and Economics, as well on future research avenues and challenges.

The scientific presentations that were shared in this event covered the following scientific fields:

- Accounting
- Economy and Regional Development
- Entrepreneurship
- Finance
- Health Management
- Human Resources Management and Organizational Behaviour
- Management and Information Systems
- Marketing
- Operations
- SMEs and Family Firms
- Strategy
- Sustainability
- Teaching and Researching in Management

All presentations were organized and evenly distributed in various parallel sessions (online and in-person), according to their topic.

The ceremony was opened by Fernando Silva (Sub director of ESTG), Cátia Crespo (CARME's coordinator) and Teresa Eugénio (ICARME Conference Chair).

Two keynote speakers set the tone for ICARME plenary sessions:

- Professor Derek McInerney - Faculty of Business & Humanities, Technological University of the Shannon Midlands Midwest, with the theme "The new university research landscape: an Irish Example"

- Professor João Duque - Lisbon School of Economics & Management, University of Lisbon with "Three topics in Finance".

"The Best Paper Award" and "The Best Young Researcher Award" were announced and delivered by Eleonora Santos (ICARME Conference Chair) to Miguel Machado, for the paper "Mindfulness and Frontline Employees' Creativity: The Mediating Effect of Intrinsic Motivation and Creative Process Engagement"; and Adriana Cardoso, for the paper "A relação da Liderança Responsável com o Desempenho Individual: efeito mediador da Satisfação Global com o Trabalho e do Workaholism", respectively.

The final acknowledgement speeches were delivered by Nuno Rodrigues (Vice President of the Polytechnic Institute of Leiria), Cátia Crespo (CARME's coordinator) and Teresa Eugénio (ICARME Conference Chair).

On June 30th the Gala Dinner took place at the restaurant "O Casarão" in Leiria, where the participants could taste several regional dishes and some of the finest Portuguese wines.
The Social Program offered moments of relaxation and unforgettable experiences. The delegates visited the Leiria Castle and the Batalha Monastery.

This event was supported by national funds through FCT - Foundation for Science and Technology, I.P., under project UIDB/04928/2020.

COMMITTEES

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Teresa Eugénio, CARME, ESTG - Polytechnic of Leiria

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Shab Hundal, JAMK University of Applied Sciences
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Susana Rodrigues, CARME, ESTG - Polytechnic of Leiria
Tânia Marques, CARME, ESTG - Polytechnic of Leiria
Teresa Proença, FEP – University of Porto

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Alzira Marques, CARME, ESTG - Polytechnic of LeiriaAna Sargento, CARME, ESTG - Polytechnic of Leiria
Ana Sofia Lopes, CARME, ESTG - Polytechnic of Leiria
Cátia Crespo, CARME, CARME, ESTG - Polytechnic of Leiria
Cristina Sá, CARME, CARME, ESTG - Polytechnic of Leiria
Eduardo Ortega, CARME - Polytechnic of Leiria
Eleonora Santos, CARME - Polytechnic of Leiria
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Jacinta Raquel Moreira, CARME, ESTG - Polytechnic of Leiria
João Santos, CARME, ESTG - Polytechnic of Leiria
José Dantas, CARME, ESTG - Polytechnic of Leiria
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Maria Eduarda Fernandes, CARME, ESTG - Polytechnic of Leiria
Neuza Ribeiro, CARME, ESTG - Polytechnic of Leiria

REVIEWERS

ABSTRACTS

PARALLEL SESSION 1-A

HOW TRADITIONAL SPORTS AND GAMES CAN HELP TO DRIVE SUSTAINABLE COMMUNITY DEVELOPMENT: A STUDY OF THE GAELIC ATHLETIC ASSOCIATION IN IRELAND

James Griffin | james.griffiin@tus.ie
Technological University of the Shannon: Midlands Midwest

James Flanagan | james.flanagan@tus.ie
Technological University of the Shannon: Midlands Midwest

ABSTRACT

This paper examines the social impact that can arise from planned sports activities within communities. A particular focus on Traditional Sports and Games (TSG) and how they can contribute to wider Community Development projects is taken. A Structured Model for Sustainable Community Development is proposed by the authors, wherein the cornerstone concepts of Health and Education are supplemented by the pillar concepts of Empowerment, Culture and Tourism. The case is made that it is the combination of these concepts that is key to providing lasting, sustainable advantages to communities. The findings of a qualitative primary research process are summarized. The specific focus of this research is the Gaelic Athletic Association (GAA). The GAA is an island-of-Ireland-wide organization which promotes and fosters indigenous Irish games. The case is made that the GAA is a particularly robust example of how TSG can contribute to societal and community development in several fundamental ways. The case of the GAA is examined to increase understanding around the intersection between TSG and Sustainable Community Development activity.

Using a thematic analysis approach, the proposed Structured Model for Sustainable Community Development is expanded to include examples from the authors' primary research.

KEYWORDS: Traditional Sports and Games (TSG), Sustainable Community Development (SCD), The Gaelic Athletic Association (GAA), Indigenous Sport, Ireland.

RETHINKING THE MANAGEMENT, STRUCTURE AND REGIONAL FOCUS OF HIGHER EDUCATION INSTITUTES: THE ROLE OF TECHNOLOGICAL UNIVERSITIES IN IRELAND IN THE NEW 20'S

James Griffin | james.griffiin@tus.ie
Technological University of the Shannon: Midlands Midwest

James Collins | james.collins@tus.ie
Technological University of the Shannon: Midlands Midwest

ABSTRACT

The higher education sector in Ireland is described. Changes in that sector during the period from 1960 to the current time are outlined and discussed. Particular focus is given to the period between 2010 and 2020, during which Irish government policy was to follow a strategy of regionalized access and delivery of tertiary vocational education. This was manifested through establishment of a new form of university, namely that of the
"Technological University" (TU). The establishment of TUs in Ireland and their legislative underpinning are examined. The authors present the ongoing TU process in Ireland as a case study of how a sustainable, regionalized approach to third-level educational reform can be undertaken. The authors finish by presenting a comparative analysis of the RUN-EU Network mission and the legislative functions of the Irish TUs, thereby highlighting how both can jointly contribute to shaping firms, economies, and society in the 2020 decade.

KEYWORDS: Technological University (TU), RUN-EU Network, Higher Education, Ireland, Regional University Network.

STAKEHOLDERS OVER SCORCHED EARTH
HOW DID COMPANIES REACT IN THE AFTERMATH OF THE 2017 PORTUGUESE FOREST FIRES?

Narciso Antunes | narcisoantunes@outlook.com
ISCTE-IUL

Ana Simaens | ana.simaens@iscte-iul.pt
ISCTE-IUL

Patrícia Costa | patricia_costa@iscte-iul.pt
ISCTE-IUL

ABSTRACT
The 2017 wildfires had devastating environmental, social, demographic, and economic impact in Portuguese rural areas. Many lost their lives, homes, jobs, crops, and companies that, in the wake of the disaster, had to quickly react and respond to their stakeholders.

This paper sheds light on companies acted in the aftermath of an environmental disaster, from a stakeholder perspective.

Through twenty-six semi-structured interviews to managers and decision makers from local companies, results show that companies were affected in different ways and responses varied according to the degree of suffered damage.

Companies had active roles in managing stakeholders' relationships and expectations, by providing alternatives and quick answers to the crises that ensued the disaster. The response was effective, so workers could have a sense of normality and feel their jobs and income secure; clients would receive their orders; and suppliers their payments. State support was pivotal in the return to normality and triggered the acquisition and adoption of modern and resource efficient equipment.

Companies made small long-term changes. They acquired own fire fighting hardware and equipment, or demanded responsibility from landowners and local government, but substantial mitigation procedures and preparedness remain to be adopted by companies, for managers believe that is a State obligation.

We conclude that companies recovered faster from the disaster due to strong, positive connections with close and interdependent stakeholders.

KEYWORDS: Stakeholder Management, Forest Fires, Post-Disaster Management, Sustainable Development, Sustainable Management.

EXAMINING THE IMPACT OF CLUSTERS ON ENTREPRENEURSHIP: IRISH CLUSTER DEVELOPMENT FROM CULLITON TO THE IDEAM CUSTER INITIATIVE TO SUPPORT SME INNOVATION

Derek McInerney | derek.mcinerney@tus.ie
Technological University of the Shannon: Midlands Midwest

Katrin Weittenhiller | katrin.weittenhiller@tus.ie
Technological University of the Shannon: Midlands Midwest

Jamie Meehan | jamie.meehan@ideam.ie
IDEAM Cluster (Technological University of the Shannon: Midlands Midwest)

ABSTRACT

This paper provides an introduction and context for a doctoral research project that is currently being undertaken by the Centre for Commercialization, Enterprise, Innovation, Design & Engagement (**CEIDE**) in collaboration with the Irish Digital Engineering and Advanced Manufacturing (**IDEAM**) Cluster. Clusters are considered to be collaborative engines that drive innovation and productivity growth whilst stimulating entrepreneurial activity (Meehan, 2020). Under the auspices of the Irish Department of Enterprise, Trade and Employment, the recent SME Taskforce Report on ‘SME and Entrepreneurship Growth Plan’ (2021) has highlighted clusters as a key pillar for driving the competitiveness of SMEs and the national economic recovery, renewal and resilience process in Ireland. The IDEAM Cluster is a newly established industry cluster that aims to support the growth of Irish advanced manufacturing SMEs through digitalisation. The doctoral research project pertains to measuring the impact of the IDEAM Cluster and benchmark its performance against similar industry clusters across Europe.

KEYWORDS: Industry Cluster, Entrepreneurship,SME Innovation, Economic Growth, Regional Development, IDEAM Cluster.

A PRACTICE-BASED RESEARCH AGENDA FOR FURTHER ENQUIRY INTO STRATEGIC ALIGNMENT

James Holohan | jim.holohan@tus.ie
Technological University of the Shannon: Midlands Midwest

ABSTRACT

This paper provides a synopsis of a novel and distinctive approach to undertaking a systematic qualitative review of the strategic alignment (SA) literature within the information systems (IS) domain. The approach is deepened through the use of a conceptual lens drawn from the strategy-as-practice literature. The results of the analysis is a range of practice-based perspectives that have not to-date been clearly articulated within the SA literature, thus enabling the identification of 16 proposed avenues for a practice-based research agenda for SA.

KEYWORDS: Strategic Management, Strategic Alignment, Information Systems, Strategy-as-Practice, Literature Review and Research Agenda.

PARALLEL SESSION 1-B

PREFERÊNCIAS DOS *MILLENIALS* NA ESCOLHA DE EMPREGO: PME'S VS GRANDES EMPRESAS

Marta Reis | marta.reis@aln.iseg.ulisboa.pt
ADVANCE - Lisbon School of Economics & Management

Jorge Gomes | jorgegomes@iseg.ulisboa.pt
ADVANCE - Lisbon School of Economics & Management

ABSTRACT

Este estudo apresenta dois objetivos: perceber as motivações dos *Millenials* na escolha de emprego, entre recompensas financeiras, condições de trabalho e ambiente social; e compreender as perceções desta geração quanto à dimensão das organizações.
Foi utilizada uma amostra de 275 trabalhadores do mercado laboral português com idades entre os 19 e os 70 anos, permitindo também comparar os resultados entre as diferentes gerações.
Foi possível concluir que os *Millenials* dão maior importância às recompensas financeiras e que acreditam que estas serão mais facilmente correspondidas em grandes organizações, que consideram como escolha ideal na procura de emprego.
Foi também possível verificar uma inversão de tendências na perceção do papel do trabalho, e que o impacto do emprego e a exigência de condições se estão a alterar, encontrando-se novas preferências e prioridades na escolha de emprego pelas gerações mais novas no mercado de trabalho português.

KEYWORDS: *Millenials*, Mercado de Trabalho, Preferências, Recompensas Financeiras, Condições de Trabalho, Ambiente Social.

A RELAÇÃO DA LIDERANÇA RESPONSÁVEL COM O DESEMPENHO INDIVIDUAL: EFEITO MEDIADOR DA SATISFAÇÃO GLOBAL COM O TRABALHO E DO *WORKAHOLISM*

Adriana Cardoso | 2192452@my.ipleiria.pt
Polytechnic Institute of Leiria

Tânia Marques | tania.marques@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Nuno Reis | nuno.m.reis@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT
O setor da saúde tem sofrido grandes mudanças sempre buscando uma melhoria constante da saúde e da qualidade de vida das pessoas. Paralelamente, o conceito de liderança responsável tem vindo a diferenciar-se face a outras abordagens de liderança e baseia-se, sobretudo, numa perspetiva relacional, priorizando a ética, sustentabilidade e responsabilidade, entre os *stakeholders*, nomeadamente os colaboradores. Assim, o principal objetivo deste estudo é explorar a relação entre a liderança responsável com o desempenho individual nos profissionais do setor da saúde, em Portugal, bem como estudar o papel de mediadores da satisfação global com o trabalho e do *workaholism*.
Neste estudo, foi usado um inquérito por questionário que permitiu a recolha de 260 respostas válidas de profissionais pertencentes a organizações de saúde do setor privado e do setor público. Após a análise estatística através de modelos de regressão linear e testes de mediação, os resultados demonstraram que a liderança responsável tem uma relação positiva no desempenho individual e ainda foi possível evidenciar que a satisfação global com o trabalho tem um efeito de mediação positivo nessa relação. Por outro lado, os resultados confirmam o efeito mediador negativo do *workaholism* entre a liderança responsável e o desempenho individual. Em suma, este estudo revela que a liderança responsável deve ser tida em consideração na gestão da saúde, promovendo comportamentos moralmente éticos a reter nas organizações, originando resultados positivos para o desempenho individual dos colaboradores e contribuindo para a satisfação dos mesmos.

KEYWORDS: Liderança Responsável, Desempenho Individual, Satisfação Global com o Trabalho, *Workaholism*.

MINDFULNESS AND FRONTLINE EMPLOYEES' CREATIVITY: THE MEDIATING EFFECT OF INTRINSIC MOTIVATION AND CREATIVE PROCESS ENGAGEMENT

Miguel Machado | luis.p.machado@ipleiria.pt
Polytechnic Institute of Leiria

Filipe Coelho | f.coelho@fe.uc.pt
CEBER - Faculdade de Economia, Universidade de Coimbra

Miguel Pina E Cunha | mpc@novabase.pt
Nova Base

Greg Oldham | goldham@tulane.edu
Tulane University

ABSTRACT

Creative frontline service employees play an important role in delivering customer satisfaction, improving organizational learning and innovation, and particularly, in promoting organizational change and performance. This study examines the relationship between the mindfulness of frontline service employees and their creativity in a retail context. Anchored in the Self Determination Theory (SDT) and the Cognitive Evaluation Theory (CET), we investigate the extent to which intrinsic motivation and creative process engagement (i.e., problem identification, information search, and idea generation) are transmission mechanisms for the relationship between mindfulness and creativity. The findings revealed that mindful employees exhibited higher levels of creativity at work, and that intrinsic motivation and creative process engagement have a mediational role on the relationship between mindfulness and creativity. The results also indicated that creative process engagement explained the relationship between intrinsic motivation and creativity. This research offers new insights for research on creativity and for retail management practices.

KEYWORDS: Mindfulness, Creativity, Motivation, Creative Process Engagement, Frontline Employees.

THE RELATIONSHIP BETWEEN RESPONSIBLE LEADERSHIP AND INDIVIDUAL CREATIVITY: THE MEDIATING ROLE OF AFFECTIVE COMMITMENT

Luís Miguel Simões | lmass@iscte-iul.pt
ISCTE-IUL/ BRU-IUL

Ana Patrícia Duarte | patricia.duarte@iscte-iul.pt
ISCTE-IUL/ BRU-IUL

Neuza Ribeiro | neuza.ribeiro@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT

This study analyzed how responsible leadership explains individual creativity through the mediation of affective commitment. Responsible leadership confers importance to value creation, change and sustainable development, as well as allowing to experiment with new ideas, thus creating a work environment conducive to creativity (Castro-González et al., 2019). In addition, responsible leadership contributes to employees having positive work experiences, thus promoting the strengthening of the emotional attachment to the organization (Haque et al., 2018; Simões & Duarte, 2021), which has been associated with greater individual creativity (Ribeiro et al., 2020). As a way of testing the proposed research model, a cross-sectional correlational quantitative methodology was used, based on a questionnaire to workers (n=284). Data were analyzed using the PROCESS macro. The results are in agreement with the literature and reveal a positive and significant direct relationship between responsible leadership and individual creativity. They also point to a significant partial mediation by affective commitment, that is, affective commitment significantly mediates the relationship between responsible leadership and employee creativity. We can conclude that affective commitment presents itself as a psychosocial mechanism that helps to explain the relationship between responsible leadership and creativity, which is one of the main contributions of this investigation, since, to our knowledge, there are no studies that integrate these variables in the same model. Therefore, responsible leadership, together with affective commitment, can favor a positive work environment, contributing to the promotion of individual behaviors at work, such as creativity.

KEYWORDS: Responsible Leadership, Individual Creativity, Affective Commitment.

ORGANIZATIONAL CULTURE AND JOB SATISFACTION IN TWO CRITICAL PATIENT SERVICES

Jorge Pereira | jorgepere15@gmail.com
Faculdade de Economia da Universidade do Algarve

Susana Pescada | pescadasusana@gmail.com
Faculdade de Economia da Universidade do Algarve

ABSTRACT
Issues around organizational culture and job satisfaction have been subject of growing interest in recent decades and the scientific evidence produced aims to contribute to influence the decision-making process of managers, in the daily life of organizations. Based on this premise, an investigation was carried out with the objective of evaluate the organizational culture and job satisfaction, as well as the relationship between them. An exploratory-descriptive study was made, which involved 126 health professionals from two critical patient services of a public Portuguese hospital, through the response of a questionnaire that included the Organizational Culture Assessment Instrument and the Job Satisfaction Survey, as well as sociodemographic variables. From a global perspective, the current dominant type of culture is the culture of rules, followed by the culture of objectives, while the most desired culture is the culture of support, followed by the culture of innovation. The culture of objectives is the least desired. With regard to the global assessment of job satisfaction, professionals of the Emergency Department are ambivalent, while those of the Intensive Care Unit are dissatisfied. There is only satisfaction in some facets, as in relation to the work itself. When in the current culture there is a predominance of the culture of rules and when the culture of support is the least present, dissatisfaction tends to occur. In cases where the current dominant culture is the culture of objectives and the culture of support is the least prevalent, dissatisfaction tends to be greater.

KEYWORDS: CVF, Job Satisfaction, JSS, OCAI, Organizational Culture.

PARALLEL SESSION 1-C

CONCEPTUAL FRAMEWORK TO EXPLAIN THE INFLUENCE OF NARRATIVES

Tihana Czakó-Vasic | vasic.tihana@sze.hu
Széchenyi István University

Zoltán Baracskai | baracskai.zoltan@sze.hu
Széchenyi István University

ABSTRACT

There are no standard concepts neither taxonomy that can be researched by financial literacy. Our goal is to provide an answer to how to define the behavior related to spending money. We investigate the concept of "financial literacy" covering the topics of saving and wasting. In the present study, we attempt to analyze this particular behavior by examining the speed and scope of the spread of narratives and their impact on financial awareness. We present a conceptual framework within which the problem area defined above can be examined. We argue that the framework becomes clearer by describing the phenomenon with as few concepts as possible. The well-known C-map method is used to generate the conceptual model.

KEYWORDS: Narrative, behavioral economics, financial literacy, spending behavior.

THE IMPACT OF FAMILY CONTROL ON CAPITAL STRUCTURE ON EMERGING ECONOMIES: THEORY AND EVIDENCE

Lisbeth Burgos | lis.valdezb@gmail.com
ESTG - Polytechnic Institute of Leiria

Inês Lisboa | ines.lisboa@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Magali Costa | magali.costa@ipleiria.pt
ESTG - Polytechnic Institute of Leiria

ABSTRACT
This work is a literature review about the impact of family control on capital structure. Most researchers focus on financial ratios as companies' capital structure determinants. Although, ownership and corporate governance characteristics can also be relevant to explain companies' decision about financing. Family firms have singularities comparing with their counterparts, not only regarding with investment decisions as well as risk assumed, which can cause impact on financial decisions. Moreover, the literature about capital structure particularly focuses on developed countries, but emerging countries, which are less explored, have more volatile economies and less developed financial markets, leaving firms with fewer financing options. Additionally, in these economies, tax benefits tend to be lower, and the costs of financial distress and possible bankruptcy are higher. These conditions make the debate of capital structure in emerging countries relevant to explore.

KEYWORDS: Capital Structure, Family firms, Emerging Economies.

IS THE CAPITAL MARKET LIQUIDITY IMPORTANT FOR THE NUMBER OF INITIAL PUBLIC OFFERING?

Ricardo Fialho | joaochamel@gmail.com
ESTG – Polytechnic Institute of Leiria

Lígia Febra | ligia.febra@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Magali Costa | magali.costa@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

ABSTRACT
The initial public offering (IPO) decision has a particular importance for companies, and the existent literature has been trying to understand why companies go public. As the increase of the individual stock liquidity is one of the goals of companies IPO and being the market liquidity a determining factor of the individual stock liquidity, then, companies should consider the stock market liquidity when making an investment decision. In this sense, this study aims to analyze the impact of the stock market liquidity on the IPO decision.
Na analysis was carried out through a bivariate analysis (spearman correlation) and a multivariate analysis (panel data model with random effects). The sample was composed by 8,933 IPO from twenty-one countries, between 2005 and 2020. The market liquidity was measured using Florackis, Gregoriou and Kostakis (2011) indicator, the return-to- turnover ratio (RtoTR).
Our results support that the number of IPO increases with the stock market liquidity. The results are robust when analyzing the impact by market type: emerging and developed market.
The study contributes, not only to show the relevancy of the market liquidity as a crucial determinant in the IPO, but also to give support for the entities policies in order to develop assertive measures with the objective of increase the development and the attractiveness of the markets.

KEYWORDS: Initial Public Offering, Capital Market Liquidity, Stock Market.

IS THE INVESTOR PROTECTION LEVEL A CAPITAL MARKET LIQUIDITY FACTOR?

Joana Fonseca | 2192084@my.ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Magali Costa | magali.costa@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Lígia Febra | ligia.febra@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

ABSTRACT
A higher market liquidity allows a quick integration of all relevant information in prices, and, this fact, promotes the development and efficiency of the capital market. In this sense, it is crucial to know the capital market liquidity factors. One potential factor, but to the best of our knowledge little addressed, is the investor protection level. This study aims to analyze the influence of the investor protection level on the capital market liquidity.
Using a panel data sample from 2006 to 2020 comprises twenty-one capital markets, an adaptation of the model proposed by Christesen, Hail, and Leuz (2016) was applied. Market liquidity was measured using Florackis, Gregoriou and Kostakis (2011) indicator, the return-to-turnover ratio (RtoTR) and for the investor protection level indicator the World Bank Investor Protection Index (WBIPI) from World Bank Doing Bussiness was used. The model was estimated using a fixed-effects regression. The results lead to conclude that the investor protection level positively influences the capital markets liquidity. In fact, a market that has a good application of investor protection rules increases the volume of transactions in the market, thus leading to an increase in liquidity and, consequently, leading to an improvement in market development and efficiency. This study adds empirical evidence regarding the effective impact of the investor protection level on the capital markets liquidity and may support new investor protection policies, in order to guarantee the expansion and attraction of capital markets investments.

KEYWORDS: Investor protection, Capital Market Liquidity, Stock market.

INCOME SMOOTHING IN MICROFINANCE INSTITUTIONS: THE EFFECT OF GENDER ON THE BOARD OF DIRECTORS AND THE IMPACT OF THE FINANCIAL CRISIS

Liliana Pimentel | liliana.pimentel@fe.uc.pt
Faculdade de Economia, Universidade de Coimbra

Ricardo Joaquim | ricardo.carvalhojoaquim@hotmail.com
Faculdade de Economia, Universidade de Coimbra

ABSTRACT (extended)

The focus of this research proposal is centered on the problem of the earnings management by microfinance institutions, as economic subjects of great importance. In this context, the aim of this study is to verify the existence, or not, of earnings management, based on the practice of income smoothing, in microfinance institutions during the period 2003-2020. Simultaneously, we intend to analyze whether certain factors are assumed as determinants in the implementation of the banking income smoothing practice. The innovative nature of this research proposal is justified because, to date, the impact of periods of crisis and economic recession, as well as the gender diversity of boards of directors, on the income smoothing of microfinance institutions has not been widely studied (Kar, 2017).
Thus, two research questions emerge as essential:

1. Do managers of microfinance institutions use impairment losses on accounts receivables (LPPs) for income smoothing purposes?
2. Are periods of crisis (2008 financial crisis) and the gender diversity of the board of directors determining factors that may influence microfinance institutions' income smoothing practices?

There is a consensus that one of the practices of earnings management which is fully in force today, is the artificial smoothing of income, with the goal on the part of organizations to reduce the fluctuation of earnings in order to stabilize them in the long term (Martinez, 2006).
According to Eckel (1981), this type of smoothing is achieved by moving expenses and income from one period to the next. Researches, especially the most recent ones, using as sample banks from different regions of the world, find empirical evidence that banking institutions, respecting accounting principles and practice, use the impairment losses on accounts receivable (LPPs) as a tool to proceed to the practice of income smoothing (e.g., Balboa, López-Espinosa & Rubia, 2013; Danisman, Demir & Ozili, 2021; Kilic et al., 2021; Le, 2021; Ozili, 2017; Skala, 2015 and 2021; Taktak et al., 2010). In view of the existing research, it can be seen that, in the European banking sector, the practice of income smoothing through LPPs is also a reality (e.g., Acar, 2021; Bouvatier & Lepetit, 2008; Bonin & Kosak, 2013; Curcio, Simone & Gallo, 2017; Di Fabio, Ramassa & Quagli, 2021; Shala, Toçi & Ahmeti, 2020).
Ozili and Outa (2017) consider, given the existing studies for the European context, that banks on this continent are influenced to manipulate the LPP estimates for three reasons: pro-cyclical macroeconomic conditions; strict accounting and disclosure rules; and finally, the local banking regulation and supervision. As far as American banks are concerned, the same authors argue that among other things, the state of the economy, particularly recessions or periods of crisis, also influence the income smoothing through LPPs. This is why some studies particularly aim to understand whether the economic and financial crisis of 2007 had any impact on the smoothing of bank earnings. Dollar (2016) obtains results which suggest that successful US banks underestimated their provisions in order to artificially increase their diminishing returns during the financially difficult times of the global financial crisis. El Sood (2012), compares the pre-crisis period of 2002-2006 to the period 2007-2009, concluding that, in the most profitable period in economic terms of the selected time horizon, US bank holding companies tend to accelerate their provisioning in order to smooth down their results, while in periods of crisis the opposite is observed. In Europe, Curcio et. al (2017) conclude that Euro Area banking institutions use discretionary LLPs to smooth earnings more intensively during the subprime

crisis than in the run-up to it. Although it is for a different crisis reality, Ozili (2021) investigates the practice of income smoothing through LLPs during a particular and very recent moment in history, the first wave of the COVID-19 pandemic. The econometric regression results show that these banks incur the practice of income smoothing by resorting to LLPs in both the pre-pandemic and the period marked by COVID-19, with the practice of income smoothing being more intense in the pandemic period. These results show, once again, that smoothing of bank income is greater during periods of crisis. In contrast to the previous studies, Ozili (2022), analysing a set of UK banks over the period 1999- 2017, finds that there is a reduction in income using loan loss provisions during the 2007 financial crisis.

It is important to highlight that impairment losses on accounts receivables (LPPs) have an associated degree of subjectivity, and in practice their constitution is left, in many countries, to the discretion of management and therefore it is one of the most important items in the income statement that can be subject to discretionary decisions by managers (Beatty, Chamberlain & Magliolo,1995; Beatty & Liao, 2014), in order to smooth results. According to Giner and Mora (2019) and Hashim et al. (2019) as of 2018, with the implementation of IFRS 9 in Europe, this reality has been accentuated, as the accounting standard leaves room for greater and more subjective discretion in the determination of LPPs estimates by management. In this sense and taking as a starting point the psychological aspects that differentiate female and male directors in the decision-making process, there is an attempt and interest in investigating whether the gender diversity of boards of directors has an influence on how the function of this body is performed, namely in monitoring, following up and combating the earnings management. In the banking industry, and specially in microfinance institutions, research on the possible impact of the gender of directors on the earnings management is still scarce. However, the few studies that address this issue find evidence of the existence of a mitigating effect of the presence of women on boards on the practice of bank income smoothing through LPPs (Acar, 2021; Fan, Jiang, Zhanga & Zhoud, 2019; Isa & Farouk, 2018; Janahi, Millo & Voulgaris, 2021).

The present research proposal intends to use the time horizon 2003-2019, with the sample consisting of microfinance institutions in 2021. The database is constructed through secondary data collected from databases. The macroeconomic variable, gross domestic product growth rate, will be obtained from the World Bank's World Development Indicators (WDI) database. The data for the MFI-level variables comes from the Microfinance Information Exchange (MIX). The empirical part of the proposed research follows a quantitative methodology. It should be noted that the proposed methodology follows two approaches: first, resorting to the Eckel coefficient (1981) in order to be able to answer the first research question posed. In a second stage, we resort to an empirical model, estimating multivariate regression analysis, with the intention of finding empirical evidence to answer the second research question. For this purpose, we intend to use an econometric model based on the study by Pérez, Salas-Fumás and Saurina (2006). With this model the discretionary and nondiscretionary behavior of LPPs can be estimated, as shown below:

$$LLP_{it=}\beta_0 + \beta_1 PAR30_{it} + \beta_2 PAR90_{it} + \beta_3 \Delta LOAN_{it} + \beta_4 GDPG_t + \beta_5 CAR_{it} + \beta_6 EBTP_{it}$$

$$+ \beta_7 CRISIS_{it} + \beta_8 EBTP_{it} * CRISIS_{it} + \beta_9 EBTP_{it} * BGD_{it} + \beta_{10} SIZE_{it}$$

$$+ \beta_{11} TL/DE_{it} + \varepsilon_{it}$$

As a dependent variable, we use:

- LPP_{it}, impairment losses on receivables over total bank assets for bank i at time t.

As for the independent variables used, they are divided into three groups: i) non-discretionary;

ii) discretionary and iii) control.

Non-discretionary variables are those which are not affected by management behavior, and which result from the normal course of economic activity. They are:

- $\boldsymbol{PAR30_{it}}$, the ratio of portfolios-at-risk over 30 days to gross loan portfolio of bank i in year t.

- $\boldsymbol{PAR90_{it}}$, the ratio of portfolios-at-risk over 90 days to gross loan portfolio of bank i in year t.
- $\Delta\boldsymbol{LOAN_{it}}$, the difference between the ending and beginning balances of total loans normalized by assets of bank i in year t.
- $\boldsymbol{GDPG_{t}}$, the annual growth rate of the Gross Domestic Product.

Discretionary variables, on the other hand, can be changed with the intervention of managers. The ones that this study takes into account are:

- $\boldsymbol{CAR_{it}}$, the capital ratio. Total equity divided by total assets of bank i in year t.
- $\boldsymbol{EBTP_{it}}$, the earnings before taxes and provisions normalized by the total assets of bank i in year t.

- $\boldsymbol{CRISIS_{it}}$, the crisis. This is a dummy variable that takes the value 1 for crisis periods, that is, in the period 2008-2011 and the year 2020, and 0 for non-crisis periods.
- $\boldsymbol{EBTP_{it} * CRISIS_{it}}$, the effect of the interaction between the income before taxes and provisions variable and the crisis variable. Through this variable it will be possible to infer whether or not crisis periods modify the way EBTP affects the constitution of LLPs.
- $\boldsymbol{BGD_{it}}$, gender diversity in the board of directors, as a percentage. This is a variable that returns the percentage of women on the bank's board of directors.
- $\boldsymbol{EBTP_{it} * BGD_{it}}$, the effect of the interaction between the income before taxes and provisions variable and the gender diversity in the board of directors. This allows us to see whether or not BGD modifies the way EBTP affects the constitution of LPPs.

Finally, the control variables concern other external factors that may affect LLP constitution. They are:

- $\boldsymbol{SIZE_{it}}$, the size of the bank. Corresponds to the natural logarithm of the total assets of bank i in year t.
- $\boldsymbol{TL/DE_{it}}$, the ratio of loans to deposits of bank i in year t.

The innovative nature of this research proposal is justified because, to date, the impact of periods of crisis and economic recession, as well as the gender diversity of boards of directors, on the income smoothing of microfinance institutions has not been widely studied (Kar, 2017).

KEYWORDS: Microfinance Institutions, Loan-Loss Provisioning, Income Smoothing, Financial Crisis, Gender Diversity, Panel Data Estimation.

PARALLEL SESSION 1-D

A RELAÇÃO ENTRE PLANEAMENTO FISCAL E DESEMPENHO EMPRESARIAL. UMA REVISÃO BIBLIOGRÁFICA

Ana Tomás | 070172406@esg.ipsantarem.pt
ESTG – Instituto Politécnico de Santarém

Maria Goreti Dâmaso | goreti.damaso@esg.ipsantarem.pt
ESTG – Instituto Politécnico de Santarém

Ricardo São João | ricardo.sjoao@esg.ipsantarem.pt
ESTG – Instituto Politécnico de Santarém

ABSTRACT
O presente artigo tem como objetivo fazer uma revisão bibliográfica do estado da arte no que diz respeito à relação (ou ausência dela) entre a prática de planeamento fiscal pelas empresas e o seu desempenho.
Pretendeu-se, sobretudo, reunir informação que permita, de alguma forma, aferir da existência de padrões, ficando desde logo claro que numa multiplicidade de estudos em diferentes mercados e com distintos critérios de análise, também as conclusões retiradas não são unânimes ou convergentes.
Deste modo, encontramos estudos onde vem demonstrada a relação positiva entre a prática de planeamento fiscal e o nível de desempenho evidenciado pelas empresas, tal como encontramos estudos onde é detetada uma relação negativa entre aquelas variáveis.
Concluindo-se que a escolha das variáveis e respetivas medidas aparenta ser determinante nos resultados obtidos, não só pela dimensão que pode eventualmente encerrar, mas também pela sua interação com as restantes consideradas.

KEYWORDS: Incentivos ao Investimento, Benefícios Fiscais, Desempenho Empresarial, Planeamento Fiscal.

A EXPOSIÇÃO CAMBIAL NAS EMPRESAS NÃO FINANCEIRAS DA REGIÃO DE LEIRIA

Elisabete Duarte | elisabete.duarte@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Ana Drumond | drumond.ana@hotmail.com
ESTG – Polytechnic Institute of Leiria

Maria Jorge | mjoao.jorge@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

ABSTRACT

Para criar valor, a empresa necessita de desenvolver um conjunto de atividades que poderão envolver mercados externos ao país/zona económica onde esta se encontra sediada. Este tipo de atividades, implica lidar com divisas estrangeiras, e isto leva à existência de exposição cambial.

Em consonância com a literatura internacional, aborda-se a questão do nível de exposição cambial, numa amostra dirigida a uma região geográfica de Portugal com um tecido empresarial constituído sobretudo por empresas de reduzida dimensão, o que permite abordar o tema numa perspetiva inovadora. O presente estudo foca-se, pois, no risco cambial suportado pelas empresas não financeiras da região de Leiria, sendo a amostra constituída por 24 empresas com observações no período 2010-2019.

Os resultados, apesar das empresas objeto do presente estudo serem de muito menor dimensão dos que as estudadas na literatura sobre o tema, são consistentes com essa literatura. Tal significa que, das empresas que constituem a amostra, apenas uma reduzida percentagem apresenta exposições cambiais estatisticamente significativas, nomeadamente para a taxa de câmbio efetiva, sendo que esta percentagem aumenta quando se utilizam as taxas de câmbio bilaterais do euro.

KEYWORDS: Exposição Cambial, Empresas não Cotadas, Taxa de Câmbio, Região de Leiria.

O IMPACTO NOS MERCADOS FINANCEIROS DOS TWEETS DO EX-PRESIDENTE NORTE AMERICANO DONALD TRUM

Elisabete Duarte | elisabete.duarte@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Paulo Lima Malaquias Filho | paulolmalaquias@gmail.com
ESTG – Polytechnic Institute of Leiria

Maria Jorge | mjoao.jorge@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

ABSTRACT
O presente trabalho aborda o impacto dos tweets do anterior presidente dos Estados Unidos, Donald Trump, nos mercados financeiros internacionais. Este estudo pretende, através da análise de sentimento obtida através da aplicação de uma ferramenta de análise de conteúdo de texto, o VADER, verificar a relação entre os sentimentos (positivo, negativo e neutro) dos tweets do ex-presidente e as rendibilidades das bolsas dos EUA (S&P500), Europa (Euronext 100) e China (CSI 300). Foram calculadas as rendibilidades dos índices das bolsas e obtidas as análises de sentimento dos tweets.
Observa-se que não houve resultados estatisticamente significativos entre a análise de sentimento das informações publicadas nos tweets pelo ex-presidente Donald Trump e as rendibilidades nos mercados de ações analisados.

KEYWORDS: Trump, Impacto tweet, VADER, Mercados financeiros, EUA, Europa, China.

CORPORATE PERFORMANCE DETERMINANTS IN THE IBERIAN PENINSULA: THE INVESTMENT BANKS CASE

Catarina Alexandra Neves Proença | cproenca@iscac.pt
CEBER – Faculdade de Economia, Universidade de Coimbra & ISCAC – Instituto Politécnico de Coimbra

Maria Elisabete Neves | mneves@iscac.pt
ISCAC – Instituto Politécnico de Coimbra

Beatriz Cancela | beatrizlopescancela@gmail.com
CEBER – Faculdade de Economia, Universidade de Coimbra & ISCAC – Instituto Politécnico de Coimbra

ABSTRACT

This paper aims to analyze the performance determinants of investment banks in the Iberian Peninsula. To achieve this goal, we have studied 15 Portuguese banks and 53 Spanish banks between 2011 to 2020. The determinants analyzed are company-specific and external variables. We employed profitability measures as proxies for performance and we use the Generalized Method of Moments (GMM)-system model to test our hypotheses. The results point out that internal determinants are important to corporate performance. This study is the first to analyze the performance determinants of the Iberian investment banks as a single joint market.

KEYWORDS: Performance, Determinants, Investment Banks, Portugal, Spain, GMM System.

PARALLEL SESSION 2-A

THE IMPACT OF INVESTOR PROTECTION ON STOCK MARKET VOLATILITY

João Silva | jgsilva.js@gmail.com

Lígia Febra | ligia.febra@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Magali Costa | magali.costa@ipleiria.pt
ESTG - Polytechnic Institute of Leiria

ABSTRACT

The literature identified several driving forces of stock price movements, such as macroeconomic factors, capital market development and political and legal environment. Despite the interest in understanding the stock market volatility determinants, as far as we know, the analysis of the investor protection level as determinant of the stock market volatility has been little studied. It is a matter of great interest to understand the influence of investor protection on the stock market volatility, so that investors can make more thoughtful decisions regarding the future allocation of their capital and for the definition of government's policies as a way of attracting capital.

Therefore, this work aims to directly analyse the relationship between the investor protection level and the stock market volatility. The sample comprises 31,808 observations of 48 countries, of which 29 are developed countries and 19 are developing countries, between 2006 to 2018. A GARCH model was used to measure stock market volatility and the World Bank Doing Business investor protection index was used as legal protection investor's rights indicator.

Our findings show that an increase in the investor protection level decreases stock market volatility. This brings important insights insofar as: i) the analysis carried out provide information to investors ii) the findings can support new government policies, to guarantee an expansion and attraction of capital market investments and promoting investor protection policies; iii) an increase in the capital market stability provides for the attraction of more investment in the capital market and, consequently for the capital markets development.

KEYWORDS: Investor protection, Volatility, Stock market.

THE IMPACT OF CORPORATE BRAND VALUE ON STOCK LIQUIDITY

Magali Costa | magali.costa@ipleiria.pt
ESTG - Polytechnic Institute of Leiria

Lígia Febra | ligia.febra@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Alcina Gaspar Ferreira | alcina.gaspar@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Maria Rodrigues | maria.rodrigues@eurobic.pt
ESTG – Polytechnic Institute of Leiria

ABSTRACT

This study advances knowledge on the impact of corporate brand value signal on investor decisions', particularly on stock liquidity risk factor, a not yet explored relationship in the literature. Stock liquidity is a key risk factor, influencing investment decisions and economic development.

Brand value and financial market secondary information was used, totalizing 26,093 observations, 367 firms, 14 countries and 9 industries over the period 2007 to 2017. A non-parametric test was performed to verify if there are significant differences between the stock liquidity median, measured with the Amihud (2002) indicator, of higher and lower corporate brand value firms.

The results obtained provide evidence about the positive impact of corporate brand value on stock liquidity, i.e., firms owning a higher corporate brand value exhibit higher liquidity level.

The results highlight the importance of corporate brand value signal to reduce information asymmetry and to support investors decisions. Additionally, new arguments are provided to support firms' investments and government incentives on corporate branding strategies.

Besides existent research providing evidence that brands are valuable for shareholders, reducing risk and increasing return, to the best of our knowledge, this is the first study that addresses the impact of corporate brand value on stock liquidity.

KEYWORDS: Corporate brand, Liquidity, Brand value, Brand equity, Stock market.

MAPPING THE STRUCTURE OF HEDGE ACCOUNTING STUDIES: A SCIENTOMETRICS MODEL

Liliana Pimentel | liliana.pimentel@fe.uc.pt
Faculdade de Economia, Universidade de Coimbra

Ana Catarina Leite | anacatarinap.leite@gmail.com
Faculdade de Economia, Universidade de Coimbra

ABSTRACT

This study was developed using scientometrics tools and the purpose was to identify and evaluate the scientific production in hedge accounting until the year 2021. The investigation describes a quantitative overview of published studies focusing on hedge accounting and provides information on the performance of articles, journals, and authors of the collected sample.

The article contributes by analysing the current state of the art. It explores through maps and graphs the expressions and words most used by the authors to identify the main fields of investigation and try to observe the changes in the guidelines of the studies over the years. Complementing the scientometric research, for a better understanding of the results obtained, a non-exhaustive literature review was carried out throughout the article.

Through the results of the analysis of the co-occurrence of terms and words available in the fields of titles and abstracts, 40ifer possible to suggest the incorporation and evolution of new trends in the fields of investigations related to hedge accounting over the years. However, the conclusion is limited due to the selection of keywords performed in the collection of sample data.

Finally, the results showed that the 40ifer scientific productions published showed non-seasonal growth. A study published in 1995, prior to the publication of IAS 39, is the most influential of the sample in terms of total citations and citations per year, corroborating the idea that despite the emergence of new directions in research, main investigations are used as a matrix in the search field.

KEYWORDS: Hedge Accounting, Scientometric, IAS 39, IFRS 9.

INTERNATIONAL CROSS-LISTING AND STOCK LIQUIDITY: EVIDENCE FROM THE GERMAN CAPITAL MARKET

Ana Catarina Baptista | ana.c.baptista@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Lígia Febra | ligia.febra@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Magali Costa | magali.costa@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

ABSTRACT
The international cross-listing is assumed to be an important issue for firms, capital markets and market integration, however its effects are still not fully understood. This study aims to analyze the impact of international cross-listing on the stock liquidity. Additionally, it is intended to analyse the domestic liquidity sensitivity to global market liquidity changes.
The study compraises a sample composed by 807 foreign stocks firms, from 24 countries, listed between 2015 and 2019 in Deutsche Börse AG. The findings obtained trough the non- parametric tests show that the global and domestic stock liquidity, measured by transactions volume, increase after the international cross-listing on the German market. However, the increase in the global market liquidity mainly results from an increase of the domestic trading volume and not so much from the German market. This result allows us to infer that the main motivation for doing international cross-listing in the German market is not the trading volume in foreign market. Furthermore, using an adaptation of Tkac (1999) model, there is a decreases in the domestic liquidity sensitivity to the global market liquidity after the international cross- listing.
The study contributes to the literature with an analysis of an extensive sample and relative to a foreign market different from those usually studied, the German market. The added value resulting from the study of this market is based one the fact that the Deutsche Böerse AG is one of the most important, efficient and most liquid/trading exchanges in the world and a reference for international cross-listings.

KEYWORDS: International cross-listing, Stock liquidity, German capital market.

PARALLEL SESSION 2-B

USING STUDENT CONSULTANCY PROJECTS IN ENTERPRISE AND MARKETING PROGRAMMES: SOME REFLECTIONS

Sharon Lucey | sharon.lucey@tus.ie
Technological University of the Shannon: Midlands Midwest

ABSTRACT
Active learning has attracted considerable attention in higher education and consultancy projects is a popular active learning method in business and management education. By giving students the opportunity to apply management learning in practice, valuable experiences are gained. This paper aims to share some practical insights and experiences from a consultancy project carried out with twenty-two undergraduate students during the academic year 2021- 2022. The main objective of the module was to engage students in experiential learning through practical, consulting projects for a real-life business scenario.
The projects lasted 12 weeks and involved six participating businesses. These were a mixture of established SMEs and early-stage entrepreneurs. At the end of the module, reports were provided to participating clients, who attended student presentations for feedback and discussion. In addition, students were asked to provide an individual reflection on the project overall and participating businesses provided feedback on their experiences.
This type of experiential learning is very demanding in terms of organisation, delivery and follow-up; however, it is also quite effective. The results were extremely positive with student engagement and learning viewed highly and feedback from participating clients stating the positive benefits of industry participation in student-led projects. Success of the module is dependent on the role of the academic, acquiring meaningful projects, establishment of the client problem, managing expectations and effective communication. By sharing these experiences, it is hoped to provide helpful insights into the adoption of this approach by others.

KEYWORDS: Student consultancy project, Active learning, Experiential learning, Entrepreneurship education.

A SYSTEMATIC LITERATURE REVIEW ON GREENWASHING AND ITS RELATIONS TO STAKEHOLDERS: STATE OF ART AND FUTURE RESEARCH AGENDA

Célia Santos | celiafsantos@hotmail.com
CEBER – Faculdade de Economia, Universidade de Coimbra

Arnaldo Coelho | acoelho@fe.uc.pt
CEBER – Faculdade de Economia, Universidade de Coimbra

Alzira Marques | alzira.marques@ipleiria.pt
CARME – Polytechnic Institute of Leiria

ABSTRACT
The interest in greenwashing has grown in the last decades. However, comprehensive, and systematic research concentrating on the evolution of this field, is still needed. The purpose of this study is to provide an overview and synthesis of the existing body of knowledge on greenwashing through a bibliometric study of articles published until 2021, identifying the most relevant research in this field. In the literature review, special attention is given to articles that link greenwashing to stakeholders, identifying gaps and future research opportunities. A bibliometric analysis and literature review was performed over 310 documents obtained from the WoS database, using VOSviewer software program. The results show that: greenwashing literature is growing, especially after 2011; Lyon, Tomas and Font, Xavier are the most prolific authors; "Sustainability" is the journal with more publications, followed by "Journal of Business Ethics"; and USA is the leading country. The network of co-occurrence of keywords analysis unveiled that greenwashing, corporate social responsibility, and sustainability are the most frequently studied topics. Additionally, through the Systematic Literature Review carried out on the articles published from 2018 to 2021, it was possible to identify opportunities for future research. These topics include greenwashing impacts on branding, consumer's attitudes, and intentions, mainly on purchase behavior, B2B relationships and defining a taxonomy for greenwashing, considering the different practices. This study offers a thorough analysis on the state- of-the-art, as well as a closer look at the impacts of greenwashing on several stakeholders, providing suggestions for future research.

KEYWORDS: Greenwashing, Stakeholder; Systematic Literature Review; VOSviewer.

THE IMPACT OF EMOTIONAL EXHAUSTION ON TURNOVER INTENTION: THE CASE OF WOMEN POLICE OFFICERS

Gabriela Gomes | gabriela.p.gomes@ipleiria.pt
CARME – Polytechnic Institute of Leiria

Neuza Ribeiro | neuza.ribeiro@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Eduardo Ortega | eduardo.r.ortega@ipleiria.pt
CARME – Polytechnic Institute of Leiria

Daniel Roque Gomes | drmgomes@esec.pt
Instituto Politécnico de Coimbra

ABSTRACT

This study seeks to explore the impact of Women Police Officers' Emotional Exhaustion on Turnover Intention, as well as the moderating role of having children in the relationship between Women Police Officers' Emotional Exhaustion and Turnover Intention. More specifically, it's intended to understand (1) the effect of Women Police Officers' Emotional Exhaustion on Turnover Intention; (2) the moderating effect of having children on the relationship between Women Police Officers' Emotional Exhaustion and Turnover Intention. Regarding data collection procedure, a questionnaire was implemented, exclusively online, through which 154 professional women from the Portuguese Security Forces have agreed to voluntarily participate in the study. The results obtained showed that (1) Women Police Officers' Emotional Exhaustion is significantly and positively related to Turnover Intention, in other words, the higher Emotional Exhaustion level, the higher their intention to leave the organization where they work; (2) Having Children assumes a moderating role in the relationship between Emotional Exhaustion and Turnover Intention of Women Police Officers, that is, professional women who have children and who experience high levels of Emotional Exhaustion show a significant low levels in their intention to leave the organization when compared with those who do not have children, and therefore show higher Turnover Intention. Thus, this study and its findings may contribute to a better theoretical and empirical understanding of the issue of Emotional Exhaustion in the life and work of women in the Security Forces, namely with children.

KEYWORDS: Emotional Exhaustion, Turnover Intention, Having Children, Women Police Officers.

DETERMINANTS OF GREEN PURCHASE INTENTION: THE INFLUENCE OF CULTURE

Maria Alexandrina Noá | maria.noa@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Cátia Fernandes Crespo | catia.crespo@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Alcina Gaspar Ferreira | alcina.gaspar@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT
Environmental issues are an increasingly relevant topic, addressed at all levels, from politics to the business world. In this work, the determinants of green purchase intention are analyzed, specifically, the influence of three of the Hofstede's cultural dimensions (individualism/collectivism, long-term orientation/ short-term orientation, indulgence/restraint), on the attitude of consumers towards green products and on green purchase intention, considering the moderator effect of value-for-money.
Structural equation modelling was used to study the hypotheses, using the SmartPLS software. The results of a survey with 405 respondents showed that there is a positive relationship between collectivism and green attitude, as well as between green attitude and green purchase intention. On the contrary, indulgence has a negative influence on green attitude. No positive influence was found between long-term orientation and green attitude, and neither was the moderating effect of value-for-money supported, despite the fact that there is a direct effect of this variable on green purchase intention.

KEYWORDS: Individualism/collectivism, Long-term orientation/Short-term orientation, Indulgence/restraint, Value-for-money, Green purchase intention.

A SUSTENTABILIDADE NA INDÚSTRIA DA MODA ATRAVÉS DA PRODUÇÃO E CONSUMO LOCAL

Susana Maria Rijo | susana.maria.rijo@gmail.com
ESTG – Polytechnic Institute of Leiria

Alcina Gaspar Ferreira | alcina.gaspar@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Cátia Fernandes Crespo | catia.crespo@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT
A indústria da moda é um negócio global, que representa uma força económica significativa e um motor substancial do PIB global (Gazzola et al., 2020) e ao mesmo tempo uma das indústrias mais poluidoras do planeta (Lee et al., 2020). Neste contexto, têm surgido diversos movimentos de moda com apelo sustentável, entre os quais o slow fashion que desenvolve uma compreensão abrangente de moda sustentável, assumindo uma abordagem local – localismo, prezando pela transparência dos sistemas produtivos, pela valorização de produtores locais e do meio ambiente (Sobreira et al. 2020).
Este trabalho analisa os efeitos da consciência ambiental dos consumidores na compra de vestuário produzido localmente, implementando um estudo quantitativo através de um questionário online junto de uma amostra não probabilística de conveniência constituída por 272 consumidores portugueses.
Os resultados obtidos, através da aplicação de modelos de equações estruturais (PLS- SEM), sugerem que a consciência ambiental dos consumidores influencia positivamente o consumo socialmente consciente de vestuário, a consciência em relação aos rótulos ecológicos no setor têxtil e vestuário e a consciência do impacto do seu comportamento de compra ao nível da sustentabilidade. Por sua vez, quanto maior for a consciência dos consumidores em relação aos rótulos ecológicos e ao impacto do seu comportamento de compra, maior será a preferência por vestuário produzido localmente. Deste modo, uma maior consciencialização dos consumidores para os problemas ambientais pode contribuir para aumentar o consumo local de vestuário e, consequentemente, dinamizar a produção e economia local, com efeitos positivos para a sustentabilidade da indústria da moda.

KEYWORDS: Moda sustentável, Consciência ambiental, Rótulos ecológicos, Localismo.

PARALLEL SESSION 2-C

A IMPORTÂNCIA DOS *CLUSTERS DE ENGINEERING & TOOLING E HEALTH CLUSTER PORTUGAL* NA REGIÃO CENTRO – UMA ANÁLISE A PARTIR DA ECONOMIA REGIONAL

José-Miguel Rebolho | josemiguelrebolho@gmail.com
CEBER – Faculdade de Economia, Universidade de Coimbra

João-Pedro Ferreira | joao.ferreira@ufl.edu
Food and Resource Economics Department, Institute of Food and Agricultural Sciences, University of Florida, Florida, USA

Vítor Raposo | vraposo@fe.uc.pt
CEBER – Faculdade de Economia, Universidade de Coimbra

Luís Cruz | lmgcruz@fe.uc.pt
CEBER – Faculdade de Economia, Universidade de Coimbra

Ana Sargento | ana.sargento@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT (extended)
A Região Centro ocupa uma posição capital, no contexto nacional, quer em termos do *Cluster Engineering & Tooling* (com destaque para a indústria de moldes, plásticos e ferramentas especiais), quer do *Health Cluster Portugal* (englobando o sector da saúde e a fileira de produtos e serviços que lhe está associada, e que inclui, por exemplo, aparelhos cirúrgicos, medicamentos e outros produtos).
Na Região de Leiria existe um longo histórico na indústria vidreira, de moldes e de ferramentas, localizada predominantemente na Marinha Grande, onde se encontra a Associação *Pool-Net*, responsável pela dinamização do *Cluster de Engineering & Tooling*. Nesta região existe o que se pode considerar como um dos últimos "distritos industriais", na aceção teórica à Marshall (Marshall, 1920), em Portugal. A partir da informação disponibilizada por diversas fontes ligadas às associações representativas deste sector, podemos verificar que o *cluster* integra uma comunidade empresarial, científica e tecnológica aberta, onde se incluem empresas, instituições de ensino superior, centros de formação e centros tecnológicos entre os seus principais interessados. Em termos da classificação das atividades económicas, associados ao *Cluster de Engeneering & Tooling* este trabalho analisará os setores de matérias plásticas em formas primárias, produtos para embalagem, e outros artigos do mesmo material, ferramentas, relógios e material de relojoaria, equipamento elétrico e eletrónico e outras componentes para veículos automóveis. Em 2019, este cluster de competitividade apresentou um volume de negócios de 997M€ e um Valor Acrescentado Bruto (VAB) de 331M€ (IAPMEI, 2022[a]). De facto, na região de Leiria, o sector de produtos metálicos, excepto máquinas e equipamentos, onde se incluem os moldes (uma parte do cluster de *Engineering & Tooling* nesta região) apresentava um peso no emprego que é cerca de 4 vezes superior à média nacional. Para o sucesso desta indústria muito tem contribuído o comércio externo e a competitividade que este segmento conquistou nos mercados internacionais, como bem o demonstra o facto de 55,4% do seu volume de negócios corresponder a exportações. Apesar da importância da região, importa destacar que, ao nível do volume de investimentos em I&D, fundamental para a sustentabilidade e resiliência deste sector, este tem estado maioritariamente concentrado na Área Metropolitana de Lisboa, representando a Região de Leiria apenas 1,2% do total nacional em I&D associado ao setor (Instituto Nacional de Estatística, 2021[a]).
No que respeita ao *Health Cluster Portugal*, é a Região de Coimbra que apresenta um maior foco e destaque na área da saúde, com um dos maiores hospitais centrais do país e promovendo o desenvolvimento da tecnologia do setor. Este *cluster* inclui na sua constituição os setores de fabricação de produtos farmacêuticos de base e de preparações farmacêuticas, equipamentos de irradiação, electromedicina e eletroterapia, instrumentos médicos e dentais e fornecimentos associados, serviços de saúde humana e outros serviços

similares que contribuem para a melhoria de condição de saúde e bem-estar. Com efeito, a Região Centro representa 18,5% do investimento em I&D no setor da saúde no país, com destaque para a Região de Coimbra, que detém 68,7% e 12,7% do investimento em I&D da área da saúde, no total da Região Centro e de Portugal, respetivamente (Instituto Nacional de Estatística, 2021ª). Destaca-se, ainda, que o emprego na Região Centro neste *cluster* representa 14,9% do total nacional e que a indústria farmacêutica detém um peso relativo ainda maior, com um total de 22,8% dos trabalhadores do setor em Portugal (Instituto Nacional de Estatística, 2021b). Em termos de comércio internacional, a Região Centro é responsável por 16,6% do total nacional de exportações de produtos farmacêuticos, sendo que 73,6% é referente a comércio Intra-UE (Instituto Nacional de Estatística, 2022). Há, ainda, a salientar o potencial exportador apresentado pelo *Health Cluster Portugal*, com 493M€ de volume de negócios com origem em exportações internacionais (IAPMEI, 2022b).

Este trabalho tem como objetivo central caracterizar detalhadamente e avaliar a importância de duas fileiras industriais, por um lado o *Engineering & Tooling* e, por outro, o *Health Cluster Portugal.* A abordagem seguida passa por compreender o contributo de cada uma destas áreas para a economia nacional e regional, com particular enfoque na Região Centro, e do posicionamento de cada um destes segmentos nas cadeias de valor global que lhe estão associadas. Para o efeito, será realizada uma análise faseada a ambas as fileiras, organizada em torno de três objetivos específicos, que se explanam de seguida.

Primeiramente, pretende-se analisar o contributo de cada uma das fileiras industriais, a partir de indicadores macroeconómicos e da sua evolução recente, em termos de volume de negócios, VAB e emprego, recorrendo a dados secundários disponibilizados através das estatísticas do INE, nomeadamente as Contas Regionais e o Sistema de Contas Integradas das Empresas. A análise da contribuição regional de cada uma destas fileiras será efetuada a partir da aplicação do conceito de *Quocientes de Localização*, que permite comparar o peso do emprego do sector em cada região com o peso do emprego do sector em termos nacionais, para assim determinar se estes produtos estão concentrados nesta região e se se pode considerar que há uma especialização da economia, e em particular da indústria transformadora, na produção dos produtos associados a estes *clusters*. Em suma, relacionando os conceitos de concentração, quociente de localização e a teoria de base económica (Miller et al., 1991). Como, na literatura, a análise da base económica regional está muitas vezes associada a conceitos de comércio internacional, nesta primeira fase proceder-se-á igualmente à análise da evolução recente da balança comercial, seja à escala da NUTS II Região Centro, seja das regiões NUTS III que a compõem, bem como a uma análise comparativa com a evolução registada nos principais países produtores e/ou importadores dos produtos mencionados.

Em segundo lugar, será desenvolvida uma análise *50ifer-share*, comparando a evolução da tendência de crescimento de cada sector em termos regionais com a evolução nesse mesmo sector em termos nacionais, que permitirá compreender como se processou a evolução da competitividade dos sectores que compõem cada uma destas fileiras na região. Esta análise tem sido amplamente aplicada em estudos de impacto regional pela sua simplicidade e pouca necessidade de dados; no entanto, Lahr e Ferreira (2021) sublinham o modo como muitas formas de análise atual, tecnicamente mais evoluídas e que combinam outras técnicas estatísticas e econométricas, foram construídas a partir das ideias da análise *50ifer-share*. Segundo estes autores, quando analisado em detalhe e com algumas cautelas (distinguir interpretação absoluta e relativa, por exemplo) este indicador, permite obter pistas importantes sobre o que acontece à escala sectorial em regiões pequenas e abertas.

Numa terceira fase, avançar-se-á para um estudo, ainda exploratório, do posicionamento destas fileiras nas cadeias de valor que lhe estão associadas. Para tal, será aplicada a metodologia *Input-Output*, uma análise multi-sectorial que permite compreender qual o impacto que a alteração da procura em cada um dos sectores tem nas restantes indústrias da economia global/nacional/regional. Em primeiro lugar, ainda numa perspetiva a partir das cadeias de valor à escala mundial, utilizar-se-á a *World Input-Output Database* (WIOD) e a mais recente *Long Run World Input-Output Database* (LR-WIOD) para compreender como é que a produção mundial destes produtos se tornou mais ou menos dependente do consumo de produtos produzidos pelas outras economias nacionais. Assim, e para os 43 países incluídos na WIOD, este estudo irá analisar a evolução da dependência de inputs nacionais e internacionais entre os anos de 2000 e 2014 e traçar um retrato da evolução das interdependências entre países. Em seguida, a partir da aplicação do conceito de multiplicadores de Leontief aplicados a modelos multi-regionais, estimar-se-á a evolução do valor acrescentado nacional que está incorporado na procura final por cada um destes sectores em cada país, a partir da ideia inovadora desenvolvida por Timmer et al. (2015) para a indústria automóvel mundial. Em termos regionais, utilizar-se-á o *Portuguese Regions Model for Multi Impact Analysis* (PReMMIA), um modelo único para a economia portuguesa, *Input-Output* retangular, considerando 134 indústrias e 431 produtos, para o ano de 2017, e que permitirá avaliar o comércio inter-regional, entre a Região Centro e as restantes regiões do País, dos produtos e indústrias que compõem estas fileiras. Proceder-se-á igualmente à estimação do VAB regional associado à exportação dos produtos destas fileiras, uma vez que à produção destes produtos está também associado o consumo de produtos intermédios e de inputs que têm origem noutros países ou regiões.

Desta aplicação resultará uma melhor compreensão da contribuição destas fileiras para a Região Centro e da contribuição da Região Centro para a economia nacional. Partindo do contexto regional em que estas indústrias estão inseridas, contribuir-se-á para que os decisores políticos possam desenhar melhores políticas públicas. Por seu turno, a caracterização das relações com o exterior, dos desafios e ameaças que se colocam aos diferentes produtos, poderá ser igualmente útil para que os agentes associados a estes sectores melhor perspetivem os investimentos a concretizar e estejam em melhores condições para antecipar diferentes fenómenos associados à evolução do *Engineering & Tooling Cluster* e do *Health Cluster* em Portugal e à concorrência externa que enfrentam. Numa altura em que se discutem e definem estratégias para a recuperação económica nacional, através de instrumentos como o *Programa de Recuperação e Resiliência* (PRR), e considerando que a Região Centro continua a estar inserida nos objetivos de convergência da União Europeia, os decisores e as

instituições, de âmbito local, regional e/ou nacional, passarão a dispor de um instrumento analítico que lhes permite melhor gerir a afetação do investimento público. Por fim, este trabalho focado na análise dos *clusters* de *Engineering & Tooling* e *Health Cluster* poderá ser considerado como um ponto de partida para mais e melhor análise das dependências intersectoriais, a ser aplicada a outros *clusters* e/ou sectores.

KEYWORDS: Região Centro, Engineering & Tooling, Health Cluster Portugal, Quocientes de Localização, Shift-Share, Input-Output

PROJETO NA RÉGUA PARA O DIREITO À MORADIA DIGNA

Irene Ciccarino | irene.ciccarino@ipleiria.pt
CARME – Polytechnic Institute of Leiria

Allan Borges | allanborgesrj@yahoo.com.br
UERJ – Universidade Estadual do Rio de Janeiro

ABSTRACT/
A gestão de projetos é a aplicação de ferramentas, conhecimentos e habilidades para balancear eficiência e eficácia na realização de objetivos superando restrições de recursos e limitações de tempo. Os projetos de desenvolvimento humano são vetores de ações sociais e políticas públicas que visam resolver problemas mobilizando múltiplas partes- interessadas. Este estudo descreve o caso da implantação do projeto Na Régua para fornecer evidências sobre projetos de desenvolvimento humano que adotam a abordagem project Dpro, desenvolvida desde 2007. Existem poucos estudos sobre essa categoria de projeto e os principais países que a estudam são os Estados Unidos, Reino Unido e Brasil. O projeto Na Régua aplica a gestão de projetos ao conceito de ciclo de políticas públicas. Alinha-se ao Pacto Internacional sobre os Direitos Económicos, Sociais e Culturais na proteção do direito à moradia. Visa realizar assistência técnica, melhorias habitacionais e regularização fundiária urbana de interesse social em territórios de baixa renda no Estado do Rio de Janeiro (RJ-Brasil). As áreas foram selecionadas através do Índice de Desenvolvimento Social. Dados de 2019 estimam que o RJ tenha um déficit habitacional de quase 500 mil moradias, e entre 50% e 70% da sua produção habitacional seja informal e precária. Esse problema potencialmente afeta 22% da população da sua maior cidade. O projeto é orçado em 98 milhões de reais com o prazo de 1 ano. Prevê um censo habitacional nesse território de difícil acesso que garantirá assistência social e técnica para 10 mil famílias e 5 mil melhorias habitacionais.

KEYWORDS: Gestão de Projetos, Política Pública, Direito à Cidade, Moradia Digna, Projetos de desenvolvimento humano.

DOES INBOUND TOURISM CREATE EMPLOYMENT?

Eleonora Santos | eleonora.santos@ipleiria.pt
CARME – Polytechnic Institute of Leiria

ABSTRACT

Tourism's share in world employment is greater than that for motor- vehicles and chemicals industries combined, worldwide. Since tourism sector comprises many NACE sectors, it exerts non despicable indirect impacts on the economy. In addition, tourism offices around the world spend every year millions of euros in tourism campaigns to attract foreign tourists. For many economies, this source of income is vital for the equilibrium of their external balance accounts. Yet, one aspect that is not well studied is the influence of those foreign tourists on job creation on tourism related companies, in the host country, namely in the hospitality industry. Thus, this paper tests whether foreign outdoor tourists have contributed to job creation in Northern Portugal in 2006-2014. Based on data from 4 sources, it employs an OLS estimator to regress the employment changes on the number of new firms, turnover, share of foreigners in outdoor tourism activities, and labor productivity. Results indicate a negative but not statistically significant impact of foreign tourists on employment changes. Such results motivate further empirical investigation.

KEYWORDS: Tourism, Employment, Productivity.

STOCK MARKET LIQUIDITY IMPACT ON ECONOMIC DEVELOPMENT

Lígia Febra | ligia.febra@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Maria Eduarda Fernandes | eduarda.fernandes@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Tiago Silva | 2162387@my.ipleiria.pt
ESTG – Polytechnic Institute of Leiria

ABSTRACT

Purpose – Stock market liquidity is usually considered important for countries economic development. The main aim of this study is to bring new evidence of stock market liquidity impact on economic development using a wider indicator of economic development, the Human Development Index (HDI).

Design/methodology/approach – Data used ranges from 1990 to 2015 and includes 59 countries. Nonparametric correlation tests between HDI and stock market liquidity are run for each country. Additionally, a multivariate regression analysis is performed to evaluate the impact of stock market liquidity on economic development, controlling for stock market size and economic growth.

Findings – The results obtained reinforce the importance of stock market liquidity for countries economic development, increasing society's well-being and not only its income. Further, this positive relationship increases after 2008 financial crisis, but it is not significant for developing countries.

Originality/value – The main contribute of this paper is to analyze whether stock market liquidity impacts economic development besides economic growth as, instead of the usual measure for economic development, Gross Domestic Product (GDP), a more comprehensive indicator was used in the current study: The Human Development Index (HDI). In addition to the quantitative aspects of economic growth, grasped by GDP, qualitative features related with citizens wellbeing are taken into consideration with HDI. The results suggest more liquid stock markets promote lower cost of mobilizing savings and therefore facilitate better, not only more, investments.

KEYWORDS: Stock market liquidity; Amihud's (2002) illiquidity measure; economic development; Human Development Index.

PARALLEL SESSION 2-D

THE IMPACT OF CORPORATE OWNERSHIP ON QUALITY OF NON-FINANCIAL RISK DISCLOSURE IN A DEVELOPING COUNTRY: THE MODERATING EFFECT OF COMPANIES ACT 2015

Erastus Mbithi | embithi@strathmore.edu
Strathmore University

Tankiso Moloi | smoloi@uj.ac.za
University of Johannesburg

David Wang'Ombe | dwangombe@strathmore.edu
Strathmore University

ABSTRACT
This study investigates the relationship between ownership structure and quality of non- financial risk disclosure (NFRD). Further, it examines the moderator effect of the Companies Act 2015 on this relationship. We collect data over twelve years from companies listed on the Nairobi Securities Exchange (NSE) in Kenya. Content analysis is used to measure NFRD and fixed-effect regression to test the hypotheses. The results indicate that quality of NFRD is low and highly dispersed across the sampled firms. The regression results suggest that block ownership, foreign ownership and institutional ownership are associated with NFRD, whilst managerial ownership and government ownership are not associated with NFRD. In addition, institutional ownership, foreign ownership, and government ownership are moderated by the Companies Act 2015, whilst managerial ownership and block ownership are not moderated. The finding highlights the importance of ownership structure in enhancing the quality of NFRD. The finding will be useful to investors, regulators and policymakers when developing, reviewing and enforcing NFRD guidelines.

KEYWORDS: Quality of non-financial risk disclosure, Ownership structure, the Companies Act 2015.

MANAGING PRACTICE BASED TEACHING OF SUSTAINABLE URBAN MOBILITY PLANNING (SUMP) USING DIGITAL TOOLS DURING COVID’19

Petra Szakonyi | szakonyi.petra@sze.hu
Széchenyi István University- University of Győr Department of Transport Infrastructure and Water Resources Engineering

Patrícia Honvári | honvari.patricia@krtk.hu
Széchenyi István University- University of Győr Department of Transport Infrastructure and Water Resources Engineering

ABSTRACT
Sustainable Urban Mobility Planning (SUMP) is one of the key element of the new EU Urban Mobility Framework. The European Commission has offered variety of programs in the previous years, such as the Horizon 2020 to support Member States to promote SUMPs in their region, and still offers funding for range amount of sustainable settlement and transport related projects. At the same time Member States are also keen on to maintain the roll out of SUMPs within their national support program, with public transport, walking and cycling at its heart. In the last decade the authors took part in the development of many SUMPs and since 2020 the authors participated in an international, so called UrbanSCOPE – Urban Sustainable Mobility in focus: student education, community involvement and participative planning, Erasmus+ project, that aim was to improve the quality of teaching in universities, by offering students a methodology in the preparation of a SUMP for a locality in their cities, actively involving local communities and local authorities in the process. During the project educational packages: learning materials for students and teaching guides for lecturers were developed, in order to let understand sustainable mobility better, than before and as well as to experience the rights of participation in the planning of sustainable mobility. With the contribution of the authors new digital tools were also introduced for teachers and students during the COVID’19, that helped to rise the efficiency of planning during restrictions and lock down.

KEYWORDS: Sustainability, Urban planning, Mobility planning, Participatory planning, Digital tools, education.

THE IMPORTANCE OF COST SYSTEMS IN THE PROFITABILITY OF HOTEL SMES AS NA INDICATOR OF COMPETITIVENESS FOR DECISION MAKING IN THE POST-PANDEMIC ERA IN YUCATAN, MEXICO

Antonio Emmanuel Perez Brito | antonio.perez@correo.uady.mx
Universidad Autónoma de Yucatán

Martha Isabel Bojorquez Zapata | mbzapata@correo.uady.mx
Universidad Autónoma de Yucatán

Laura Guillermina Duarte Caceres | guillermina.duarte@correo.uady.mx
Universidad Autónoma de Yucatán

ABSTRACT
The hotel SME is being one of the most affected by the Covid-19 crisis due to the special impact that tourism activity is suffering and the limited financial room for maneuver that these types of companies generally have. Optimum cost management in small and medium-sized hotel companies allows planning and facing, when necessary, strategies aimed at improving the decision-making process and thereby contributing to raising the efficiency and quality of service to customers and by extension increased profitability and profit. The main objective of this article is to explain the importance of cost systems in the profitability of these organizations from a theoretical perspective. The work opted for a systematic review that involved the analysis of articles and international academic works that presented both theoretical and empirical research results. It is concluded that a cost system will serve as a management tool to guide strategic decision-making and cost control in reducing them to maximize profitability.

KEYWORDS: Cost Systems, Profitability, Competitiveness, Hotel SMEs, Yucatan, Literature Review.

CIRCULAR ECONOMY EDUCATION FOR HIGHER LEARNING SUPPLY CHAINS: A LITERATURE REVIEW

Mary Moraa Aming'a | maminga@strathmore.edu
Strathmore University

Reuben Marwanga
Strathmore University

Pamela Marendi
kenya Institute of Supplies Management

ABSTRACT
Education is a common good to humanity just like the natural environment is the cornerstone of the social and economic system. Preservation of the natural environment is then even a better common good. While education is important, educational that is sustainable is vital toward ecologically-sustainable communities. With such, this paper systematically analyzed 43 articles (2000-2021) from the Web of Science toward provision of a research agenda on circular economy educational approaches for higher learning supply chains which are vital toward sustainability education. Research so far shows some progress in this subject, however, there is little attention on holistic circular economy education models toward Campus sustainability. Besides, there is scanty contribution reflecting the educational model from a supply chain perspective. With such, this paper categorizes circular economy educational approaches for higher learning supply chains to (curricula content, campus operations, hidden curriculum, physical spaces, educational outlier and networks). Aspects related to educational outlier seem to be the most focused on while hidden curriculum seems to be the least focused on. We see no trace on the role of networks toward circular institutions. Future research should look into providing a thorough conceptual scope of the approaches to offer understanding on the circular economy approaches; and offer holistic frameworks governing the uptake of circular economy education. Thus, this paper offers insights to scholars and practitioners to prioritize fighting climate change from the classrooms by being holistic in their suggestions and embedment of circular economy education.

KEYWORDS: Circular Economy Education; Higher Learning Supply Chain.

SKILLS OVER NATIONALITY: DUTCH SMES' DEMAND FOR (INTERNATIONAL) TALENTS AND WAYS TO ATTRACT AND RETAIN THEM

Julia Reinold | julia.reinold@maastrichtuniversity.nl
Maastricht University

Shilpa Samplonius | shilpa.samplonius@nhlstenden.com
NHL Stenden University of Applied Sciences

Mariska van der Giessen | mariska.van.der.giessen@nhlstenden.com
NHL Stenden University of Applied Sciences

ABSTRACT
While small and medium-sized enterprises (SMEs) form the majority of all business in most countries, including the Netherlands, relatively little is known about if and how they address skills shortages through migration. Building on the organisational management and migration literature, this study aims to fill this gap by exploring the following questions: 1.To what extent do Dutch SMEs have a demand for hiring (highly educated) migrants and for what reasons? 2. What are their approaches to attract and retain (highly educated) migrant workers? Based on 28 semi-structured interviews with representatives of Dutch SMEs, we find that for most SMEs recruiting internationally is a necessity because they cannot find the right candidates within the Netherlands. Some SMEs have higher levels of integration capacity, which is possibly why they are more successful in attracting migrants compared to others. In particular, having a dedicated department or person specialised in international recruitment and onboarding seems to make a difference. SMEs often do not distinguish between approaches to attract and retain, which suggests that they are not aware that the two require different tactics. Almost all of the interviewed SMEs struggle with retention.

KEYWORDS: SMEs, Demand, Attract, Retain, Highly skilled migrants.

PARALLEL SESSION 3-A

O IMPACTO DAS ATIVIDADES DE MARKETING NAS REDES SOCIAIS NO AMOR À MARCA E NA COCRIAÇÃO DA MARCA E O IMPACTO DESTAS NA LEALDADE À MARCA

Ana Carolina Farinha Marques | 1190372@my.ipleiria.pt
ESTG - Polytechnic Institute of Leiria

Alzira Marques | alzira.marques@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT
Com a evolução da internet, surgiram as novas plataformas de comunicação digital, as redes sociais, que possibilitam que haja uma interação entre marca e consumidor, fazendo com que os consumidores participem ativamente na marca, ou seja, no seu branding. Com o objetivo estudar o impacto das atividades de marketing em redes sociais na lealdade à marca mediado pelo amor à marca e cocriação da marca foi realizado um estudo quantitativo tendo como base um questionário realizado a 156 utilizadores de redes sociais que seguem pelo menos uma marca numa rede social. O modelo de equações estruturais foi estimado com recurso ao software SmartPLS. Os resultados evidenciaram que as atividades de marketing nas redes sociais explicam parcialmente o amor à marca e a cocriação da marca e no que diz respeito à lealdade, o amor à marca e a cocriação da marca têm um impacto positivo nesta variável.

KEYWORDS: Amor à marca, Atividades de marketing nas redes sociais, Cocriação da marca, Lealdade.

THE MODERATING EFFECT OF SWITCHING COSTS ON THE RELATIONSHIP BETWEEN CUSTOMER SATISFACTION AND CUSTOMER LOYALTY

Luís Miguel Machado | luis.p.machado@ipleiria.pt
ESTG - Polytechnic Institute of Leiria

ABSTRACT
This research examines the relationship between customer satisfaction and customer loyalty in an industrial context. The purpose of the research is to understand and explain better the antecedents of customer loyalty as well as an under-studied moderating effect, namely, switching costs. Toward this end, the extant literature is drawn upon to establish a conceptual model as well seven hypotheses which are subsequently empirically tested using especially collected data from the European animal feed industry. Significant support is found for model and hypotheses, suggesting important theoretical as well as managerial implications for establishing greater customer loyalty in an industrial context.

KEYWORDS: Customer satisfaction, customer loyalty, switching costs.

ACCULTURATION AND PURCHASE INTENTIONS AMONG EMIGRANTS: AN INTERNATIONAL ANALYSIS

Tatiana Velgan | 2190359@my.ipleiria.pt
ESTG - Polytechnic Institute of Leiria

Cátia Fernandes Crespo | catia.crespo@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT

This study investigates the acculturation of Portuguese emigrants in Germany, France and the United Kingdom and the impact of it on their consumer behaviour. The purpose of this study is to explore the role of acculturation, country of origin, brand identification and perceived quality as antecedents of consumer purchase intention, considering the moderator role of ethnocentrism. Although previous literature has explored the role of acculturation and their impact on consumer purchase intention, this question remains extremely complex. Previous studies suggest that a comparison between countries is helpful to get insights into the role of acculturation in the process of purchase intention among emigrants. However, most of the existing topic-related academic research only collected data from one country. Consequently, the current research focuses on the German, French, and the United Kingdom markets within a cross-cultural comparison by conducting a survey that addresses Portuguese emigrants. An online questionnaire was implemented and collected data from 2103 respondents from the three countries. The statistical analysis was performed with partial least squares structural equation modelling (PLS-SEM). The results of the survey indicate that both acculturation and the country of origin affect perceived quality and brand identification. Furthermore, our results demonstrate the influence of perceived quality and brand identification on consumer purchase intention. The results contribute to the increasing body of research on the effects of the country of origin and acculturation among emigrants' communities.

KEYWORDS: Acculturation, country of origin, purchase intention, perceived quality, brand identification, ethnocentrism.

THE INFLUENCE OF COUNTRY-OF-ORIGIN ON B2B RELATIONSHIP QUALITY

Cátia Fernandes Crespo | catia.crespo@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Nuno Fernandes Crespo | ncrespo@iseg.ulisboa.pt
ISEG - Lisbon School of Economics & Management

ABSTRACT

Country-of-origin studies help international managers to comprehend how consumers perceive and respond to the products originating from a particular foreign country (Jacob and Schätzle, 2020; Jimenez, 2016). Despite the diversity of studies focused on country-of-origin, it has been primarily perceived as a cue able to synthetize information on products and brands from different countries (Hamzaoui and Merunka, 2006; Jiménez and San-Martin, 2016).

Previous studies have found that country-of-origin has the potential to perform an important role on buyers' evaluations of products (Barbarossa and Mandler, 2021; Johansson et al., 1985), serving as a signal of a product perceived quality (Han, 1989) and affecting customers' purchase intention (Peterson and Jolibert, 1995). However, as emphasized by Wang et al. (2014) without a solid theoretical background, country-of-origin research becomes disconnected from reality, becoming unable to provide strategic operational guidance to international firms. Consequently, previous researchers have called for a more robust theoretical support to improve country-of-origin operationalization (e.g. Samiee, 2011).

Additionally, recent studies (e.g. Leonidou and Hultman, 2019; Jacob and Schätzle, 2020) emphasize that research investigating the effects of country-of-origin in business-to- business contexts has been scarce. The effects of country-of-origin have remained relatively unexplored in the specific setting of industrial or business-to-business marketing (Jacob and Schätzle, 2020; Kaynak and Kucukemiroglu, 1992; Quester et al., 2000). Moreover, researchers working in the field of industrial marketing frequently seem to assume that the findings relevant to the country-of-origin effects on consumers could be translated to the industrial marketing area (Quester et al., 2000). However, these generalisations may be misleading an accurate assessment of the perceptions of buyers in terms of information from the country-of-origin (Jacob and Schätzle, 2020).

Focused on international footwear and mould buyers, the present study seeks to investigate whether suppliers' country-of-origin influences the buyers' perceptions of the relationship quality. In the business-to-business markets it is fundamental to overcome the mere optics of country-of-origin effects on the product and to pursue a more comprehensive perspective by evaluating a fundamental construct in the field of industrial marketing, the relationship quality. Relationship quality is a central theme in business-to-business relationships, and it is becoming more and more important, from both a theoretical and managerial perspectives, to comprehend and monitor this relationship.

This study aims to test the effects of country-of-origin on relationship quality dimensions (trust, commitment, and satisfaction). The hypotheses are tested with a dataset comprised of survey data from international buyers of the Portuguese footwear and mould industries. The results show that country-of-origin is related to three crucial dimensions of relationship quality, namely trust, commitment and satisfaction. This implies that country-of- origin can be understood as a signal that summarizes the perceptions regarding the buyer-seller relationship. The findings intend to advance our understanding of the country-of-origin phenomena to provide guidance for international managers in the business-to-business contexto.

KEYWORDS: Country-of-origin, relationship quality, trust, commitment, satisfaction.

THE MODERATING EFFECT OF QUALITY MANAGEMENT SYSTEMS IN FIRM PERFORMANCE OF EXPORTING PORTUGUESE FIRMS: UNDERSTANDING THE IMPACT OF QUALITY MANAGEMENT ADOPTION IN FIRM PERFORMANCE IN AN EXPORTING CONTEXT

Vânia Bugalho | 2190357@my.ipleiria.pt
ESTG - Polytechnic Institute of Leiria

Luís Miguel Machado | luis.p.machado@ipleiria.pt
ESTG - Polytechnic Institute of Leiria

João Santos | joao.santos@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT
The impact of the implementation of ISO norms in the firms' performance has been evaluated considering indicators which are nor easily quantified such as the organizational efficiency or indicators easily measurable such as the stock value or CEO compensation, but that are not directly linked to the implementation of ISO norms in a firm. This study uses customer orientation, product innovation and leadership as quantifiable items that play an important role in the overall firm's performance. The study uses data from the Portuguese firms and will attest whether the implementation of ISO norms can be beneficial for the firms' customer performance. The existing literature has presented different conclusions on the impact of the ISO norms in the firms' performance also due to the type of adoption that the firms use when implementing the ISO norms.

KEYWORDS: ISO norms, Customer performance, Quality management, Product innovation, Leadership.

PARALLEL SESSION 3-B

IMPACT OF INTERNATIONALIZATION AND REGIONAL INFLUENCE ON COMPANY’S CAPITAL STRUCTURE: LITERATURE REVIEW

Nídia Santos | 2201554@my.ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Inês Lisboa | ines.lisboa@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT
This work intends to understand empirical research about the impact of internationalization and regional influence on companies’ capital structure. More specifically, the objective is to understand whether the companies that export more are (or no) the most indebted. Additionally, the region where the company is located can impact the way they finance, as the region’s development is singular. The regional effect can be a capital structure’ determinant or can be a moderating effect of the impact of internationalization on capital structure. This work discusses both options.

KEYWORDS: Capital Structure, SME, Internationalization, Regional Effects.

INCOME SMOOTHING IN BANKING SECTOR VIA LOAN LOSS PROVISION: A SCIENTOMETRIC REVIEW (1988-2021)

Liliana Pimentel | liliana.pimentel@fe.uc.pt
Faculdade de Economia, Universidade de Coimbra

Adriana Barreto | adrianabarretocarvalho@gmail.com
Faculdade de Economia, Universidade de Coimbra

Ricardo Joaquim | ricardo.carvalhojoaquim@hotmail.com
Faculdade de Economia, Universidade de Coimbra

ABSTRACT
Research on income smoothing in banking is diverse and almost unanimously concludes that it is achieved through loan-loss provisions. However, to the authors' knowledge, there is no scientometric study that has looked at the practice of bank profit smoothing. Thus, this study contributes to the advancement of the literature by filling this research gap. Through a structured literature review, this study reviews articles published between 1988 and 2021 selected from the Web of Science database, performing a particular analysis of the main journals, authors, methods used, target sample of study, specific topics explored and their evolution over time, as well as identifying possible areas of interest that research can pursue in the future. The main results show that the number of articles published on the topic under analysis has been growing in recent years, especially after the 2008 financial crisis. Additionally, the reality of bank profit smoothing in European countries is more researched when compared to other countries in the world, and that it is in this region that the authors who contribute the most to the scientific production in this area are found.

Keywords: Income smoothing; Loan loss provision; Banking sector; Bibliometric analysis; Structured literature review.

USING QUANTITATIVE METHODOLOGIES TO CONDUCT A SYSTEMATIC REVIEW IN SOCIAL SCIENCES - PROKNOWK-C AND ORDINATIO METHOD IN THE THEME "FINANCIALIZATION IN CORPORATE GOVERNANCE"

Rita Vieira | ritavieira@ua.pt
CICF/IPCA

Graça Azevedo | graca.azevedo@ua.pt
CICF/IPCA

Jonas Oliveira | jonas.silva.oliveira@iscte-iul.pt
ISCTE-IUL

ABSTRACT

The work presented here arises in the context of a larger work, which is related to the need of carrying out a survey of possible gaps in the literature about financialization within the scope of Corporate Governance, followed by a Systematic Review of the topic.

Thus, using the Vos Viewer tool and two scientific methodologies, that have gained prominence in recent years - ProKnow-C Method and Ordinatio Methodi - a set of protocols based on bibliometric indexes (number of citations, age of the article and journal impact factor) was initiated in order to define the final base portfolio for the intended systematic review and that would lead to the identification of gaps in the literature and thus identify possible new lines of research. The purpose of this paper is not at all to present the empirical results and gaps that the systematic review itself allowed to identify, but rather to present the methodology used for the construction of the systematic review carried out a posteriori.

KEYWORDS: Systematic Review; ProKnow-C Method; Methodi Ordinatio.

CORPORATE CITIZENS: RETURN AND STOCK LIQUIDITY

Catarina Rodrigues | acatarinaa.rodrigues@gmail.com
ESTG – Polytechnic Institute of Leiria

Magali Costa | magali.costa@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Lígia Febra | ligia.febra@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

ABSTRACT

The awareness of society, and companies, about the importance and impact of corporate citizenship (CC) practices is fundamental for the entire community. Companies that are concerned about performing these practices not only increase employee satisfaction and consumer confidence, but can also obtain benefits such as improved financial performance and/or reputation. Thus, it becomes crucial to analyze the impact of CC on the return, risk and stock liquidity. We found a gap in the existing literature, namely on the impact of CC on risk and stock liquidity, therefore this study wants to add knowledge in this field. In this sense, this research aims to analyze the influence of CC on return, systematic risk and stock liquidity. A panel data model was estimated, using a sample composed by 372 US companies, 186 belonging to the 3BL index of CR magazine (proxy of CC), and 186 not belonging, in the period from 2009 to 2019. Our results suggest that companies belonging to the 3BL index tend to have lower abnormal returns, which may indicate that stock prices quickly adjust to new information. We found that companies belonging to the 3BLindex: i) are more sensitive to market returns; ii) have higher stock liquidity; iii) and are more sensitive to market liquidity. We also concluded that the impact of CC on stock liquidity depends on the market and industry. These results are important for the definition of companies' strategies, in terms of CC practices.

KEYWORDS: Corporate citizenship, Stock return, Systematic risk, Stock liquidity.

PARALLEL SESSION 3-C

O IMPACTO DAS POLÍTICAS ORGANIZACIONAIS NA GESTÃO DE *CHURNING* DE RECURSOS HUMANOS

Olga Pirrolas | olgaalexandrap@gmail.com
ISCSP - Universidade de Lisboa

Pedro Correia | pcorreia@fd.uc.pt
Faculdade de Direito da Universidade de Coimbra

ABSTRACT
Este estudo qualitativo pautou com a participação de várias organizações, de vários setores de atividade em Portugal, onde se pretendeu através de entrevistas semiestruturadas abordar os diretores de recursos humanos, de forma a obter informação pertinente para a análise da temática em estudo. Considerando a revisão da literatura, surgiu como questão de investigação:". Qual o impacto das políticas de recursos humanos no *churning*?", tendo-se definido como objetivo geral: analisar o impacto das principais políticas de recursos humanos no *churning*, tendo sido proposto como objetivo específico, a elaboração de um modelo teórico-metodológico de *churning*. Feita a análise de conteúdo conclui-se que as principais políticas de recursos humanos, as quais as organizações envolvidas devem dar prioridade estão relacionadas com o salário, a progressão na carreira, o desenvolvimento de competências, os horários e a liderança, tendo estas variáveis um impacto direto na ocorrência de *churning* de recursos humanos.

KEYWORDS: Qualitativo, Políticas de Recursos Humanos, Churning, Modelo teórico-metodológico, Análise de conteúdo.

EFEITO MEDIADOR DO CONHECIMENTO ORIENTADO AO DESENVOLVIMENTO SUSTENTÁVEL (DS) NA RELAÇÃO ENTRE INICIATIVAS GREEN CAMPUS E PROATIVIDADE DO ESTUDANTE

Jucelia Appio Frizon | juceliaappio@yahoo.com.br
UNIOESTE - Universidade Estadual do Oeste do Paraná

Teresa Eugénio | teresa.eugenio@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Nelson Frizon | nfrizon@gmail.com
ISCTE-IUL

ABSTRACT
Neste artigo examina-se o papel mediador do conhecimento do estudante orientado ao Desenvolvimento Sustentável (DS) na relação entre iniciativas green campus, por parte das Instituições de Ensino Superior (IES), e a proatividade do estudante. A pesquisa, do tipo survey, com abordagem quantitativa foi realizada via google forms com estudantes vinculados a IES pertencentes a Rede Campus Sustentável – Portugal (RCS-PT). O total de 301 estudantes participaram voluntariamente da pesquisa (57.5% mulheres; 69,5% na faixa etária de 15-25 anos; 68.5% cursando licenciatura; 73% no domínio científico de Ciências Sociais e Humanidades). No resumo do modelo de regressão linear múltipla, o R^2 ajustado foi significativo (p-value da ANOVA) e explicou 13.5% da variância dos dados. As estatísticas de ajuste geral corroboraram a hipótese 1 que as Comunicações das iniciativas de DS da IES (β=.316***), Operações green campus (β=.173***) e Abordagem sobre DS em sala de aula (β=.125**) tem efeito positivo e significativo na Proatividade do estudante em relação ao DS. Pelos testes de mediação (Sobel, Aroian e Goodman), corroborou-se a hipótese 2 de que o Conhecimento do estudante sobre orientado ao DS é um mediador na relação entre Abordagem sobre DS em sala de aula e a Proatividade do estudante, bem como entre as Operações green campus e Proatividade do estudante. Esses resultados podem ser úteis para àqueles envolvidos no planeamento de ações voltadas ao DS em IES. Novas pesquisas são encorajadas a fim de melhor compreender o papel das IES no DS.

KEYWORDS: Desenvolvimento Sustentável, Instituições de Ensino Superior, Green Campus, Percepção de Estudantes, Portugal, Survey.

THE IMPORTANCE OF COMPANIES' GREEN MARKETING PRACTICES IN COLLEGE STUDENTS` GREEN PURCHASING BEHAVIOR: AN APPLICATION OF THE THEORY OF PLANNED BEHAVIOR

Clara Viseu | cviseu@iscac.pt
ISCAC - Coimbra Business School

Manuela Marguinho | mlarguinho@iscac.pt
ISCAC - Coimbra Business School

Sara Sousa | ssousa@iscac.pt

ISCAC - Coimbra Business School

Elisabete Correia | ecorreia@iscac.pt
ISCAC - Coimbra Business School

ABSTRACT
Through the application of the theoretical framework of the Theory of Planned Behavior (TPB), this research proposes to study and understand the influence of some key variables on higher education students' green purchasing behavior. The influence of students` perceived behavior control, subjective norms, attitudes, and intentions on green purchasing behavior are analyzed. The TPB was extended to determine the importance of companies' green marketing practices on students' green purchasing behavior. With the information gathered through the distribution of an online survey among the students of a public higher education institution (HEI) in Coimbra, an University city in the center of Portugal, from March to April of 2021, this study achieved to important results. The R software was used to perform this analysis. The data from a total sample of 379 were analyzed using structural equation modelling (SEM). Data were subjected to essential validity and reliability tests prior to using in the SEM analysis. The results revealed that all of the variables, except the subjective norms, have a determinant and positive influence on the students` intentions to buy green products. Moreover, it was concluded that students` intentions have a positive and determinant influence on their green purchase behavior. This study provides key results that may be useful both for HEIs to be more effective in their policies, strategies, and practices to improve students' environmental behavior, and also to companies be aware how the students` percept their green marketing practices and how it influences the students green purchasing behavior.

KEYWORDS: Green Purchase Behavior; Green Marketing; Theory of Planned Behavior.

PARENTAL BUSINESS EXPOSURE AND HYBRID ENTREPRENEURIAL ENTRY: EVIDENCE FROM AN EMERGING ECONOMY

Sarah Muigai | smuigai@strathmore.edu
Strathmore University

Edward Mungai | emungai@strathmore.edu
Strathmore University

S Ramakrishna Velamuri | rvelamuri@mahindrauniversity.edu.in
Mahindra University School of Management

ABSTRACT

The study aimed at determining the effect of prior parental business exposure or PBE on hybrid entrepreneurial entry- an incremental form of entrepreneurial entry whereby the individual starts a business venture while still holding formal employment. Scholars have observed that this form of entry is on the rise due to disrupting factors in the current economic environment such as non-standard working hours, changes in career paths and the current COVID-19 Pandemic. The study further sought to establish the interaction effect of the period of formal employment on the association of PBE and hybrid entrepreneurial entry. A survey was administered to 440 next-generation family business owners and a probit model was used to examine the main and interaction effects. The results indicated that business households play a significant role in shaping hybrid entrepreneurial entry of the next generation family business owners and this effect is further reinforced by the period of formal employment. Our study reinforces the key role played by family businesses in shaping entrepreneurial entry even when they may only be subsistence businesses without the objective of establishing entrepreneurial legacies across generations. Our study also offers practical guidance on the importance of work experience in shaping hybrid entrepreneurial entry as the longer the period of formal employment the more the individual is likely to transition into entrepreneurship through hybrid. It thus reinforces the prior notion that entrepreneurs are organizational products.

KEYWORDS: Parental Business Exposure; Period of Formal Employment; Next- generation family members.

VIRTUAL LEADERSHIP IN PROJECT MANAGEMENT

Bárbara Ferreira | barbaracfgestao@gmail.com
ISCAC - Coimbra Business School

Paulo Pinto-Moreira | pmoreira@iscac.pt
ISCAC - Coimbra Business School

Manuela Marguinho | mlarguinho@iscac.pt
ISCAC - Coimbra Business School

ABSTRACT

The growing demands of organizational competitive advantage observed in the current scenario in a global and digital context, where people are increasingly physically distant, posed new and demanding challenges to employees and companies. Particularly with regard to the development of teleworking activities and the respective virtual leadership (e-leadership). Therefore, the main objective of the present study is to analyze the perceptions of respondents regarding the leadership style of their leader in project management teams of national and multinational companies, in the IT - Information Technology sector. From a sample consisting of 163 project team collaborators in a virtual work context, who answered the MLQ – Multifactor Leadership Questionnaire 5X MLQ by Avolio & Bass (2004), based on Full Range Leadership model, we analyze the perceptions of transformational, transactional, and laissez-faire leadership styles, with the results of leadership – extra-effort, effectiveness and satisfaction. From our results, it is possible to evidence that the more frequent the transformational leadership behaviors in the virtual project management teams, the higher the results achieved by the subordinates, on the other hand, the more frequent the laissez-leadership behaviors, the lower the results achieved by the team members.

KEYWORDS: Virtual leadership, Project management teams, Full range leadership model.

PARALLEL SESSION 4-A

ASSESSMENT THE DIGITAL MATURITY IN THE PORTUGUESE NAVY

Ronnie Figueiredo | rjfa77@gmail.com
CARME – Polytechnic Institute of Leiria

Jorge Bruno Alves Nogueira | jb.alvesnogueira@gmail.com
Marinha Portuguesa

ABSTRACT

The rapid technological change has contributed greatly to the digital transformation of economic sectors, including the public sector. It demanded an accurate interpretation of form and content since its process is complex and requires much more than transforming analog products and services into digital format. In this context, Portuguese companies and public organizations seek to assess their level of digital maturity to start a digital transformation, given the impact of this evolution on the state economy. The Portuguese Navy, as an organization directly dependent on the State, defined as a strategic objective «accelerating the digital transition», reinforcing the relevance of research. Thus, the study evaluated digital maturity in the Portuguese Navy, based on a sample of 235 military officers. The digital maturity assessment model, composed of 68 items and five dimensions, was adapted taking into account the military culture. Data were treated using IBM software, Statistical Package for Social Sciences (version 22). Tests like Kruskal-Wallis and Mann Whitney were applied to assess the degree of association between variables, through correlational analyses, using the Pearson correlation coefficient as the method, and to perform a predictive analysis through regression linear as well as frequency analysis and descriptive statistics. The results absolutely confirm the influence of sociodemographic data and the correlation between the dimensions regarding the level of maturity and partially confirm the predictive capacity of the category and age on the digital maturity of the organization. They also suggest that the Portuguese Navy is "under development", at a percentage level lower than the average of public sector organizations, but identical when compared to private sector companies.

KEYWORDS: Digital Transformation, Digital Maturity, Innovation, Public Sector, Armed Forces.

LOVE BRANDS - UMA ANÁLISE CONCETUAL

Jacinta Moreira | jacinta.moreira@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Lídia Simão | lidia.simao@ipleiria.pt
ESTG – Polytechnic Institute of Leiria

ABSTRACT

Com o evoluir da sociedade de consumo e o desenvolvimento do Marketing, as marcas tornaram-se parte integrante da vida dos consumidores (Bairrada et al., 2018, 2019). Cada vez mais, o relacionamento entre pessoas e marcas, não se resume a uma mera questão transacional, incluindo questões como trocas de valor e com valor, e assim sendo, alia-se a procura de benefícios funcionais e emocionais à perspetiva da lealdade (Fournier, 1998, 2009). Deste modo, os profissionais de Marketing devem focar-se no desenvolvimento de estratégias que possibilitem ir além da mera satisfação do consumidor, dado que por si só, a satisfação já não é elemento suficiente para a construção de uma relação de longo prazo com o consumidor (Roy et al., 2013).
Neste âmbito, uma questão pertinente que se levanta, é saber se será possível criar sentimentos profundos e intensos por uma marca, à semelhança do que acontece nos relacionamentos interpessoais, sobretudo numa era onde predominam relações que são suportadas no materialismo, propriedade e satisfação imediata. Esta questão levou a que muitos autores defendessem que o estudo do amor por uma marca devia incluir o estudo das teorias do amor, destacando-se a este nível, a Teoria Triangular do Amor de Robert Sternberg (1986). Esta teoria defende a existência de três componentes fundamentais, que se combinam entre si, e que originam diversos tipos de amor. Estas componentes são a intimidade, a paixão e a decisão/compromisso, que formam os três lados do triângulo.
As primeiras investigações referentes ao conceito de brand love (também apelidada de lovemark, ou passion brand) foram realizadas a partir dos estudos de Shimp & Madden (1988), que adaptaram a teoria de Sternberg para estudar as relações entre consumidores e objetos. Os autores propõem que os processos psicológicos interagem diferentemente em várias combinações, de forma a determinar as relações dos consumidores com os objetos de consumo. Defendem ainda que o sentimento de amor torna-se uma simbologia nas relações consumidor-objeto. De referir ainda, que no âmbito da Teoria do Comportamento do Consumidor, e de forma similar à teoria de Sternberg, Thomson et al. (2005) identificaram que uma ligação emocional é composta por três componentes: afeto, paixão e conexão. Deste modo, este tipo de ligação, reflete um laço emocional semelhante ao amor. Alguns autores sugerem assim, que a ligação emocional que muitos consumidores sentem em relação às marcas, é forte o suficiente para ser considerada de amor (Maxian et al., 2013), ainda que outros autores refiram que tal sentimento é facilmente identificável pelo consumidor, mas de difícil descrição (Majerova et al., 2020).
Fournier (1998) já havia indicado que no relacionamento entre uma marca e o consumidor, pode existir amor, definido como um sentimento acima da preferência pela marca, porque é mais rico, mais profundo e mais duradouro. Também Fournier & Mick (1999) salientaram a importância das relações a longo prazo com as marcas, e sugeriram que a satisfação vista como amor, constitui provavelmente a mais intensa e profunda satisfação de todas. No entanto, vários autores chamam a atenção que não se deve confundir o amor à marca com a satisfação dos consumidores, pois estes são conceitos distintos, uma vez que nem todos os consumidores satisfeitos com uma marca sentem amor pela mesma. Carroll & Ahuvia (2006) explicam esta questão, ao referirem que a satisfação é um julgamento cognitivo, enquanto o amor à marca é algo afetivo, a satisfação é o resultado de uma transação, enquanto o amor à marca é consequência de um relacionamento a longo prazo.
Para Roberts (2004) o conceito de brand love designa marcas super evoluídas que maximizam a sua ligação com o consumidor, criando fortes laços emocionais que promovem a lealdade e a defesa da marca por parte do consumidor, transcendendo por isso as restantes. Trata-se de marcas que souberam adaptar-se ao novo tipo de consumidor, diferenciando-se de todas as outras, tornando-se uma referência, algo desejado e pelo qual há extremo respeito, indo o sentimento por estas marcas, além da razão. Outra caraterística relevante das love

brands, relaciona-se com o facto de não serem propriedade dos fabricantes, produtores ou empresas, mas sim das pessoas que as amam e expressam esse amor, estando estes conceitos suportados em três dimensões da marca: mistério (história, mitos e simbologia da marca), prazer (capacidade da marca apelar aos cinco sentidos do consumidor) e intimidade (compromisso e empatia com a marca) (Roberts, 2004). Deste modo, as love brands são marcas que se destacam no mercado, e que conseguem fazê-lo, melhorando a vida das pessoas numa forma autêntica e significativa (Rosenblum & Berg, 2017).

Carroll & Ahuvia (2006, p.81) definem brand love como "o grau de apego emocional, paixão, que um consumidor satisfeito tem por um nome comercial específico". Seguindo esta linha de pensamento, brand love inclui "(1) paixão por uma marca, (2) apego à marca, (3) avaliação positiva da marca, (4) emoções positivas em resposta à marca, e (5) declarações de amor à marca" (Albert et al., 2008, p.1064). Para estes autores é claro que o amor à marca se diferencia da mera satisfação e do simples gostar, uma vez que possui um caráter afetivo que resulta num relacionamento de longo prazo. "O brand love inclui o desejo de posse e amor e envolve a integração da marca na identidade do consumidor" (Carroll & Ahuvia, 2006, p. 81).

Batra et al., (2012, p.2) veem o amor à marca como uma relação de longa duração que se cria entre a marca e os consumidores sendo "(...) um construto de ordem superior, incluindo múltiplas cognições, emoções, e comportamentos que os consumidores organizam num protótipo mental (...)", que se caracteriza pela existência de comportamentos movidos pela paixão, emoções positivas, relacionamento de longo prazo, atitude geral positiva, confiança, word of mouth positivo e angústia pela separação antecipada. Para estes autores, é importante que os estudos sobre o tema possam seguir o caminho do amor à marca como uma emoção, ou como um relacionamento.

Já Shpak et al., (2018) referem que o conceito de brand love aplica-se a marcas que exercem uma forte atração sobre o consumidor, o que faz com que estas marcas não sejam somente as preferidas entre as demais, mas sejam, sobretudo, marcas amadas. Segundo Domanska (2018), os consumidores geralmente permanecem leais a este tipo de marca por longos anos ou mesmo por toda a vida, para além de que revelam uma maior tolerância a falhas e erros, sendo também menos sensíveis a alterações no preço, pois a sua identificação pessoal com a marca faz com que os valores centrais da mesma se sobreponham a tudo o resto.

Para Edwards & Day (2005), as love brands possuem três caraterísticas fundamentais: i) são marcas com crenças ativas e inspiradoras; ii) possuem confiança enraizada na sua capacidade de fazer as coisas; iii) mantêm-se vibrantes apesar das mudanças que o mundo sofre.

Por sua vez, Albert et al. (2008, p. 2-3) preconizam que o brand love pode ser traduzido num modelo de sete dimensões, a saber:

1. Singularidade: visão que o consumidor tem da marca como única, isto é, a marca não se assemelha a nenhuma outra marca;
2. Satisfação: prazer que a marca proporciona ao consumidor através do relacionamento entre ambos;
3. Intimidade: o consumidor percebe a marca como um fenómeno com o qual pode estabelecer relações sinceras e calorosas, tal como as relações que estabelece com as pessoas;
4. Idealização: correspondendo ao tamanho/grandeza e ao valor da marca aos olhos das pessoas, suportando a ideia de que a marca é perfeita e ideal para o consumidor;
5. Continuidade: prevê a existência de uma longa relação entre a marca e o consumidor bem como do prazer resultante desse relacionamento;
6. Memórias: a marca lembra os consumidores de eventos importantes na sua vida e o consumidor identifica experiências e memórias passadas com a marca;
7. Aspiração: o consumidor projeta sentimentos sobre a marca no futuro e cria expetativas relativamente à mesma.

Pelo exposto, podemos afirmar que o amor à marca é um conceito complexo e não existe consenso entre os diversos investigadores.

Considerando os desafios que hoje se colocam às organizações, a temática das lovemarks, revela-se atual e pertinente já que um dos maiores desafios das empresas assenta na necessidade de se diferenciarem, não pelas características tangíveis (que são facilmente copiadas pela concorrência), mas pela prática do marketing das emoções, das relações e do encantamento, uma vez que o relacionamento amoroso tornou-se atualmente no

vínculo mais forte entre clientes e marcas. Assim sendo, a humanização da marca, e a busca por emoções a ela ligadas, ganha uma nova dimensão para os profissionais da área do Marketing, e neste contexto, conceitos como qualidade, satisfação, notoriedade, relacionamento, e lealdade, são fundamentais para a criação de uma brand love. De salientar, que os clientes com amor a uma marca, tendem a ser membros de comunidades da marca e a promover a marca (Coelho et al., 2019).
Ahuvia et al. (2020) referem que o amor à marca tornou-se um tema relevante entre académicos e profissionais da área do Marketing, mas é ainda considerado um conceito relativamente novo. Segundo Majerova et al. (2020) a literatura existente sobre a temática é ainda escassa para além das poucas teorias propostas carecerem de alguma avaliação.
Assim, o objetivo deste artigo consiste em apresentar uma visão do que é uma brand love, explicar quais as suas caraterísticas/dimensões e analisar as principais diferenças de uma brand love face a uma mera marca.

KEYWORDS: Digital Transformation, Digital Maturity, Innovation, Public Sector, Armed Forces.

PARADOXICAL EFFECTS OF ETHICAL LEADERSHIP ON FOLLOWERS' BEHAVIOR – HOW IT PROMOTES UNETHICAL BEHAVIOR THROUGH INCREASEDVALUE CONGRUENCE AND TRUST IN THE LEADER

Vítor Hugo Silva | vitor_hugo_silva@iscte-iul.pt
ISCTE-IUL

Ana Patrícia Duarte | patricia.duarte@iscte-iul.pt
ISCTE-IUL

ABSTRACT
The present research sought to provide a more comprehensive understanding of the psychosocial processes underlying unethical behaviors in organizational context. Specifically, the relationship between ethical leadership, which has been broader established as a contextual factor that promotes organizational ethics, and followers' disruptive behavior was analyzed. This analysis was done within the scope of a conceptual model that proposes that this type of positive leadership can have a paradoxical and counter-intuitive effect on followers' behavior, increasing their adherence to unethical pro-leader behavior. This paradoxical effect is proposed to result from an increased perceived value congruence between follower and leader, that fosters stronger trust in the leader, which subsequently contributes to followers' unethical pro-leader behavior.
A cross sectional-survey design study was used to collect data from a sample of followers. The data were drawn from a sampling frame of 299 employees from different sectors. The results revealed a statistically significant positive relationship between ethical leadership and followers' unethical pro-leader behaviors, which are both directly connected and indirectly linked through the two proposed psychosocial mechanisms. The findings thus indicate that ethical leadership reinforces followers' value congruence with the leader, thereby increasing their trust in the leader, and, subsequently, promoting more unethical pro-leader behavior. Theoretical and practical implications are discussed in terms of a counterintuitive perspective about the (negative) impact of ethical leadership on individual behavior and proposes the examination of psychological processes that could decrease or subvert the effect of social influence in organizational contexts.

KEYWORDS: Ethical leadership, Unethical Pro-leader behavior, Value congruence, Trust in the leader.

ASSESSMENT OF JOB SATISFACTION IN NURSES: CONTRIBUTIONS TO HEALTH MANAGEMENT

Cristina Costeira | cristina.costeira@ipleiria.pt
ciTechCare - Polytechnic Institute of Leiria

Paulo Costa | paulocosta.15@gmail.com
The Health Sciences Research Unit: Nursing (UICISA: E), Nursing School of Coimbra

Anabela Salgueiro | anabela@esenfc.pt
The Health Sciences Research Unit: Nursing (UICISA: E), Nursing School of Coimbra

Cátia Santos | catia.santos@ipleiria.pt
ciTechCare - Polytechnic Institute of Leiria

Nelson Pais | paisnelson@gmail.com
IPO de Coimbra

Filipa Ventura | filipa.ventura@gmail.com
The Health Sciences Research Unit: Nursing (UICISA: E), Nursing School of Coimbra

ABSTRACT

Background: Evidence reflects that job satisfaction is an indicator of the quality of health care. Health managers and decision-makers cannot neglect its importance and should promote organizational interventions for its assessment and improvement.

Objective: This study aims to i) compare the professional satisfaction experienced by nurses with the one desired ii) identify the lowest areas of current satisfaction and iii) reflect in areas of lowest and higher job satisfaction.

Method: A descriptive study carried out in September 2021 with thirty oncology nurses, who were asked to fill out an electronic questionnaire with the professional life wheel coaching tool. This coaching diagnostic tool assesses the current satisfaction level and the desired satisfaction level from 1-10. The inquired areas were: salary, career progression, relationships with managers, relationships with the team, relationships with patients/family, professional environment, feeling of institutional belonging, working conditions, appreciation/recognition, and professional fulfillment. Ethical assumptions were preserved.

Results: The results suggest that oncology nurses have important levels of professional dissatisfaction. The lowest values of experienced job satisfaction were related to career development, while the highest were related to team relationships. Regarding the desired job satisfaction, the salary was the area presenting the least need for correction. The relationship with patients and families was identified as the area with the greatest desire for improvement. There was a weak correlation between job satisfaction and age, and job satisfaction and professional experience.

Discussion & Conclusion: The relationship with the team was one of the areas identified by nurses as significant for their levels of satisfaction, revealing the importance of promoting the development of healthful and effective relationships. Promoting relationships with patients and families is also important as this area was identified as a desire for greater professional development. Health care institutions and nurse managers aiming at the promotion of job satisfaction should plan interventions focusing on the areas of lower job satisfaction and towards younger nurses, who have less experience in clinical environments. Such an approach will likely allow the nurses to feel valued and will reduce the gap between experienced and desired job satisfaction.

KEYWORDS: Job satisfaction, Coaching, Nursing Management, Nurse.

PARALLEL SESSION 4-B

IS FOREIGN DIRECT INVESTMENT CARING FOR SUSTAINABILITY? A LOOK IN AFRICAN SUB-SAHARAN COUNTRIES

Rui Martins | 2192441@my.ipleiria.pt
ESTG – Polytechnic Institute of Leiria

Eulália Santos | eulalia.santos@ipleiria.pt
ESECS – Polytechnic Institute of Leiria

Teresa Eugénio | teresa.eugenio@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Ana Morais | anamorais@iseg.ulisboa.pt
ADVANCE - Lisbon School of Economics & Management

ABSTRACT/
Purpose: Business politics, social and economic policies in the last decades brought us to the inevitability of change. Foreign Direct Investment (FDI) plays a key role in this change as it is a tool for international business management in a global world. The relationship be- tween FDI and sustainability in the Sub-Saharan countries with lower income has not yet been sufficiently studied, so this work aims to bring some more conclusions to the overall discussion. Thus, the main objective is to understand if FDI effectively influences the so- called Triple Bottom Line (TBL) pillars of sustainability.
Design/methodology/approach: With data obtained from the World Bank (WB), regarding 20 Sub-Saharan countries, gathered between 2010 to 2018, we analyzed 34 indicators com- posing 11 of the United Nations Sustainable Development Goals (SDGs). After, we group them by the TBL pillars and evaluate the influence of FDI inflows on their scores using panel data models.
Findings: The results show a positive, and significant correlation between the TBL pillars with the highest correlation being between the environmental and economic pillars. FDI has no significant influence on the TBL pillars.
Originality: This study brings to the current arena an emerging theme: FDI and sustainability it in African countries, in particular, in Sub-Saharan countries. This subject in developing countries is still under-researched.
Practical implications: Possibility of improving legislation/regulation in Sub-Saharan African countries regarding foreign investment and the possible sustainability impact that these investments should generate.
Social implications: The results of this study contribute to the reflection on how FDI implies sustainability. The results allow governments, NGOs, and other competent entities to adjust their actions in these countries so that resources are sustainably exploited by foreign companies.

KEYWORDS: Foreign Direct Investment (FDI), Sub-Saharan Countries, Sustainable Development Goals (SDGs), Triple Bottom Line, Africa.

ENABLERS AND BARRIERS OF CIRCULAR BUSINESS MODEL IN AGRIBUSINESS

Barbara Lamolinara | barbara.lamolinara@ipleiria.pt
CETRAD / CEFAGE / CDRSP- Polytechnic Institute of Leiria

Mário Sérgio Teixeira | mariosergio@utad.pt
CETRAD

Cristina Galamba Marreiros | cristina@uevora.pt
CEFAGE

Vítor Hugo dos Santos Ferreira | vitor.ferreira@ipleiria.pt
CDRSP- Polytechnic Institute of Leiria

ABSTRACT
The circular economy is considered the key for a sustainable society and the new business paradigm. Consequently, the emerging concept of circular business models, based on circular economy and business model innovation, started to gain attention as a tool for sustainability in business and academic world. The agro-industrial sector, which has a considerable environmental impact, is seeking solutions for sustainable development. The circular business models in agribusiness seem to be the key to achieve this goal. Although, the concept in agro-industry is not widely discussed and known yet. Therefore, there is a need for a deeper understanding of circular business models application, its guidelines and good-practices that can help entrepreneurs, policymakers and agribusiness actors in their circular strategies. This work aims to provide an overview of enablers and barriers to the circular business models in agribusiness that can be useful for stakeholders. Thanks to a literature review about the topic, it resulted that some key aspects for success of circular business models are the companies' ecosystem, the interaction between local players and stakeholders and government incentives. At the same time, inadequate policies, regulation, and lack of legal and consumers acceptance may threaten its success. These conclusions can contribute to a wider perception of managers and policymakers facing challenges in the transition to a linear to circular business strategy in agribusiness. Future studies to determine standards guidelines are expected.

KEYWORDS: Circular business model, Agribusiness, Sustainability, Circular economy, Management.

SUSTAINABLE FOREST MANAGEMENT AND STAKEHOLDERS PARTICIPATION IN PORTUGUESE FSC'S CERTIFIED COMPANIES

Irene Ciccarino | irene.ciccarino@ipleiria.pt
CARME – Polytechnic Institute of Leiria

Camila Fagundes | cfagundes.adm@gmail.com
Feevale University

Maria Eduarda Fernandes | eduarda.fernandes@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT

Stakeholders' participation in forest management has been studied through different lenses and in different ways since the sixties. However, dedicated analyses to this topic are still missing. In this sense, this paper aims to provide a stakeholders' participation overview of Portuguese companies certified by the Forest Stewardship Council (FSC), one of the most recognized forest certifications worldwide. Documentary research was carried out on public summaries available online, corresponding to 37% of the FSC certified land and five of the ten most important areas in Portugal. Content analyses were performed based on a coding framework resulting from a synthesis of the two integrative literature reviews performed and endorsed by four experts consulted. This framework contributes to theory, helping to structure knowledge in a comparable and replicable way. Results show that it is not possible to assert that forest certification promotes stakeholders' participation as a process. Even though, the word "stakeholders" is one of the most frequently used. The concept also is cherished by FSC's principles and criteria. This situation follows the trend of decoupling between narratives and action which poses theoretical difficulties. Companies claim to have high regard for their stakeholders, but few explain it through actions. Stakeholder participation is usually not systemic, with a small influence in decision-making. This finding should help certified companies improve their process to achieve meaningful stakeholder participation, also enhancing their potential for sustainable solutions.

KEYWORDS: Forest Stewardship Council, Sustainable Forest Management, Stakeholders' Analysis, Participatory Methods, Public Summary.

ANTECEDENTS OF ENVIRONMENTAL PERFORMANCE IN THE PLASTICS INDUSTRY IN BRAZIL AND PORTUGAL

Marcelo Curth | m.curth1979@gmail.com
Feevale University

Alzira Marques | alzira.marques@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT

This article aims to identify the influence of stakeholders and top management support on environmental innovation strategy, green product innovation and environmental performance in the context of the plastics industry from Brazil and Portugal. To the research, a survey with 94 companies in the sector, using the Partial Least Square (PLS) for data analysis. The results demonstrated that the stakeholders' pressure and top management support positively influences the environmental innovation strategy, the innovation of green products, and both innovations influence the environmental performance of companies in the Portuguese and Brazilian plastics industry. The practical implications of the results highlight the need for alignment between top management and the stakeholders for strategies and innovations linked to sustainability. The implications highlight the impact of external elements and companies that influence environmental sustainability, enabling greater quality of life and sustainability on a global scale. The study contributes to the gaps in the influence of top management and, mainly, of external actors for sustainability-related strategies and innovations in companies in the plastics industry in Brazil and Portugal.

KEYWORDS: Environmental strategic innovation; Stakeholder pressure; Green product innovation; Top management support; Environmental performance.

SUSTAINABILITY REPORTING IN ORDER TO IMPROVE ENERGY EFFICIENCY IN THE INDIAN INDUSTRY

Akhil Subramaniam | akhilsubbuas@gmail.com
ESTG - Polytechnic Institute of Leiria

Ricardo Manso | ricardo.manso@ipleiria.pt
ESTG - Polytechnic Institute of Leiria

Teresa Eugénio | teresa.eugenio@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT

Energy plays an important role in a country's economic growth as it is an essential raw resource in the manufacturing process. Most of the electricity generating firms from the world's three top emitting countries (China, India, and US) are reporting their carbon emissions. The carbon information is disclosed on the company’s web pages, annual report, integrated report, as well as in a stand-alone sustainability report.

This study will focus on the Indian context and Indian statistics and industry sustainability reports will be analyzed. Due to an increased power demand caused by a growing population, improved living standards, and economic growth, energy systems are currently unsustainable. India's population is predicted to expand, so the country's demand for electricity will grow, while the country must also preserve a green environment. Because of their low cost of production, fossil fuels such as coal have been used in most of the energy generation. In the energy industry, sustainability assessment in energy planning and management has gotten a lot of attention.

We aim to investigate whether firms' responses might help mitigate the productivity loss caused by power outages. If productivity losses occur due to electricity shortages that cannot be mitigated at the company level, boosting the supply of electricity at the national level will be the most effective option. Policymakers need to enhance the power supply while remaining environmentally aware. The importance of government in creating clean energy and encouraging economic growth will be considered in this study.

KEYWORDS: Non-financial information, Sustainability reports, Energy efficiency, India.

PARALLEL SESSION 4-C

THE FUTURE OF HEALTH MANAGEMENT – HOW VIRTUAL REALITY AND 5G NETWORKS CAN CONTRIBUTE TO SUSTAINABILITY IN HEALTHCARE

György Wersényi | wersenyi@sze.hu
Széchenyi István University

József Tollár | tollar.jozsef@kifu.gov.hu
Digital Development Center

ABSTRACT
Developments in healthcare usually directly target innovations in intervention techniques and medical devices for diagnosis, analysis and treatment. On the other hand, digital development in administration, handling and accessing (sensitive) patient data or real-time availability of information also contribute to improvement of management. The CoVid situation highlighted emerging technologies that covers both, and blurs the border between, management (i.e., cost reduction) and actual treatment. The newly introduced 5G New Radio wireless technology and the expansion of virtual, augmented and mixed reality applications not only assist medical personnel during treatment, but can increase safety, availability and sustainability of services, and at the same time, can reduce costs. This paper briefly introduces benefits of these technologies focusing on state-of-the-art use cases.

KEYWORDS: Health management, Virtual Reality, Telemedicine, 5G, IoD.

THE VISION THAT CARRIES THE DIGITAL TRANSFORMATION ON ITS BACK - THE PROMISES OF 5G FOR SUSTAINABILITY AND FOR THE CORPORATE SECTOR FOCUSING ON THE SMES IN HUNGARY

Áron Gyimesi | gyimesi.aron@yahoo.com
Széchenyi István University

Árpád Tóth | totha@ga.sze.hu
Széchenyi István University

György Wersényi | wersenyi@sze.hu
Széchenyi István University

ABSTRACT
Digital transformation, including emerging telecommunication technologies, can be a game changer in the case of SMEs. 5G technology paves the way to substitute different expansive communication technologies, becoming the backbone of i4.0 solutions. Although companies declare the importance of digital transformation, 5G is not necessarily part of it. Especially, SMEs are uncertain about 5G. This paper highlights the business model opportunities and benefits of utilizing this disruptive technology. We analyze the 5G awareness of Hungarian SMEs based on a survey targeting their digital transformation. Hungarian SMEs have significant unawareness regarding the technical issues and the business manners as well. Providing information and guidance based on governmental funding is expected and required.

KEYWORDS: 5G, Digital Transformation, SME, Sustainability, Competitiveness, Management.

AN INVESTIGATION OF LTO AS A DRIVER FOR ENTREPRENEURIAL GROWTH AND SUSTAINABILITY: AN EXPLORATORY STUDY OF SMES IN THE SHANNON REGION

James Clifford | james.clifford@tus.ie
Technological University of the Shannon: Midlands Midwest

Tara Frawley | tara.frawley@tus.ie
Technological University of the Shannon: Midlands Midwest

ABSTRACT

SMEs dominate the Irish economic landscape. The SME sector played a very important role in pulling the Irish economy out of the labour market crisis in 2012, and with proper support and policy recognition, it will play a crucial role in pulling the economy out of the COVID-19 crisis. SMEs can differ strongly between regions and thus require tailor-made solutions and policy offerings from government, which are best developed with the appropriate input from SMEs and their intermediaries. The Irish government's Project Ireland 2040 and the National Development Plan 2018-27 place priority on developing the local enterprise economy with a proposed budget allocation of €9.4 billion.

SMEs often do not possess a long-term vision which hinders their ability and growth potential and longevity. Long-Term Orientation (LTO) of SMEs will be significant for expedient action and planning with in-built agility to sustain in volatile markets. The central aim of this research is to investigate the role of LTO as a driver for entrepreneurial growth and sustainability in SMEs specifically in the Shannon region. This research is timely and important to policy makers on a regional and national level, as well as providing much needed guidance for SMEs in what direction they may follow.

KEYWORDS: Long-term Orientation; Strategic Management; Entrepreneurship; SMEs

THE IMPACT OF FEMALE TERTIARY EDUCATION AND CLIMATE CHANGE ON ECONOMIC GROWTH IN DEVELOPING COUNTRIES

Aya Moataz Atti

Christian Richter | christian.richter@tkh.edu.eg
Coventry University at TKH

ABSTRACT

This paper examines how female tertiary education and climate change affect economic growth in a set of 33 chosen developing countries from around the world.

Previous literature examines the relationship between gender inequality, economic growth, climate change and economic growth both theoretically and empirically but found generally contradicting results. In this paper, we examine a recent panel data set in a fixed effects model. In previous papers, enrollment rates or years of schooling of primary and secondary levels have been used as proxies for female education; in this paper the annual growth rate of female tertiary graduates is used to highlight the importance of tertiary level education and the graduate growth rate is used to provide better proxy for the completion of the whole period of study and not only enrollment. It is common practice to include climate change in economic models as a dependent variable, in this paper we explore climate change as an independent variable to provide more insights into the nature of the relationship between climate change and economic growth. The rationale is to quantify if and what impact climate change has on economic growth for the 33 developing countries.

We find that annual growth rate of female tertiary graduates with a ten-year lag, gross fixed capital formation, and gross domestic product growth rate with a one-year lag have a positive and significant effect on economic growth for developing countries. A significant and positive relationship has been found between the annual growth rate of mean temperature and annual growth rate of gross domestic product where the annual growth rate of gross domestic product is the independent variable.

KEYWORDS: Developing countries, Economic growth, Female tertiary education, Gender inequality, Climate change, Panel data.

ONLINE PARADIGMS IN EDUCATION – NEXUS OF BLOCKCHAIN AND GAMIFICATION

Katalin Czako | ckatalin@sze.hu
Szechenyi Istvan University

Tihana Vasic | vasic.tihana@sze.hu
Szechenyi Istvan University

Karolina Kovacs | karolina.kovacs@sze.hu
Szechenyi Istvan University

ABSTRACT
This is a conceptual paper, which binds together blockchain technology and gamification in higher education context. Both of the definitions provide several opportunities in competitive sphere and there are findings of each advantage in education already. At the same time, there are few findings in the common attributes of gamification and blockchain. The literature review highlights those sources which discuss the common attributes of the two terms and also represents the main trends of findings in the aspect of education. The paper represents a quick study then, in which dominating blockchain services are represented and gamification interpretation is highlighted in them. Through the systematic study of blockchain platforms involved in this paper by random sampling, a conceptual model gives insight into the list of advantages of the conscious application of blockchain technology and gamification in education activity. The paper provides more opportunities to professionals and policymakers in education to get a complex picture of the opportunities given by the common usage of blockchain and gamification. On the other hand, there are segments in the represented blockchain platforms, which can be developed by a gamified situation. The analysis highlights also these issues.

KEYWORDS: Education, gamification, blockchain.

PARALLEL SESSION 4-D

DIAGNÓSTICO DA MARCA DE EMPREGADO: UM CASO DE ESTUDO NA ÁREA LOGÍSTICA DE UMA EMPRESA

Andrea Sousa | andrea.sousa@ipleiria.pt
ESTG - Polytechnic Institute of Leiria

João Thomaz | joaothomaz@netcabo.pt
ISLA - Instituto Superior de Gestão e Administração de Santarém

ABSTRACT

Quando as organizações pretendem atingir melhores resultados, poderão desenvolver e implementar estratégias de atuação distintas com as chefias. Saber como e agir e de que forma as ações podem ter impactos diretos nos resultados das diversas equipas, é o objetivo do diagnóstico de Marca de Empregado que tem demonstrado promover e reforçar as relações sociais entre os colaboradores e a Organização, baseadas na confiança e no sentimento de propósito comum entre os colaboradores, incrementando o seu compromisso e lealdade à Organização (Sousa, Fernandes Thomaz, Santos, Francisco e Silva, & Felizardo, 2020; Sousa, 2016).

O processo de Marca de Empregado nas Organizações apresenta uma abordagem centrada na promoção e reforço do contrato psicológico entre as Pessoas e a Organização, através do incremento de ações do domínio das relações interpessoais entre colaborador e chefias para conhecer a dinâmica entre as Pessoas e a Organização, com influência direta na sua imagem de marca. Este processo decorre da evolução do processo de Employee Branding de Miles e Mangold (2004), na visão de gestão por objetivos, com a introdução dos conceitos e práticas de mentoria (Kram, 1988) e de relações de ajuda (Schein, 2009), numa visão centrada numa gestão por competências e na valorização dos aspetos sociais e humanos, psicológicos e emocionais que afetam o desempenho das Pessoas.

Esta investigação decorre de um caso de estudo na área logística de uma empresa, através da metodologia quanti-qualitativa proposta por Campenhoudt, Marquet e Quivy (2019), expondo a análise comparativa dos resultados encontrados em dois momentos de aplicação do processo de diagnóstico, nos domínios das relações interpessoais na equipa, do apoio à gestão, da socialização organizacional e a da socialização da marca da organização, num estudo de carácter longitudinal que permite a avaliação do impacto das medidas tomadas após o primeiro momento.

Os resultados obtidos comprovam a influência positiva do processo de Marca de Empregado que permitem, antecipadamente, orientar e desenvolver a gestão de pessoas no desenvolvimento da humanização dos processos de gestão, dos sentimentos de orgulho, de pertença e de confiança, bem como na melhoria da comunicação e participação na organização.

KEYWORDS: Marca de Empregado, Gestão de Pessoas, Relações Interpessoais. Employee Branding.

THE EFFECTS OF PERCEIVED ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE

Ana Virgolino | ana.virgolino@sapo.pt
Faculdade de Economia, Universidade de Coimbra

Arnaldo Coelho | acoelho@fe.uc.pt
CEBER – Faculdade de Economia, Universidade de Coimbra

Neuza Ribeiro | neuza.ribeiro@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT

Purpose: To identify how the perception of perceived organizational justice (POJ) and the perception of organizational support (POS) can affect an employee's individual performance (IP), which is so important for the competitiveness/success of an organization and for the lives of employees.
Design/methodology/approach: A structured questionnaire was used in the present study to gather data from a cross–sectional sample of 407 employees from small medium-sized Portuguese enterprises.
Findings: Main results seem to point for a positive impact of POJ on POS and on IP, and a non-significant impact of POS on IP.
Practical implications: This research contributes to improve knowledge about the impacts of POJ and POS in the relationships between organizations and employees. The overall results of this study contribute to a better understanding of the behaviours and attitudes of employees and managers and can inform strategies to increase individual performance, resulting in positive results for the company and employees
Limitations: used self-reporting date.
Originality/Value: This research is original in what concerns a chain of important effects that can may influence the work of Human Resource Managers, especially in a scenario of economic and / or financial crisis, implying a greater investment in POJ. According to the literature, a non-significant impact of the POS on IP was not expected, being a novelty for research.

KEYWORDS: Perceived organizational justice, Perceived organizational, Individual performance.

EVALUATING THE MEDIATOR ROLE OF ORGANIZATIONAL IDENTIFICATION IN THE RELATIONSHIP BETWEEN SYMMETRICAL INTERNAL COMMUNICATION AND INDIVIDUAL PERFORMANCE

Eduardo Ortega | eduardo.r.ortega@ipleiria.pt
CARME – Polytechnic Institute of Leiria

Gabriela Gomes | gabriela.p.gomes@ipleiria.pt
CARME – Polytechnic Institute of Leiria

Neuza Ribeiro | neuza.ribeiro@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

Daniel Roque Gomes | drmgomes@esec.pt
Instituto Politécnico de Coimbra

ABSTRACT

The impact of Symmetrical Internal Communication on Individual Performance, as well as the evaluation of the mediator role of Organizational Identification in this relationship are investigated in this study. Through the cooperation of several organizations from the tourism business sector in Portugal, data was collected from a total of 237 employees. The results of this study allowed us to conclude that Symmetrical Internal Communication has a positive impact on Organizational Identification and on Individual Performance, and that Organizational Identification exerts a partial mediator effect in the relationship between Symmetrical Internal Communication and Individual Performance. This study, therefore, extends the knowledge of the effects of important variables usually treated separately by literature, and thus we built bridges between the communication literature and human resources management. We were also able to evaluate the impact of Symmetrical Internal Communication on Organizational Identification and on Individual Performance, and to clarify the mediating function of organizational identification in this relationship, in a innovative research model.

KEYWORDS: Symmetrical Internal Communication; Organizational Identification; Individual Performace.

CONTEXT MATTERS LESS THAN LEADERSHIP IN PREVENTING UNETHICAL BEHAVIOUR

Marlond Antunez | 2182333@my.ipleiria.pt
ESTG – Polytechnic Institute of Leiria

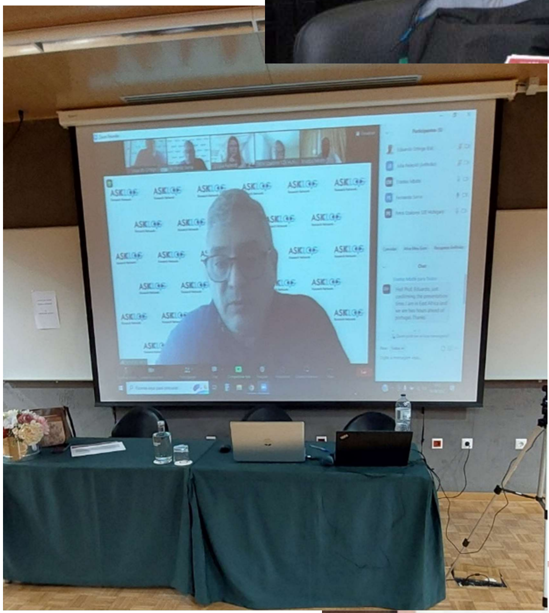
Nelson Ramalho | nelson.ramalho@iscte-iul.pt
ISCTE-IUL/ BRU-IUL

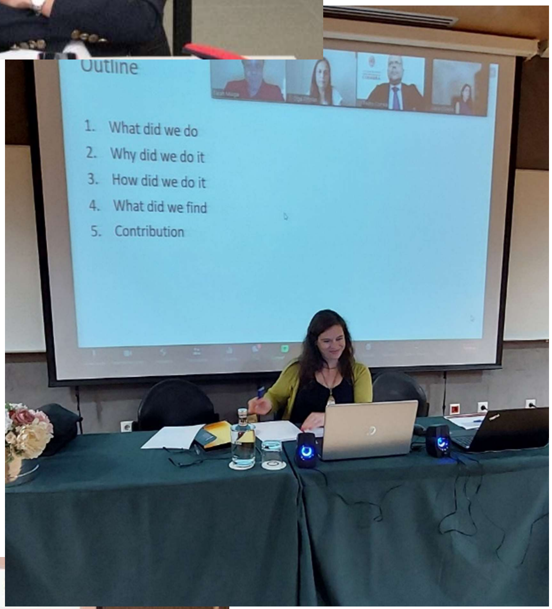
Tânia Marques | tania.marques@ipleiria.pt
CARME, ESTG - Polytechnic of Leiria

ABSTRACT

A comprehensive approach to unethical behaviour in organizations has been called for in literature ever since the corporate scandals started. Leadership has been a common target for attributing responsibilities, but the true nature of social phenomena, as established by Bandura's Social Cognitive Theory, highlight the psychosocial processes where leader-member dyads play a critical role. Ethical leadership has been assumed to be a solution for this phenomenon. However, organizations, especially MNCs, are permeable to their social environment, and therefore, a contextual approach is called for and may question the sufficiency of such a leadership. The overall assumption is that the organizational ethical standards will be conditioned by its social environment ethical standards and thus, in a corrupt society, ethical leaders have but a minimal influence on the employees' ethical behaviour. This study empirically tests a sequential mediation model bridging ethical leadership to employees' unethical behavioural via ethical climate and employee moral disengagement. It is designed to test the moderation that the society's ethical standards (with its proxy of corruption index) play in conditioning the effectiveness such leadership may have in fostering ethical employee behaviour. With a sample of 184 participants comprised in 39 teams across countries, prompted to adopt a multi-source survey in dyads in two different moments of time, findings show that ethical leadership has an indirect influence on unethical behaviour avoidance by stimulating an ethical climate and frustrating the moral disengagement of individuals. In addition, results suggest this process is not sensible to the corruption level of the country.

KEYWORDS: Ethical leadership; Ethical climate; Displacement of responsibility; Unethical behavior; corruption.




Outline
1. What did we do
2. Why did we do it
3. How did we do it
4. What did we find
5. Contribution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Conclusão