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Deposited version:
Publisher Version

Peer-review status of attached file:
Peer-reviewed

Citation for published item:
Gallardo-Vázquez, D., Paiva, I. & NuevoGallardo, C. (2024). Inteligencia artificialpredictora de actuaciones deeconomía circular en unmaro de responsabilidadsocial corporativa. In Rafael Robina Ramírez (Ed.), Libro de Abstracts EBEN2024. (pp. 41-42). Cáceres: Omnia .

Further information on publisher's website:
10.3926/eben24

Publisher's copyright statement:
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El humanismo empresarial en la era digital: Una visión ética de la inteligencia artificial

Universidad de Extremadura

Cáceres, 3 y 4 de junio de 2024

El humanismo empresarial en la era digital: Una visión ética de la inteligencia artificial

1a Edición © 2024 OmniaScience (Omnia Publisher SL), Terrassa, Barcelona

www.omniascience.com

DOI: https://doi.org/10.3926/eben24

ISBN: 978-84-126475-9-4

Depósito legal: B xxxx-2024

Diseño de cubierta: OmniaScience

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Prólogo

La era digital trae consigo beneficios significativos, como el acceso a la información, la comunicación instantánea y la automatización de procesos, lo que incrementa la eficiencia y productividad en diversas industrias. Sin embargo, también presenta riesgos considerables, tales como la deshumanización del trabajo, la pérdida de empleos debido a la automatización, y la posible invasión a la privacidad y los derechos individuales. Estos desafíos subrayan la urgencia de adoptar un enfoque de "humanismo empresarial" que priorice la dignidad humana sobre la lógica del mercado y la eficiencia tecnológica.

La bondad de estos cambios y sus efectos en las transformaciones sociales y económicas permitirá a la tecnología servir al bien común y al desarrollo humano integral, en lugar de ser un fin en sí misma.

En este contexto, el "humanismo empresarial" emerge como una necesidad. Este enfoque pone a la persona en el centro, reconociendo que la tecnología debe ser una herramienta para mejorar la calidad de vida y promover la dignidad humana. La meta es crear un equilibrio donde los avances tecnológicos y las dinámicas del mercado se alineen con los valores éticos y el bienestar social. De esta manera, se podrá civilizar el nuevo mundo digital, garantizando que los beneficios de la era digital se distribuyan de manera equitativa y justa.

Rafael Robina Ramírez

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AUDITORÍA Y REPORTING

Evolución en el estudio del Fondo de Rotación, mapeo científico? o Evolución en el estudio del capital de trabajo, mapeo científico?

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Resumen

Justificación: Este trabajo examina y explica el concepto de "Working Capital" en función de las publicaciones más destacadas de los años recientes y analizar el impacto que obtuvo la pandemia del COVID-19 desde inicios del 2020 hasta la actualidad, citando cómo poder gestionar de forma coherente el capital para evitar el fracaso empresarial, reducir la escasez de flujo de efectivo y optimizar las ganancias de la empresa.

Metodología: Tomamos estas publicaciones más destacadas desde WOS y las analizaremos mediante la herramienta SciMAT con el fin de examinar y realizar un análisis bibliométrico de estos documentos más relevantes, sus palabras claves, y su movimiento por etapas anuales.

Contribución: La influencia de la gestión del capital de trabajo en el desempeño de las empresas en tiempos de crisis puede ser diferente en función a los distintos estudios, sin embargo, todos buscan mejorar el impacto de éste dentro de la economía empresarial. Por lo tanto, la gestión del capital circulante presenta un papel vital en la rentabilidad de la propia empresa.

Resultados-Conclusiones: Se ha observado como el análisis del Capital Circulante es un área de investigación que se encuentra en plena madurez y al respecto el aporte principal de este trabajo es el establecimiento de temas que soportan la actual investigación del tema, obteniendo un total de 8 temas: ocho temas Motores en la investigación del Working Capital, que son Trade Credit.

Palabras clave: Capital circulante, gestión de recursos, Scimat, análisis bibliométrico.

Evolution in the study of working capital, scientific mapping

Abstract

This work examines and explains the concept of "Working Capital" based on the most notable publications of recent years and analyzes the impact of the COVID-19 pandemic from the beginning of 2020 to the present, citing how to manage it coherently. capital to avoid business failure, reduce cash flow shortages and optimize company profits. We take these most notable publications from WOS and we will analyze them using the SciMAT tool in order to examine and perform a bibliometric analysis of these most relevant documents, their keywords, and their movement by annual stages.

The influence of working capital management on the performance of companies in times of crisis may be different depending on the different studies, however, they all seek to improve its impact within the business economy. Therefore, working capital management plays a vital role in the profitability of the company itself. It has been observed how the analysis of Circulating Capital is an area of research that is in full maturity and in this regard the main contribution of this work is the establishment of topics that support the current investigation of the topic, obtaining a total of 8 topics: eight Driving topics in Working Capital research, which are Trade Credit

Keywords: working capital, resource management, Scimat, bibliometric analysis.

Estructura de costes en empresas agropecuarias: Una visión actualizadad del concepto

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Resumen

Justificación: Este trabajo trata de aportar luz sobre la existencia del coste pegajoso y como este influye en la rentabilidad empresarial, así como incidir en el estudio variables de tipo financiero y su relación con la rentabilidad en la empresa.

Metodología: Los datos han sido obtenidos a partir de la base de datos Sabi para el periodo de tiempo comprendido entre 2006 y 2019. En particular, se obtuvo información para un conjunto de 3.852 empresas tras aplicar criterios que restringían la búsqueda a aquellas empresas que tuvieran valores disponibles en todas las variables analizadas para todos los años. Con el objeto de explicar la relación entre los costes pegajosos y el beneficio empresarial se proponen dos pasos metodológicos. En primer lugar, se estiman los costes pegajosos y para ello se parte de una estimación ampliamente utilizada en la literatura, y en segundo lugar, dicha medida se complementa con otra propuesta para determinar dichos costes.

Contribución: El objetivo de este trabajo es analizar los determinantes de la rentabilidad en empresas agrarias españolas. En concreto, se pretende comprobar si los costes pegajosos influyen en la rentabilidad para un conjunto de 3.852 empresas agrarias españolas para el periodo comprendido entre 2006 y 2019.La metodología utilizada ha sido realizar el cálculo de los costes pegajosos siguiendo la propuesta de Weis (2010) y la regresión de mínimos cuadrados ordinarios con datos de panel.

Resultados-Conclusiones: Los resultados muestran una influencia de los costes pegajosos sobre la rentabilidad de las empresas. Además, también se observa cómo el nivel de endeudamiento, el fondo de maniobra, así como el tamaño de la empresa, muestran un efecto negativo sobre el beneficio empresarial, mientras que el Cash Flow ejerce un efecto positivo sobre el mismo.

Palabras clave: Costes pegajosos, comportamiento en costes, beneficio empresarial, empresas agrarias.

Evolution in the study of working capital, scientific mapping

Abstract

Justification: This work tries to shed light on the existence of the sticky cost and how it influences business profitability, as well as influencing the study of financial variables and their relationship with profitability in the company.

Methodology: The data have been obtained from the Sabi database for the period of time between 2006 and 2019. In particular, information was obtained for a set of 3,852 companies after applying criteria that restricted the search to those companies that had values available in all variables analyzed for all years In order to explain the relationship between sticky costs and business profit, two methodological steps are proposed. Firstly, the sticky costs are estimated and to do so we start from an estimate widely used in the literature, and secondly, this measure is complemented with another proposal to determine said costs.

Contribution: The objective of this work is to analyze the determinants of profitability in Spanish agricultural companies. Specifically, the aim is to verify whether sticky costs influence the profitability for a set of 3.852 Spanish agricultural companies for the period between 2006 and 2019. The methodology used was to calculate sticky costs following the proposal of Weis (2010).) and ordinary least squares regression with panel data.

Results-Conclusions: The results show an influence of sticky costs on the profitability of companies. In addition, it is also observed how the level of debt, working capital, as well as the size of the company, show a negative effect on business profit, while Cash Flow exerts a positive effect on it.

Keywords: Sticky costs, cost behavior; business profit; agricultural companies.

Shaping the future of AI governance: Challenges, drivers, and recommendations for ethical auditing practices

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Abstract

Justification: The accelerating integration of Artificial Intelligence (AI) in various sectors necessitates a robust framework for ethical auditing, to ensure technologies align with societal values and regulatory standards. This research provides a critical examination of the current state of AI ethics auditing, identifying key areas for improvement and offering actionable insights for the development of more comprehensive and effective practices.

The advent of AI technologies brings forth unprecedented capabilities alongside significant ethical dilemmas. Ethical auditing emerges as a crucial mechanism to safeguard against potential harms, yet the practice is in its infancy, marked by a narrow focus on technical issues and lacking in broader ethical considerations. This gap underscores the urgent need for research that expands the understanding of AI ethics auditing, incorporating a wider array of ethical principles and addressing the multifaceted challenges encountered in this endeavour.

Contribution: This study contributes to the field by mapping out the drivers of AI ethics auditing, including financial, reputational, regulatory, and prosocial motives, and by articulating the relationship between these drivers and the planning, activities, and outcomes of ethics audits. We introduce a holistic perspective that encompasses not only the technical aspects of AI systems but also the socio-technical contexts in which these systems operate, thereby broadening the scope of ethics auditing.

Methodology: Employing semi-structured interviews with 34 professionals involved in AI ethics auditing across seven countries, this research adopts a qualitative approach to uncover the complexities and challenges of operationalizing ethics in the context of AI. The diverse backgrounds of participants, ranging from internal auditors within companies to external consultants, provide a rich tapestry of insights into the practical aspects of ethics auditing.

Results: Findings reveal a predominant focus on technical principles such as bias, privacy, and explainability, to the detriment of a more inclusive approach that considers a wider spectrum of ethical concerns. The study highlights significant organizational and technical challenges, including ambiguities in regulatory standards, inadequacies in technical and data infrastructures, and the complexities inherent in assessing ethical dimensions of AI systems.

Discussion-Conclusions: The discussion underscores the necessity of transcending beyond a narrowly technical focus, advocating for an expanded ethical auditing framework that encompasses a broader set of ethical principles and addresses the socio-technical dimensions of AI. Recommendations for overcoming identified challenges include the development of clear regulatory guidelines, enhancement of technical capacities for auditing, and fostering an organizational culture attuned to ethical considerations. Central to our conclusions is the call for a paradigm shift in AI ethics auditing, one that moves from compliance-based approaches to a more holistic integration of ethical principles, thereby ensuring AI technologies not only advance in sophistication but do so with a commitment to societal welfare and ethical integrity.

In sum, this research illuminates the path forward for AI ethics auditing, proposing a comprehensive framework that balances innovation with ethical responsibility. By addressing the identified gaps and challenges, we aim to contribute to the evolution of AI governance, ensuring that ethical auditing serves as a foundational component in the responsible development and deployment of AI technologies.

Keywords: AI Ethics, auditing practices, regulatory challenges, ethical frameworks, socio-technical systems.

As capas dos relatórios e contas como instrumento de comunicação corporativo

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Resumo

A contabilidade sempre integrou elementos verbais e numéricos, no entanto, nos últimos anos, tem-se observado um aumento significativo da importância do relato, seja através de divulgações obrigatórias ou voluntárias, abrangendo igualmente os relatórios anuais, sociais e ambientais (Davison, 2011).

As capas dos relatórios anuais são consideradas a sua parte mais visível, desempenhando o papel de enquadramento e estabelecendo interações com as informações nele contidas (Kahneman & Tversky, 1984; Tversky & Kahneman, 1986).

A literatura mostra que os relatórios corporativos, incluindo os relatórios e contas anuais e os de sustentabilidade, têm o potencial de reforçar perspetivas específicas sobre o mundo. Estes relatórios participam ativamente nos processos pelos quais as sociedades moldam e interpretam determinados fenómenos, comunicando um discurso estrategicamente direcionado para promover uma influência ideológica específica (Oliveira, Almeida & Caria, 2023). Inclusivamente, são passíveis de serem examinados por clientes, colaboradores, potenciais candidatos e pelo público empresarial em geral, constituindo, espaços de construção de imagem importantes (Davison, 2011).

Neste domínio, constata-se uma crescente propensão à personalização dos relatórios anuais por parte das entidades responsáveis pela sua elaboração, com a finalidade de gerar a imagem organizacional desejada na mente dos utilizadores. A personalização é percetível na forma como a capa é apresentada visualmente. Este processo envolve a incorporação de imagens, títulos, cores, palavras chave, fotografias e expressões destacadas, assim como a seleção consciente do design e da estrutura adotada.

Este estudo tem como objetivo explorar, aprofundar e desenvolver a teoria, assente na revisão de literatura na área, de forma a orientar a interpretação da retórica visual presente em imagens. Nesse sentido, irão aprofundar-se algumas das principais

perspetivas possíveis para essa análise, nomeadamente as ideologias de Roland Barthes e Jane Davison.

Para a sua concretização, irá adotar-se como metodologia a elaboração de uma revisão sistemática de literatura, com base no método PRISMA, de modo a recolher e sistematizar de forma estruturada as publicações de referência nesta temática. Essa análise e sistematização da literatura permitirá a sua discussão teórica e conceptual, abordando diversas questões-chave relacionadas com perspetivas visuais sobre o relato empresarial e a prestação de contas.

Deste modo, esta pesquisa permitirá enriquecer o domínio teórico relacionado com a gestão de impressões e imagens nas capas dos relatórios anuais.

O tema apresenta relevância e um contributo, primeiramente, para as empresas, que podem refletir sobre o que querem transmitir e tomar decisões sobre as imagens e cores das suas capas dos relatórios de forma consciente. Mas também para investigadores, profissionais da área contabilístico-financeira, auditores e qualquer utilizador das demonstrações financeiras, relatórios de gestão ou mesmo outros tipos de relatórios corporativos, ao elucidar como as imagens visuais destacam, complementam e enriquecem as informações comunicadas através de números e palavras. Em suma, pretende-se ainda proporcionar um contributo para o avanço do conhecimento sobre o efeito psicológico / emocional de imagens e cores no recetor e no desenvolvimento do pensamento crítico, podendo melhorar as práticas de relato empresarial.

Palavras chave: Capas, Imagens, Relatórios Anuais, Roland Barthes, Jane Davison.

The covers of annual reports as a corporate communication instrument

Abstract

Accounting has always integrated verbal and numerical elements, however, in recent years there has been a significant increase in the importance of reporting, whether through mandatory or voluntary disclosures, including annual, social, and environmental reports (Davison, 2011).

The covers of annual reports are considered to be their most visible part, playing the role of framing and establishing interactions with the information contained therein (Kahneman & Tversky, 1984; Tversky & Kahneman, 1986).

The literature shows that corporate reports, including annual reports and accounts and sustainability reports, have the potential to reinforce specific perspectives on the world. These reports actively participate in the processes by which societies mould and interpret certain phenomena, communicating a discourse that is strategically aimed at promoting a specific ideological influence (Oliveira, Almeida & Caria, 2023). They can

also be scrutinised by clients, employees, potential candidates, and the business public in general, constituting important image-building spaces (Davison, 2011).

In this field, there is a growing propensity to personalise annual reports on the part of the entities responsible for preparing them, with the aim of generating the desired organisational image in the minds of users. Personalisation is noticeable in the way the cover is presented visually. This process involves the incorporation of images, titles, colours, keywords, photographs, and highlighted expressions, as well as the conscious selection of the design and structure adopted.

This study aims to explore, deepen, and develop theory, based on a review of the literature in the area, to guide the interpretation of the visual rhetoric present in images. To this end, some of the main possible perspectives for this analysis will be explored in depth, namely the ideologies of Roland Barthes and Jane Davison.

To achieve this, a systematic literature review will be carried out using the PRISMA method, to collect and systematise reference publications on this subject in a structured way. This analysis and organisation of the literature will allow for theoretical and conceptual discussion, addressing several key issues related to visual perspectives on corporate reporting and accountability.

In this way, this research will enrich the theoretical field related to the management of prints and images on the covers of annual reports.

The topic is relevant and contributes, firstly, to companies, which can reflect on what they want to convey and make informed decisions about the images and colours of their report covers. But also, for researchers, accounting and finance professionals, auditors and any user of financial statements, management reports or even other types of corporate reports, by elucidating how visual images highlight, complement and enrich the information communicated through numbers and words. In short, it also aims to contribute to the advancement of knowledge about the psychological/emotional effect of images and colours on the recipient and on the development of critical thinking, which can improve corporate reporting practices.

Keywords: Covers, Images, Annual Reports, Roland Barthes, Jane Davison.

BIENESTAR Y FELICIDAD

La formación en tecnología como mejora del bienestar emocional de los empleados turísticos

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Resumen

La relación entre la formación tecnológica y la mejora del bienestar emocional de los empleados turísticos es un tema de creciente relevancia en la actualidad, especialmente con la evolución constante del sector turístico y la incorporación de tecnologías digitales en diversas facetas de la industria. La capacitación en tecnología puede influir positivamente en el bienestar emocional de los empleados en el sector turístico, abordando aspectos como la reducción del estrés laboral, el aumento de la satisfacción laboral y la mejora en la calidad del servicio al cliente.

El desarrollo de la inteligencia emocional y la satisfacción laboral es cada vez un factor más destacado a la hora de aceptar un empleo turístico ya que los trabajadores priorizan su bienestar emocional frente a otras condiciones laborales (Pineda & Fusté, 2024). Para la empresa turística, contar con empleados satisfechos establece mejores relaciones con los clientes (Millan et al., 2007), por lo que la satisfacción y experiencia del turista mejora.

Tanto la inteligencia emocional como el bienestar emocional son aspectos prioritarios para las empresas. Estas permiten la mejora en la calidad del servicio al cliente mediante la inversión en la adquisición de conocimientos, herramientas y técnicas en estas áreas, a su vez se fortalecen las competencias que influyen directamente en el bienestar laboral y personal de los empleados, así como en la calidad de las relaciones con compañeros y turistas. (Goleman & Cherniss, 2013).

La formación tecnológica también puede ser un recurso invaluable para los empleados turísticos, ya que les permite adquirir habilidades y competencias necesarias para adaptarse a un entorno laboral en constante cambio. La formación en tecnología puede ayudar a los empleados a sentirse más seguros y competentes en el manejo de sistemas informáticos, software especializado y plataformas en línea, lo que a su vez puede reducir la ansiedad y el estrés asociados con la tecnología.

Además, la formación tecnológica puede reducir el estrés de los trabajadores ya que puede contribuir a mejorar la competencia y capacitación en el uso de herramientas tecnológicas para aumentar la autoestima y la confianza de los empleados en su desempeño laboral y en las relaciones con los demás. También, la capacitación en tecnología puede abrir nuevas oportunidades de desarrollo profesional y promoción

dentro de la industria turística, lo que puede aumentar la motivación y el compromiso de los empleados con sus trabajos.

Un aspecto crucial de la formación tecnológica en el sector turístico es su impacto en la calidad del servicio al cliente. Los empleados que están bien capacitados en el uso de tecnología pueden ofrecer un servicio más eficiente, personalizado y basado en datos a los clientes, lo que puede mejorar significativamente su experiencia. Por ejemplo, los empleados capacitados en sistemas de gestión de reservas pueden procesar solicitudes de manera más rápida y precisa, mientras que aquellos que utilizan herramientas de análisis de datos pueden ofrecer recomendaciones más relevantes y personalizadas a los clientes.

Otro beneficio importante de la formación tecnológica en el sector turístico es su capacidad para fomentar la innovación y la creatividad entre los empleados. Al estar familiarizados con las últimas tecnologías y tendencias en la industria, los empleados pueden sentirse más inspirados para proponer nuevas ideas y soluciones para mejorar los procesos operativos y la experiencia del cliente. La formación en tecnología puede ayudar a los empleados a pensar de manera más crítica y a buscar formas innovadoras de abordar los desafíos y oportunidades en el sector turístico.

Es importante destacar que la formación tecnológica no solo beneficia a los empleados turísticos individualmente, sino que también puede tener un impacto positivo en la organización en su conjunto. Los empleados bien capacitados en tecnología pueden contribuir a la eficiencia operativa y al crecimiento del negocio al utilizar herramientas y sistemas digitales para optimizar procesos y mejorar la productividad, y, por tanto, sentirse más seguros, motivados y contentos en el desempeño de sus actividades y en las relaciones con los compañeros y clientes y satisfechos respecto a su bienestar emocional.

Mediante este análisis de la formación en tecnología y su relación con el bienestar emocional se pretende ofrecer a las empresas turísticas unas directrices que expongan las ventajas de invertir en esta formación y, sobre todo, la manera más adecuada de llevarlo a cabo. Además de destacar la importancia del bienestar emocional y su influencia sobre el desempeño laboral personal y de la organización en su conjunto. Para realizar esto, se empleará una metodología de investigación cuantitativa y cualitativa. Por un lado, se realizarán entrevistas a directivos y empleados de organizaciones turísticas tanto públicas como privadas con el fin de determinar el nivel de desarrollo tecnológico en la región de Extremadura, qué medidas internas se están llevando a cabo para fomentar su buen uso y cómo afecta al desempeño organizacional y al bienestar emocional. Por otro lado, se realizarán encuestas estructuradas a una muestra más amplia para así valorar y concretar qué medidas formativas son más eficaces y cuáles tienen un efecto directo sobre el bienestar emocional del empleado.

Por último, los resultados que se obtengan se prevén que estén relacionados con la formación práctica, la gamificación, las dinámicas de grupo y, sobre todo, aquellas

actividades formativas que junto a la tecnología incluyan otras habilidades valoradas de manera positiva por parte del empleado y que mejoren su bienestar emocional.

Palabras clave: Bienestar emocional, empleado turístico, educación emocional, formación tecnológica.

Technology training as an improvement of the emotional well-being of tourism employees

Abstract

The relationship between technological training and the improvement of the emotional well-being of tourism employees is a topic of growing relevance today, especially with the constant evolution of the tourism sector and the incorporation of digital technologies in various aspects of the industry. Technological training can positively influence the emotional well-being of employees in the tourism sector, addressing aspects such as the reduction of work-related stress, the increase in job satisfaction, and the improvement in the quality of customer service.

The development of emotional intelligence and job satisfaction is becoming increasingly relevant when considering a tourism job, as workers prioritize their emotional well-being over other working conditions (Pineda & Fusté, 2024). For the tourism company, having satisfied employees establishes better relationships with customers (Millan et al., 2007), thus improving the tourist's satisfaction and experience.

Both emotional intelligence and emotional well-being are top priorities for companies. They allow for the improvement of customer service quality. By investing in the acquisition of knowledge, tools, and techniques in these areas, the competencies that directly influence employees' work and personal well-being are strengthened, as well as the quality of relationships with colleagues and tourists (Goleman & Cherniss, 2013).

Technological training can be an invaluable resource for tourism employees, as it allows them to acquire skills and competencies necessary to adapt to a constantly changing work environment. Technology training can help employees feel more confident and competent in handling computer systems, specialized software, and online platforms, which in turn can reduce anxiety and stress associated with technology.

Additionally, technological training can reduce workers' stress by contributing to improving competence and skills in using technological tools to increase employees' self-esteem and confidence in their job performance. Furthermore, technology training can open up new opportunities for professional development and promotion within the tourism industry, which can increase employees' motivation and commitment to their jobs.

A crucial aspect of technological training in the tourism sector is its impact on the quality of customer service. Employees who are well-trained in the use of technology can provide more efficient, personalized, and data-driven service to customers, significantly improving their experience. For example, employees trained in reservation management systems can process requests more quickly and accurately, while those using data analysis tools can provide more relevant and personalized recommendations to customers.

Another important benefit of technological training in the tourism sector is its capacity to foster innovation and creativity among employees. Familiarity with the latest technologies and trends in the industry can inspire employees to propose new ideas and solutions to improve operational processes and customer experience. Technology training can help employees think more critically and seek innovative ways to address challenges and opportunities in the tourism sector.

It is important to note that technological training not only benefits tourism employees individually but can also have a positive impact on the organization as a whole. Well-trained employees in technology can contribute to operational efficiency and business growth by using digital tools and systems to optimize processes and improve productivity.

Keywords: Emotional well-being, tourism employee, emotional education, technological training.

Exploring the impact of entrepreneuship on job satisfaction for individuals wih intellectual disabilities: The significance of personality-job fit

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Abstract

The high and persistent unemployment rates of people with intellectual disabilities (PwID) reveal the wide gap that still remains to be bridged to improve the psychological and well-being conditions of these people. Entrepreneurship is a potential strategy that could be used to close this gap, yet research on entrepreneurs with disability is poorly understood, very fragmented and highly descriptive (Mota et al., 2020) and is not clear whether this strategy can be good for each and every person with intellectual disabilities. For example, according to Ryan and Deci's (2000), Maslow's (1954) and Tiberius's (2018) rationalization and frameworks, it is the fulfillment of values and needs what explains well-being-related outcomes among people in general. Furthermore, Job-Person Fit Theory (Cable & Edwards, 2004) argues that such outcomes are also more easily achieved when person's preferences, wants, or values fit the role any individual has to execute at work, which suggests that it is the extent to which these people have an entrepreneurial orientation or personality what would make entrepreneurship drive them towards the highest levels of satisfaction with their work. A mixed-method approach was used, based on questionnaires and structured face-to-face interviews on 61 PwID who had recently become entrepreneurs or were instead working as salaried employees. Data were firstly quantitatively analyzed using partial least squares-structural equation modelling (PLS-SEM), and qualitative data were used to enable robust findings. As predicted, our findings revealed that, the entrepreneurial tendency/orientation of PwID was a positive to job satisfaction in those who had chosen to entrepreneur but not on PwID who had chosen to work as employees. Thus, this study advances previous research that only focuses on the mechanisms favoring entrepreneurship among PwID, but that ignores whether fostering entrepreneurship is always an optimal strategy to help close the gap of the existing high rates of unemployment of PwID. Importantly, insightful action lines to improve the levels of well-being and satisfaction of these people are derived while their need to be employed is also satisfied.

Keywords: Entrepreneurship, intellectual disabilities, job satisfaction, entrepreneurial orientation.

O impacto da mentoria e da felicidade no desempenho organizacional: Um estudio de caso

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Resumo

Neste estudo analisa-se o impacto da prática da mentoria e da felicidade no desempenho organizacional. Pretende-se identificar as principais características e benefícios da mentoria e da felicidade e, consequentemente, analisar o seu impacto no desempenho organizacional.

Para alcançar este objetivo utilizou-se a metodologia de estudo de caso, nomeadamente, o caso da empresa PHC Software. Para a sua concretização, recorreu-se a dois tipos de análise: efetuou-se, por um lado, uma análise económico-financeira, dos últimos quatro anos, para apurar a evolução do desempenho organizacional e por outro, recorreu-se à entrevista como instrumento metodológico, com vista a aprofundar o efeito da mentoria na felicidade dos colaboradores da empresa em estudo. Realizaram-se três entrevistas aos colaboradores da organização com o intuito de recolher dados para a análise de conteúdo.

Em termos de resultados, verificou-se que a empresa selecionada aposta na realização de várias estratégias que providenciam o bem-estar e a produtividade dos colaboradores, particularmente, a realização de vários eventos, iniciativas e de reuniões que incentivam a existência de feedback, a avaliação diária do nível de felicidade dos colaboradores, como indicador de felicidade, e oportunidades de desenvolvimento personalizado. Aferindo que quanto mais feliz um colaborador estiver, maior será a sua produtividade e compromisso na organização, contribuindo de forma direta para uma melhoria do desempenho organizacional.

Este estudo pretende contribuir para uma maior consciencialização da importância da gestão das pessoas por parte das organizações, com o intuito de promover o seu bem-estar físico e emocional.

Palavras chave: Bem-estar; desempenho organizacional; estudo de caso; felicidade; mentoria.

The impact of mentoring and happiness on organizational performance: A case study

Abstract

This research analyzes the impact of the practice of mentoring and happiness on organizational performance. It is intended to identify the main characteristics and benefits of mentoring and happiness and, consequently, analyze its impact on organizational performance.

To achieve this objective, we use the case study research methodology, studying specially the PHC Software company. For its implementation, we adopt two types of analysis: on the one hand, we carry out an economic-financial analysis of the last four years to determine the evolution of the company performance and, on the other hand, the interview was used as a methodological instrument, in order to deepen the effect of mentoring on the happiness of employees. Three interviews were carried out with the organization's employees in order to collect data for content analysis.

In terms of results, we found that the company is committed to carrying out several strategies that provide the well-being and productivity of its employees, particularly, the realization of various events, initiatives and meetings that encourage the existence of feedback, daily assessment of the level of happiness of employees, as an indicator of happiness and opportunities for personalized development. Assuming that the happier an employee is, the greater their productivity and commitment to the organization, directly contributing to an improvement in organizational performance.

This study contributes to a greater awareness of the importance of people management by organizations, with the aim of promoting their physical and emotional well-being.

Keywords: Case study, happiness, mentoring, organizational performance, well-being.

¿Qué rol juega la trascendencia en la felicidad laboral de los empleados de los hoteles turísticos?

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Resumen

La literatura sobre la teoría de Atracción-Selección-Desgaste (ASA) subraya que la trascendencia impacta significativamente la felicidad laboral del capital humano dentro de las organizaciones contemporáneas (Kim, 2018). Este impacto es profundo en la industria del turismo, un sector caracterizado por altas tasas de rotación de empleados, particularmente entre los trabajadores de primera línea, que a menudo enfrentan un estrés intenso y agotamiento emocional (Ghanem, 2019). A pesar de su importancia, el papel de la gestión de la felicidad en el fomento de una cultura empresarial no se ha analizado suficientemente.

En los establecimientos turísticos, mejorar la felicidad de los empleados puede generar un mayor entusiasmo y eficiencia operativa (Sun & Hyun, 2019). La dirección hotelera debe considerar estos y otros factores al adoptar estilos de liderazgo destinados a mejorar la felicidad de los empleados para garantizar la calidad y la excelencia del servicio. En este contexto, la dimensión de la trascendencia puede mejorar significativamente el bienestar subjetivo al proporcionar a los individuos un mayor sentido de propósito y un significado más profundo en sus roles profesionales.

Estudios recientes sugieren que la variable de trascendencia sirve como un poderoso recurso intangible que influye en el clima organizacional y los procesos de comunicación interna (Ravina-Ripoll & Robina-Ramírez, 2023). Por ello, se recomienda a la alta dirección de los alojamientos turísticos adoptar modelos de gestión que integren la trascendencia como motor fundamental de la felicidad laboral. Estos modelos deberían alinearse con los principios de trabajo decente, sostenibilidad, tecnologías digitales y responsabilidad social corporativa (Kim, 2020), transformando el capital humano en una fuente de innovación, creatividad e intraemprendimiento (Marshall et al., 2015). Estos factores, reconocidos como recursos intangibles cruciales, son clave para el éxito económico a largo plazo de las organizaciones.

Esta investigación pretende estar entre los estudios pioneros que exploran empíricamente el constructo trascendencia-felicidad laboral en hoteles históricos, en un contexto de rica historia, cultura y autenticidad. Estos elementos son vitales para fomentar un espíritu de trascendencia entre los empleados a través de un mayor

compromiso, crecimiento profesional, satisfacción laboral, sentido de pertenencia y felicidad general.

El modelo de trascendencia propuesto en nuestro estudio se estructura en torno a tres variables centrales que influyen directamente en la felicidad trascendental entre los empleados de la industria turística: cultura corporativa, comunicación interna y gestión de personal centrada en el empleado. Estas variables interactúan de la siguiente manera:

- La cultura corporativa influye tanto en la gestión del personal como en la felicidad trascendental, fomentando un ambiente de trabajo de apoyo propicio para alinear los valores personales con los roles profesionales.
- La comunicación interna sirve como mediadora entre la gestión del personal y la felicidad trascendental, asegurando que las estrategias y los valores se comuniquen y comprendan de manera efectiva.
- La gestión de personal centrada en el empleado impacta directamente en la felicidad trascendental al priorizar las necesidades y el desarrollo de los empleados.

Nuestra investigación delinea cómo estos factores contribuyen colectivamente a un entorno donde prospera la felicidad trascendental, apoyando tanto el bienestar individual de los empleados como la efectividad organizacional. Este estudio distingue entre "felicidad" y "satisfacción" para subrayar la profundidad y la naturaleza duradera de la felicidad en comparación con el estado de satisfacción, a menudo transitorio, con el objetivo de capturar elementos que contribuyen a una realización personal y profesional duradera.

Los hallazgos revelan una sólida relación inferencial entre las dimensiones de trascendencia y felicidad laboral en el sector hotelero histórico, ofreciendo ideas estratégicas para que los ejecutivos fomenten estos elementos, no solo mejorando la calidad del servicio sino también mitigando las amenazas existentes en la industria del turismo, uno de los sectores que más sufren las crisis globales, como el COVID-19.

Palabras clave: Happiness management, establecimientos turísticos, teoría de atracción-selección-desgaste.

What role does transcendent happiness play in the employee of historic hotels?

Abstract

The literature on Attraction-Selection-Attrition (ASA) theory underscores that transcendence significantly impacts the work happiness of human capital within contemporary organizations (Kim, 2018). This impact is profound in the tourism industry, a sector marked by high employee turnover rates, particularly among frontline

workers, who often face intense stress and emotional exhaustion (Ghanem, 2019). Despite its importance, the role of happiness management in fostering a business culture has been insufficiently analyzed.

In tourism establishments, enhancing employee happiness can lead to increased enthusiasm and operational efficiency (Sun & Hyun, 2019). Hotel management should consider these and other factors when adopting leadership styles aimed at enhancing employee happiness to ensure service quality and excellence. In this context, the dimension of transcendence can significantly enhance subjective well-being by providing individuals with a greater sense of purpose and deeper meaning in their professional roles.

Recent studies suggest that the variable of transcendence serves as a powerful intangible resource influencing organizational climate and internal communication processes (Ravina-Ripoll & Robina-Ramírez, 2023). Therefore, it is recommended for senior management of tourist accommodations to adopt management models that integrate transcendence as a fundamental driver of workplace happiness. These models should align with principles of decent work, sustainability, digital technologies, and corporate social responsibility (Kim, 2020), transforming human capital into a source of innovation, creativity, and intrapreneurship (Marshall et al., 2015). Recognized as crucial intangible resources, these factors are key to the long-term economic success of organizations.

This research aims to be among the pioneering studies empirically exploring the transcendence-work happiness construct in historic hotels, set against a backdrop of rich history, culture, and authenticity. These elements are vital for fostering a spirit of transcendence among employees through enhanced commitment, professional growth, job satisfaction, a sense of belonging, and overall happiness.

The proposed transcendence model in our study is structured around three core variables that directly influence transcendental happiness among employees in the tourism industry: corporate culture, internal communication, and employee-centered personnel management. These variables interact as follows:

- Corporate culture influences both personnel management and transcendental happiness, fostering a supportive work environment conducive to aligning personal values with professional roles.
- Internal communication serves as a mediator between personnel management and transcendental happiness, ensuring strategies and values are effectively communicated and understood.
- Employee-centered personnel management directly impacts transcendental happiness by prioritizing the needs and development of employees.

Our research delineates how these factors collectively contribute to an environment where transcendental happiness thrives, supporting both the individual well-being of employees and organizational effectiveness. This study distinguishes between 'happiness' and 'satisfaction' to underscore the depth and enduring nature of happiness compared to the often-transient state of satisfaction, aiming to capture elements that contribute to lasting personal and professional fulfillment.

The findings reveal a robust inferential relationship between the dimensions of transcendence and work happiness in the historic hotel sector, offering strategic insights for executives to foster these elements, thus not only enhancing service quality but also mitigating existing threats in the tourism industry, one of the sectors that suffers the most from global crises, such as COVID-19.

Keywords: Happiness management, tourist establishments, attraction-selection-attrition theory.

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Examining the emerging risks of digitalisation and artificial intelligence at work: New approaches to leadership in the pursuit of happiness and well-being

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Abstract

In human resources management, the risks associated with digitalization and artificial intelligence are becoming increasingly important. The benefits of automation and lower costs are numerous. However, the primary goal of personnel management should be to prioritize the well-being of human capital above all other considerations. We will look at new styles of leadership with which to achieve this goal. These include: neuroleadership, derived from neuro-linguistic programming (NLP); authentic leadership (based on ethical values and transparency); green leadership (which preserves environmental awareness in business operations); and happy and humble leadership. All of these enhance an individual's ability to display constructive and positive behavior, and facilitate relationship building, interpersonal connections, communication and understanding of organizational goals. This article presents a conceptual paradigm based on the theory of authentic happiness for explaining how these new technologies can face emerging risks to finally ensure happy, healthy, and productive employees in organizations. Methodologically, we will be based on EU-OSHA and ESENER (European Survey of Enterprises on New and Emerging risks) to paint a picture of the risks associated with digitization in Europe. The intention here is to establish a link between the reviewed material and direct it toward the establishment of a wholesome atmosphere that lowers these risks, both social and psychological. The article aims to offer concludes with a discussion and examination

of future research lines. Lastly, the work attempts to clarify for preventive specialists and human resources professionals the primary new psychosocial risks that workers encounter in this new work environment as a result of digitalization.

Keywords: Artificial intelligence, digitalization, emerging risks, happiness at work; leadership, neuro linguistic programming; wellbeing.

Indicadores de salud emocional en adultos trabajadores: El papel de ser víctima de discriminación en la adolescencia

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Resumen

Varios estudios indican que las minorías sexuales tienen más probabilidades de sufrir discriminación que las personas heterosexuales y cisgénero durante la adolescencia. Ser víctima de discriminación en la adolescencia puede afectar el desarrollo de la identidad y estar relacionado con el malestar psicológico en la adultez. Sin embargo, en España, pocos estudios incluyen a las minorías sexuales en relación con haber recibido discriminación durante la adolescencia y presentar ideación suicida en la adultez. Este estudio ha analizado la presencia de indicadores de salud emocional basados en haber recibido discriminación en la adolescencia y en función de la orientación sexual. También se evaluó el papel que juegan los síntomas depresivos, el apoyo familiar, la búsqueda de sensaciones sexuales, haber sido víctima de discriminación en la adolescencia y la identidad LGB positiva en la ideación suicida. Se contó con una muestra de 301 personas (70.43 % heterosexuales y 29.57 % no heterosexuales). Los resultados indican que las personas de minorías sexuales tienen niveles más altos de depresión e ideación suicida que las personas heterosexuales, y las personas discriminadas tienen niveles más altos de depresión e ideación suicida que las personas no discriminadas. La depresión es el principal predictor de la ideación suicida, seguido del apoyo familiar.

Palabras clave: Discriminación, adolescencia, depresión, ideación suicida, apoyo familiar, bienestar laboral.

Abstract

Various studies indicate that sexual minorities are more likely to experience discrimination than heterosexual and cisgender individuals during adolescence. Being a victim of discrimination in adolescence can affect identity development and be associated with psychological distress in adulthood. However, in Spain, few studies address sexual minorities in relation to having experienced discrimination during adolescence and presenting suicidal ideation in adulthood. This study has analyzed the presence of emotional health indicators based on having received discrimination in adolescence and based on sexual orientation. It also evaluated the role played by depressive symptoms, family support, the search for sexual sensations, having been a

victim of discrimination in adolescence, and positive LGB identity in suicidal ideation. The sample included 301 individuals (70.43 % heterosexual and 29.57 % non-heterosexual). The results indicate that individuals from sexual minorities have higher levels of depression and suicidal ideation than heterosexual individuals, and discriminated individuals have higher levels of depression and suicidal ideation than non-discriminated individuals. Depression is the main predictor of suicidal ideation, followed by family support.

Keywords: Discrimination, adolescence, depression, suicidal ideation, family support, workplace well-being.

ÉTICA EN CONTABILIDAD Y FINANZAS

Evidenciando la contribución social de la universidad mediante la contabilidad social: Un enfoque ético basado en el isomorfismo

Faltan autores

Resumen

Justificación: La universidad, con su vasto legado histórico, ha trascendido su función educativa inicial para adoptar roles de creación y transferencia de conocimiento. En el contexto actual, estas funciones se extienden hacia la responsabilidad de actuar como agente proactivo de cambio social. Este enfoque exige una redefinición de la relación entre las universidades y la sociedad, donde la generación de valor social para los stakeholders sea el foco prioritario de actuación. La justificación de esta investigación radica en la necesidad de comprender y comunicar eficazmente el impacto social de las universidades, más allá de la tradicional transmisión de conocimiento y producción académica, para responder a las exigencias contemporáneas de transformación social, a través no sólo de su generación sino también de la optimización en su distribución.

Metodología: Este estudio propone el desarrollo e implementación de un sistema de información enfocado en la monetización del valor social generado por las universidades. A través de un análisis exhaustivo, se busca establecer un sistema de contabilidad social que ofrezca una visión holística de las contribuciones universitarias en términos ambientales, económicos y sociales (E2SG). La metodología incluye la validación de este sistema mediante el análisis de isomorfismo, evaluando cómo las universidades pueden adaptar este modelo para no solo informar sino también maximizar su impacto social, superando las limitaciones de los enfoques de divulgación mínima característicos de la perspectiva ESG.

Contribución: La contribución principal de este trabajo es la introducción de la Contabilidad Social como una herramienta y modelo sistémico que permite a las universidades evidenciar y cuantificar su impacto social de manera comprensible y comparable. Este enfoque promueve una mayor transparencia y rendición de cuentas, facilitando a la sociedad y a los stakeholders relevantes un mayor entendimiento del valor social generado por las instituciones educativas. Al superar las métricas convencionales y los rankings, esta propuesta ofrece un cambio paradigmático en la evaluación del desempeño universitario, centrándose en la utilidad ética y la gobernanza ambiental,

económica y social. Así mismo, se explora el potencial de la IA para reducir el coste asociado y facilitar el escalar el uso de la contabilidad social al conjunto de universidades.

Resultados: La implementación del modelo de Contabilidad Social en el entorno universitario demostró que es posible evidenciar de manera significativa y comparativa las contribuciones de las universidades a la sociedad. Los resultados indican que este sistema no solo facilita una mayor comprensión del papel social de las universidades, sino que también contribuye a una estrategia proactiva para la mejora continua en la creación de valor social. Además, el análisis de isomorfismo revela que el modelo de Contabilidad Social es efectivamente adaptable y aplicable a diversas universidades, proveyendo un marco robusto para la evaluación de su impacto y responsabilidad social.

Palabras clave: Contabilidad social, ética, generación de valor, distribución de valor, gestión universitaria, isomorfismo, inteligencia artificial.

Evidence the social contribution of the university through social accounting: An ethical approach based on isomorphism

Abstract

Justification: The university, with its vast historical legacy, has transcended its initial educational function to adopt roles of knowledge creation and transfer. In the current context, these functions extend towards the responsibility of acting as a proactive agent of social change. This approach requires a redefinition of the relationship between universities and society, where the generation of social value for stakeholders is the priority focus of action. The justification for this research lies in the need to understand and effectively communicate the social impact of universities, beyond the traditional transmission of knowledge and academic production, to respond to contemporary demands for social transformation, through not only its generation but also the optimization of its distribution.

Methodology: This study proposes the development and implementation of an information system focused on the monetization of the social value generated by universities. Through an exhaustive analysis, we seek to establish a social accounting system that offers a holistic view of university contributions in environmental, economic and social (E2SG) terms. The methodology includes the validation of this system through isomorphism analysis, evaluating how universities can adapt this model to not only inform but also maximize their social impact, overcoming the limitations of minimal disclosure approaches characteristic of the ESG perspective.

Contribution: The main contribution of this work is the introduction of Social Accounting as a systemic tool and model that allows universities to evidence and quantify their social impact in an understandable and comparable way. This approach promotes

greater transparency and accountability, providing society and relevant stakeholders with a greater understanding of the social value generated by educational institutions. By going beyond conventional metrics and rankings, this proposal offers a paradigmatic change in the evaluation of university performance, focusing on ethical utility and environmental, economic and social governance. Likewise, the potential of AI to reduce the associated cost and facilitate scaling the use of social accounting to all universities is explored.

Results: The implementation of the Social Accounting model in the university environment demonstrated that it is possible to demonstrate in a significant and comparative way the contributions of universities to society. The results indicate that this system not only facilitates a greater understanding of the social role of universities, but also contributes to a proactive strategy for continuous improvement in the creation of social value. Furthermore, the isomorphism analysis reveals that the Social Accounting model is effectively adaptable and applicable to various universities, providing a robust framework for the evaluation of its impact and social responsibility.

Keywords: Social accounting, ethics, value generation, value distribution, university management, isomorphism, artificial intelligence.

The impact of the subprime crisis on bank capital structures in the so-called PIGS countries

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Abstract

The subprime crisis led to significant liquidity losses in the banking sector and governments had to intervene to reinforce capital. Considering that those effects were mainly felt in the most vulnerable countries in the Euro Zone, it is important to identify which factors affected banking capital structures in Portugal, Spain, Ireland, and Greece during such crisis. Using multiple linear regression methods, results showed that the subprime crisis did not lead to adjustments in banking capital structures, while size and solvency had influenced such structures as it influenced before the crisis. Macroeconomic variables also determined the capital structure of the observed banks, and the PIGS countries were found to be homogeneous in what concerns their banking capital structures.

Keywords: Bank capital structures, Subprime crisis, PIGS countries.

CSR, INFORMACIÓN Y TOMA DE DECISIONES EN LA ECONOMÍA SOCIAL

Inteligencia artificial predictora de actuaciones de economía circular en un maro de responsabilidad social corporativa

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Resumen

La Responsabilidad Social Empresarial responde a un conjunto de acciones desarrolladas de manera voluntaria por parte de las empresas, destacando tres dimensiones clásicas: económica, social y medioambiental. Por otra parte, la Economía Circular surge como nueva estrategia en las organizaciones, dando paso al desarrollo de un modelo de producción circular y dejando de lado el tradicional modelo de producción lineal. Bajo esta nueva perspectiva, las empresas llevan a cabo la reutilización de subproductos y residos, logrando la reducción de éstos al introducirlos de nuevo en la cadena de valor.

En un marco centrado en la Responsabilidad Social Empresarial y dada la importancia de las estrategias de Economía Circular, nos apoyamos en la Inteligencia artificial con el fin de predecir actuaciones circulares. Se considera la información sobre RSC como elemento de partida y vinculado con la implementación de las acciones de RSC. Estas acciones de RSC definirán las barreras e incentivos sobre la EC, siendo capaces finalmente de lograr una orientación a la EC.

El objetivo de este trabajo se orienta a conocer la orientación a la EC a partir de la información de RSC. Se han definido cuatros constructos que dan forma al modelo conceptual objeto de estudio. Se ha procedido a la elaboración de un cuestionario formado por preguntas tipo likert, valoradas de 1 a 7. Las respuestas a los ítems del cuestionario determinan las percepciones de quienes responden, permitiendo la medición de las variables latentes.

En relación con la metodología, el estudio aplica modelos de ecuaciones estructurales basados en varianzas mediante mínimos cuadrados parciales a una muestra de 129 entidades de Economía Social en España. Los resultados del estudio son favorables ante las distintas relaciones causales planteadas. El trabajo contribuye a un incremento de la literatura en tema de RSC y EC.

Palabras clave: Responsabilidad social corporativa, Información, Economía circular, Economía social, Modelos de ecuaciones estructurales.

Artificial intelligence predictor of circular economy actions in a corporate social responsibility framework

Abstract

Corporate Social Responsibility responds to a set of actions developed voluntarily by companies, highlighting three classic dimensions: economic, social and environmental. On the other hand, the Circular Economy emerges as a new strategy in organizations, giving way to the development of a circular production model and leaving aside the traditional linear production model. Under this new perspective, companies carry out the reuse of by-products and waste, achieving their reduction by introducing them back into the value chain.

In a framework focused on Corporate Social Responsibility and given the importance of Circular Economy strategies, we rely on Artificial Intelligence in order to predict circular actions. Information on CSR is considered as a starting element and linked to the implementation of CSR actions. These CSR actions will define the barriers and incentives on CE, finally being able to achieve an orientation towards CE.

The objective of this work is aimed at knowing the orientation to CE based on CSR information. Four constructs have been defined that shape the conceptual model under study. A questionnaire has been prepared consisting of Likert-type questions, rated from 1 to 7. The responses to the items in the questionnaire determine the perceptions of those who respond, allowing the measurement of the latent variables.

In relation to the methodology, the study applies variance-based structural equation modeling via partial least squares to a sample of 129 Social Economy entities in Spain. The results of the study are favorable given the different causal relationships proposed. The work contributes to an increase in the literature on CSR and CE.

Keywords: Corporate social responsibility, Information, Circular economy, Social economy, Structural equation models.

Ensino da responsabilidade social nas universidades: Uma revisão sistemática da literatura

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Resumo

As universidades desempenham um papel decisivo na formação dos seus estudantes, uma vez que se acredita que essa formação seja refletida no seu comportamento e desempenho futuro. Estes impactos cognitivos e epistemológicos devem ser especialmente cuidados, tendo em vista a formação dos que exercerão funções de gestão em instituições públicas e privadas, bem como daqueles que assumirão futuros cargos políticos. Neste sentido, a preocupação em dotar estes estudantes de uma formação integral e não apenas funcional, ainda se torna mais importante. Por isso, as escolas superiores de gestão e negócios têm especial obrigação de ensinar não só economia e gestão, mas também educar para a responsabilidade social e em valores éticos, contribuindo assim para comportamentos e atitudes que não comprometam o futuro. e promovam um mundo mais equilibrado e justo. Além disso, esta formação responderá às exigências da sociedade, que cada vez valoriza as lideranças que atribuam igual importância às dimensões social, ambiental e económica.

Neste contexto, o presente estudo tem como objetivo responder através da literatura várias questões, nomeadamente se ensino da responsabilidade social nas universidades condiciona o comportamento futuro profissional dos estudantes, quais os países onde se realizaram mais investigações sobre este tema, e quais os métodos utlizados para o seu ensino, tendo assim em vista obter uma perspetiva internacional.

A revisão sistemática da literatura foi realizada com base em referências extraídas da Web of Science (WoS) e da Scopus, sendo que o foi utlizado o método PRISMA (Preferred Reporting Items for Systematic Reviews) para analisar os artigos relevantes. A equação de pesquisa incluiu termos como "corporate social responsibility", "responsabilidade social", "educat*", "teach*", "learn*" e limitações de área e idioma.

Dos 253 artigos extraídos (128 da Scopus e 125 da WoS), 51 eram duplicados, resultando em 202 artigos únicos. Após análise dos resumos, apenas 65 artigos foram considerados relevantes para a análise, pois abordavam o tema do ensino da responsabilidade social no ensino superior, em cursos de gestão e economia. Todos os artigos destacam a importância do ensino desse tema, embora alguns também relatem práticas específicas de ensino e sua conexão com a prática da responsabilidade social.

Palavras chave: Revisão Sistetática, PRISMA, RSU, Responsabilidade Social, Universidades.

Gratidão: Este trabalho é financiado por fundos nacionais através da FCT – Fundação para a Ciência e a Tecnologia, I.P., no âmbito do projeto UIDB/05422/2020.

Teaching social responsibility in universities: A systematic literature review

Abstract

Universities play a decisive role in the education of their students since it is believed that this education will be reflected in their future behavior and performance. These cognitive and epistemological impacts must be especially considered when training those who will hold management positions in public and private institutions, as well as those who will take on future political positions. In this sense, the concern to provide these students with an integral and not just functional education becomes even more important. For this reason, business schools have a special obligation to teach not only subjects related to economics and management but also to educate in social responsibility and ethical values, thus contributing to behaviors and attitudes that do not compromise the future and promote a more balanced and just world. In addition, this training will respond to the demands of society, which is increasingly valuing leaders who attach equal importance to the social, environmental, and economic dimensions.

In this context, this study aims to answer several questions through the literature, namely whether teaching social responsibility in universities affects students' future professional behavior, which countries have carried out the most research on this topic, and which methods are used to teach it, to obtain an international perspective.

The systematic literature review was based on references extracted from the Web of Science (WoS) and Scopus, and the PRISMA (Preferred Reporting Items for Systematic Reviews) method was used to analyze the relevant articles. The search equation included terms such as "corporate social responsibility", "social responsibility", "educat*", "teach*", "learn*" and area and language limitations.

Of the 253 articles extracted (128 from Scopus and 125 from WoS), 51 were duplicates, resulting in 202 unique articles. After analyzing the abstracts, only 65 articles were considered relevant for the analysis, as they addressed the issue of teaching social responsibility in higher education, in management and economics courses. All the articles highlight the importance of teaching this topic, although some also report on specific teaching practices and their connection to the practice of social responsibility.

Keywords: Systematic review, PRISMA, CSR, corporate social responsibility, universities.

Acknowledgments: This work is financed by Portuguese national funds through FCT – Fundação para a Ciência e Tecnologia, under the project UIDB/05422/2020.

Investigación, centros especiales de empleo y responsabilidad social

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Resumen

Los Centros Especiales de Empleo constituyen una forma el desarrollo de la Economía Social, encaminada a la integración de trabajadores con discapacidad dentro del mercado laboral ordinario. Desde este enfoque, la regulación española ha favorecido la incorporación de trabajadores con necesidades especiales dentro de las empresas, mediante la incentivación empresarial promovida desde el ámbito de ventajas y ayudas para al empleador. En el devenir de la investigación académica, el role de los Centros Especiales de Empleo no ha sido ignorado, por cuanto la investigación ha analizado desde el siglo pasado diferentes aspectos de los Centros Especiales de Empleo.

En el marco de la Economía Social, el objetivo de nuestra investigación es analizar la evolución de la investigación de los Centros Especiales de Empleo, a fin de identificar los temas más relevantes, las aportaciones y las posibles carencias de la investigación. Para ello, se ha realizado una revisión de la literatura publicada en Web of Science, en el ámbito de la ciencia abierta. Se realizaron varias búsquedas combinando diferentes términos relativos a discapacidad, centros especiales de empleo y responsabilidad social corporativa, combinando finalmente varias búsquedas.

La evolución cuantitativa de la investigación que trata los Centros Especiales de Empleo indica que el interés fue relativamente bajo hasta los años 2021 y 2022, donde el número de artículos publicados por año concentran un 16% y 12% del total de las publicaciones, respectivamente.

Cualitativamente, apenas algo más de un 20% tratan el rol de la Responsabilidad Social Corporativa (RSC) en relación con las personas con discapacidad, y casi un 15% abordan la discapacidad y el rol de los centros especiales de empleo. La investigación, hasta el momento se ha centrado en temas generalista, y en buen medida orientados hacia la salud.

Hasta 2014 no se observa la inserción de la RSC como objetivo del análisis de la discapacidad. La orientación de las investigaciones sobre RSC y discapacidad tratan una diversidad de temas. Tradicionalmente se ha analizado el rol de las empresas para crear igualdad de oportunidades para diversos colectivos más desfavorecidos, y en algunas

investigaciones se han centrado en personas con discapacidad. Son pocos los estudios que han realizado análisis empíricos más allá de los exploratorios, y menos aún los que aportan conclusiones encaminadas a dar soluciones.

Todo lo anterior, nos permite avanzar el largo camino pendiente en la investigación relativa al rol de la RSC y la integración laboral de personas discapacitadas a través de Centros Especiales de Empleo.

Palabras clave: Responsabilidad social, discapacidad, empleo, centros especiales de empleo, investigación.

Research, special employment centres and social responsibility

Abstract

The Special Employment Centers (SECs) constitute a form of development of the Social Economy for the integration of workers with disabilities into the ordinary labor market. From this point of view, Spanish regulations have favored the incorporation of workers with disability, through business incentives promoted from the field of advantages and aid for employers. The role of SECs has not been ignored in research. Research has analyzed different aspects since the last century.

Within the framework of the Social Economy, the aim of our research is to analyze the evolution of the research of the SECs in order to identify the most relevant topics, the contributions and the possible shortcomings. To this end, a review of the literature published in Web of Science within open science has been carried out. Several searches were carried out combining different terms related to disability, special employment centers and corporate social responsibility, finally combining several searches.

The quantitative evolution of the research that deals with the SECs indicates that interest was relatively low until 2021 and 2022, where the number of articles published per year accounted for 16 % and 12 % of the total publications, respectively.

Qualitatively, just over 20 % deal with the role of Corporate Social Responsibility (CSR) in relation to people with disabilities, and almost 15% address disability and the role of special employment centres. To date, research has focused on generalist issues, and to a large extent health oriented.

We did not find until 2014 that CSR was included as an objective in the analysis of disability. The orientation of research on CSR and disability deals with a variety of topics. Traditionally, the role of companies in creating equal opportunities for various disadvantaged groups has been analyzed, and some research has focused on people with disabilities. There are few studies that have carried out empirical analyses beyond exploratory ones, and even fewer that provide conclusions aimed at providing solutions.

For the above, we can advance that a long road in research related to the role of CSR and the labor integration of disabled people through Special Employment Centers is large pending.

Keywords: Social responsibility, disability, employment, special employment centers, research.

DIGITALIZACIÓN Y RIESGOS EMERGENTES

Percepción social de la deshumanización provocada por las TIC

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Resumen

La IA y en general las Tic refuerzan la tendencia social hacia la deshumanización y el desencanto provocado por el sistema capitalista en el siglo XXI. Estudios recientes del Centro de Investigaciones Sociológicas (CIS) aportan información cuantitativa referida a esta tendencia vinculada a la percepción de los riegos que la población asocia al desarrollo de la IA, la digitalización y en general las TIC.

En línea con lo propuestos por Han (2021) en su libro Infocracia: la digitalización y la crisis de la democracia, el temor a el neo *golem* (Roszak, 1968) tecnológico se ha instalado en nuestra sociedad, desde el nivel más bajo hasta las altas esferas.

Dos variables pueden explicar este temor, muchas veces visceral: el nivel de estuidios de los encuestados y su religiosidad, en linea con las propuestas que desarrollan Bude, (2017) y Lipovetsky, (2007; 2021), siguiendo la tradición de estudio que inicia Beck (2009) en "la sociedad del riesgo".

Factores de la Digitalización que se analizan:

Grado de Interés en relación con la ciencia y la tecnología

- Progreso - Deshumanización - Desigualdad - Implicación - Elitismo - Bienestar

Actividades relacionadas con la ciencia y la tecnología

- Visitar museos y exposiciones de ciencia y tecnología
- Leer noticias sobre nuevos descubrimientos científicos
- Conocer cómo trabajan los/as científicos/as
- Entender el mundo, cómo funciona y los porqués
- Recibir información sobre las aplicaciones de la ciencia útiles para la sociedad
- Acudir a conferencias y charlas sobre ciencia y tecnología

Utilidades de la ciencia y la tecnología:

- Hablar de ciencia y tecnología con familiares y/o amistades
- Buscar información sobre noticias relacionadas con la ciencia y la tecnología
- Participar en conferencias o actividades de divulgación científicas
- Compartir en redes sociales noticias sobre ciencia y tecnología

Funciones de la ciencia:

- Resolver problemas
- Obtener conocimiento
- Obtener beneficios económicos para la sociedad
- Tomar decisiones políticas
- Orientar las políticas públicas

Peligros y riesgos para la sociedad actual de diversos avances científicos y tecnológicos

- La energía nuclear
- Los alimentos transgénicos
- La inteligencia artificial
- Las decisiones políticas que se basan en la ciencia

Metodología: Análisis secundario de datos a partir del Nº Estudio 3406 del CIS PERCEPCIÓN DE LA CIENCIA Y LA TECNOLOGÍA, de fecha 08-05-2023.

Características del muestreo:

- Muestra Nacional
- Población española ambos sexos 18 y más años
- Universo: Población española, ambos sexos, edad 18 y más años.
- Tamaño Real: 2924 encuestas, tamaño Teórico: 3000
- Afijación: Proporcional. Puntos de Muestreo 996 municipios y 50 provincias
- Error Muestral 1,8

Tratamiento de datos:

- Un primer abordaje descriptivo
- Segmentación general de la muestra por CC.AA. para destacar las respuesta de Extremadura
- Análisis correlacional

Palabras clave: Miedo, deshumanización, riesgos.

Social perception of the deshumanisation caused by ICT

Abstract

AI and ICTs in general reinforce the social trend towards dehumanisation and disenchantment caused by the capitalist system in the 21st century. Recent studies by the Centro de Investigaciones Sociológicas (CIS) provide quantitative information on this trend linked to the perception of the risks that the population associates with the development of AI, digitalisation and ICTs in general.

In line with what Han (2021) proposed in his book Infocracy: digitisation and the crisis of democracy, the fear of the technological neo-golem (Roszak, 1968) has been installed in our society, from the lowest level to the highest spheres.

Two variables can explain this fear, often visceral: the level of education of the respondents and their religiosity, in line with the proposals developed by Bude (2017) and Lipovetsky, (2007; 2021), following the tradition of study initiated by Beck, (2009) in "the risk society".

Factors of digitisation that are analysed:

Level of interest in relation to science and technology

- Progress Dehumanisation Inequality Inequality Involvement Elitism Welfare

Activities related to science and technology

- Visiting museums and science and technology exhibitions
- Reading news about new scientific discoveries
- Learning about how scientists work
- Understand the world, how it works and the whys and wherefores of the world
- Receive information about the applications of science that are useful to society
- Attend lectures and talks about science and technology

Science and technology utilities:

- Talk about science and technology with family and/or friends.
- Searching for information on science and technology-related news
- Participate in science outreach activities or conferences
- Sharing science and technology news on social networking sites

Functions of science:

- Solve problems
- Gaining knowledge
- Obtain economic benefits for society

- Make political decisions
- Guiding public policy

Dangers and risks for today's society of various scientific and technological developments

- Nuclear energy
- Genetically modified food
- Artificial intelligence
- Science-based policy decisions

Methodology: Secondary analysis of data from CIS SCIENCE AND TECHNOLOGY PERCEPTION STUDY No. 3406, dated 08-05-2023.

Sampling characteristics:

- National sample
- Spanish population, both sexes, 18 years and older
- Universe: Spanish population, both sexes, aged 18 and over.
- Actual size: 2924 surveys, Theoretical size: 3000.
- Allocation: Proportional. Sampling Points 996 municipalities and 50 provinces.
- Sampling Error 1.8

Data processing:

- A first descriptive approach
- General segmentation of the sample by Autonomous Community in order to highlight the response of Extremadura.
- Correlational analysis

Keywords: Fear, dehumanisation, risks.

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Estrategias de gestión de riesgos para la adopción segura del blockchain

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Abstract

La tecnología Blockchain, a pesar de su potencial para revolucionar numerosas industrias mediante la mejora de la eficiencia y la transparencia, conlleva una serie de riesgos emergentes que se pretenden analizar en el trabajo. Estos riesgos, que incluyen desafíos de seguridad, preocupaciones de privacidad, cuestiones regulatorias y barreras técnicas, pueden obstaculizar su adopción generalizada. La necesidad de comprender y gestionar adecuadamente estos riesgos es fundamental no solo para maximizar los beneficios del Blockchain sino también para asegurar la confianza y la participación de usuarios finales, empresas y gobiernos. La justificación de este trabajo radica en su capacidad para identificar estrategias efectivas que aborden estos desafíos, facilitando así una implementación más segura y eficaz del Blockchain en diversos contextos.

Proponemos un enfoque metodológico basado en el análisis bibliográfico sistemático. Esta metodología implica una revisión exhaustiva y crítica de la literatura académica, informes de la industria y estudios de caso relevantes. Basándonos en bases de datos académicas y fuentes de información especializadas para recopilar documentos que aborden la adopción del Blockchain, identificamos los riesgos asociados y las estrategias de gestión de riesgos. A través de un proceso de selección riguroso, se han identificado y analizado los estudios más pertinentes y representativos, lo que ha permitido sintetizar un cuerpo coherente de conocimiento sobre el tema.

Los resultados de esta investigación proporcionarán una comprensión amplia de los riesgos emergentes asociados al Blockchain y las estrategias para su gestión. De modo que han sido identificados:

- Los principales riesgos que enfrentan los usuarios finales, las empresas y los gobiernos al adoptar el Blockchain.
- Los factores que influyen en la percepción y gestión de estos riesgos entre diferentes stakeholders.
- Estrategias efectivas de mitigación y gestión de riesgos basadas en la evidencia recopilada.

Estos resultados no solo amplían el conocimiento existente sobre la adopción y gestión de riesgos del Blockchain, sino también ofrecen una guía práctica para su implementación segura y efectiva. En consecuencia, esta investigación se propone contribuir significativamente al entendimiento de cómo los riesgos emergentes asociados al Blockchain pueden ser gestionados y mitigados. Al proporcionar un marco detallado de estos riesgos y desarrollar estrategias dirigidas a diferentes stakeholders, la investigación promete enriquecer tanto el debate académico como la práctica profesional. Además, los hallazgos tienen el potencial de informar la elaboración de políticas y regulaciones, orientar el desarrollo de soluciones tecnológicas más seguras y promover una mayor adopción del Blockchain por parte de la sociedad.

Palabras clave: Blockchain, emerging risks, risk management, consumer behaviour, effective strategies.

Risk management strategies for secure blockchain adoption

Abstract

Blockchain technology, despite its potential to revolutionise numerous industries by improving efficiency and transparency, comes with a number of emerging risks that the paper aims to analyse. These risks, which include security challenges, privacy concerns, regulatory issues and technical barriers, may hinder its widespread adoption. The need to properly understand and manage these risks is critical not only to maximise the benefits of the Blockchain but also to ensure the trust and participation of end users, businesses and governments. The rationale for this work lies in its ability to identify effective strategies to address these challenges, thereby facilitating a more secure and efficient implementation of the Blockchain in a variety of contexts.

We propose a methodological approach based on a systematic literature review. This methodology involves a thorough and critical review of academic literature, industry reports and relevant case studies. Drawing on academic databases and specialised information sources to compile documents addressing Blockchain adoption, we identify associated risks and risk management strategies. Through a rigorous selection process, the most relevant and representative studies have been identified and analysed, allowing us to synthesise a coherent body of knowledge on the topic.

The results of this research will provide a comprehensive understanding of the emerging risks associated with Blockchain and strategies for their management. So, they have been identified:

- The main risks faced by end-users, businesses and governments when adopting the Blockchain.

- The factors that influence the perception and management of these risks among different stakeholders.
- Effective risk mitigation and management strategies based on the evidence gathered.

These findings not only extend existing knowledge on the adoption and risk management of the Blockchain, but also provide practical guidance for its safe and effective implementation. Accordingly, this research aims to contribute significantly to the understanding of how emerging risks associated with the Blockchain can be managed and mitigated. By providing a detailed framework of these risks and developing strategies targeting different stakeholders, the research promises to enrich both academic debate and professional practice. Furthermore, the findings have the potential to inform policymaking and regulation, guide the development of more secure technological solutions and promote wider societal adoption of the Blockchain.

Keywords: Blockchain, emerging risks, risk management, consumer behaviour, effective strategies.

Beauty is on the inside: The mediating role of anthropomorfism in service robots

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Abstract

Research justification: Service robots (SR) are increasingly being implemented in the hospitality industry (Ivkov et al., 2020; Huang & Chen, 2023), taking customer experiences to a whole new level (Ivkov et al., 2020). SR can perform various tasks, some more routine and repetitive such as reception administrative processes, cleaning tasks, or reducing wait times, and others referred to as "frontline" tasks involving social contact with the customer (Belanche et al., 2020) such as accompanying the guest to their room, presenting the menu and serving food at the table, or guiding tourists around the city (Forné & Jamal, 2021).

Thus, while AI will help increase efficiency and productivity, it also raises numerous ethical concerns for consumers, employees, and business and organization leaders. One of these issues relates to the type of frontline tasks that involve interaction between people and robots.

Over the years, studies examining attitudes and intention to use service robotics have increased, but many important aspects remain to be covered. Firstly, many studies to date are qualitative in nature (Mariani & Borghi, 2021). In particular, there are limited studies that have investigated the factors involved in consumer behavior towards SR in restaurants and hotels (Seo & Lee, 2021). Sometimes, the results are confusing and contradictory (Lei et al., 2023). Secondly, very little attention has been paid to the humanoid attributes of robots and their mediating effect on customer behavior in using SR. Although previous research has improved our understanding of the potential benefits of robot anthropomorphism, there are still limitations, especially in practical application in the service context (Zhang, 2022). While some studies have examined the benefits of anthropomorphic or human-like robot design (van Doorn et al., 2017; Forné & Jamal, 2021), these theoretical foundations have not always been empirically validated. Not all encounters with humanoid SR are perceived as positive and may even be considered threatening or lacking human contact (Lu et al., 2019). Moreover, robot anthropomorphism can raise ethical concerns in terms of ethnicity or gender (Riek & Howard, 2014).

Contribution: This article aims to shed light on customer behavior towards SR in the hospitality industry. To provide a solid theoretical foundation, this paper relies on the Theory of Planned Behavior (TPB) and includes anthropomorphism as a mediating variable to investigate consumers' intention to use SR in hotels and restaurants.

Methodology: This study integrates the perceived anthropomorphism variable within the Theory of Planned Behavior (TPB). A conceptual model is developed, and different research hypotheses are proposed. PLS-SEM is utilized to measure the proposed model through a structural equation modeling approach (Hair et al., 2016). To estimate the PLS-SEM model, a questionnaire is developed and distributed through the Amazon M-Turk platform, where respondents rate the questions on a 7-point Likert scale and semantic scales.

Results: The results of this study will provide practical insights to hospitality industry managers in their decision-making regarding the use of SR. The findings will demonstrate customer behavior and intention towards SR, specifically examining if there exists a positive relationship between the anthropomorphic attributes of the robot and customers' favorable attitude towards their usage.

Discussions and conclusions: SR are already a reality in many hospitality industry companies. However, the attitude and behavior of customers towards the use of SR are still not fully understood. This study, employing the TPB model, addresses the intention of hotel and restaurant users to utilize SR. Furthermore, it examines the mediating role of anthropomorphism and its significant impact on use intention.

Keywords: Service robots, consumer behavior, anthropomorphism, hospitality, TPB model.

Perceived risk: Influence on attitude and intention to use SR

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Resumen

El uso de robots de primera línea en la industria del turismo y la hospitalidad es una realidad emergente (Ayyildiz et al., 2022; Pizam et al., 2024). Sin embargo, el incremento de la interacción humano-robot ha dado lugar al crecimiento de cuestiones éticas relacionadas con el uso de los robots de servicio (SR).

Una de estas cuestiones es el riesgo percibido por los clientes a la hora de utilizar un robot. Las decisiones de los robots implican incertidumbre y riesgos, como un mal funcionamiento, errores o imprecisiones técnicas que pueden afectar a la toma de decisiones de los clientes y a su nivel de satisfacción con el servicio (Seo y Lim, 2021). De hecho, una de las principales preocupaciones de los gerentes radica en cómo el uso de los SR influirá en la experiencia y satisfacción de los turistas (Park et al., 2021).

La necesidad de este estudio se basa en las siguientes razones. En primer lugar, el riesgo percibido se considera un elemento clave en la evaluación, elección y comportamiento (Campbell & Goodstein, 2001) influyendo en muchas decisiones de los clientes (Wu, Zhang, Zu & Yu-Buck, 2021). A pesar de ser considerada una variable crítica que incluye en el nivel de satisfacción (See & Lim, 2021), la variable riesgo percibido ha sido examinada vagamente en el contexto de los SR. Por ejemplo, se ha examinado la percepción de riesgo de los usuarios a la hora de realizar una compra online (Martins et al., 2014), adopción de una app (Mathew et al., 2021), compra de un vehículo eléctrico (Kumar Jain et al., 2021) o incluso casas inteligentes (Wilson et al., 2017). A pesar de que una gran cantidad de artículos han enfatizado en la necesidad de identificar los beneficios y riesgos asociados al uso de robots (Jang & Lee, 2020), son muy pocos estudios los que han analizado hasta la fecha el riesgo percibido, siendo la mayoría de ellos estudios teóricos.

En segundo lugar, estos investigadores examinan de forma empírica el riesgo percibido atendiendo a sus diferentes subdimensiones (Kaplan et al., 1974; Lin, 2003). Hasta la fecha, solo se ha encontrado un artículo (Pizam et al., 2024) que examina las distintas subdimensiones del riesgo percibido y su influencia en la intención de uso de SR en hoteles.

Contribución: Con base a la discusión proporcionada, esta investigación estudia el papel del riesgo percibido por los clientes en la actitud e intención de uso de SR en hoteles y restaurantes. Es una de las primeras investigaciones en examinar las diferentes

subdimensiones del riesgo en el contexto de la robótica de servicio y la industria de la hospitalidad.

Metodología: Se utiliza un cuestionario online enviado a través de la plataforma Amazon MTurk con el fin de recoger datos para la investigación. Se utilizan escalas previamente validadas en la literatura.

Resultados: Tras testar las hipótesis de investigación, se esperan obtener resultados significativos sobre la influencia del riesgo percibido en la actitud y uso de los clientes de utilizar SR.

Discusiones y conclusiones: Las decisiones de los robots son complejas e implican riesgo e incertidumbre. Un tema clave relacionado con los robots es la preocupación de los consumidores en cuestiones relacionadas con la privacidad, seguridad o fallas en el servicio. En este contexto, hay una necesidad imperante de examinar mejor los riesgos asociados a los robots de primera línea y como ello influye en la experiencia del servicio.

Abstract

Justification: The use of frontline robots in the tourism and hospitality industry is an emerging reality (Ayyildiz et al., 2022; Pizam et al., 2024). However, the increase in human-robot interaction has led to the growth of ethical issues related to the use of service robots (SR). One of these issues is the perceived risk by customers when using a robot. Robot decisions involve uncertainty and risks, such as malfunction, errors, or technical inaccuracies that can affect customers' decision-making and their satisfaction level with the service (Seo & Lim, 2021). In fact, one of the main concerns of managers lies in how the use of SR will influence tourists' experience and satisfaction (Park et al., 2021).

The need for this study is based on the following reasons. Firstly, perceived risk is considered a key element in evaluation, choice, and behavior (Campbell and Goodstein, 2001), influencing many customer decisions (Wu et al., 2021). Despite being considered a critical variable that includes in the satisfaction level (See & Lim, 2021), the perceived risk variable has been vaguely examined in the context of SR. Although many articles have emphasized the need to identify the benefits and risks associated with the use of robots (Jang & Lee, 2020), few studies have examined perceived risk to date, most of which are theoretical studies. Secondly, these researchers empirically examine perceived risk by addressing its different sub-dimensions (Kaplan et al., 1974; Lin, 2003). To date, only one article (Pizam et al., 2024) has been found that examines the different sub-dimensions of perceived risk and its influence on the intention to use SR in hotels.

Contribution: Based on the provided discussion, this research studies the role of perceived risk by customers in the attitude and intention to use SR in hotels and

restaurants. It is one of the first research studies to examine the different sub-dimensions of risk in the context of service robotics and the hospitality industry.

Methodology: An online questionnaire is used, distributed through the Amazon MTurk platform to collect data for the research. This questionnaire is in an early stage. We hope to develop in the coming months. We will use three types of SR according to the level of anthropomorphism, so a scenario-based experimental survey is used. Secondly, different questions related to each construct were asked. Scales previously validated in the literature are used and hypotheses will be tested.

Results: After testing the research hypotheses, significant results are expected regarding the influence of perceived risk on customers' attitude and usage of SR. It is consistent with previous SR research (Lee & Kim, 2022; Choi et al., 2021). In the hospitality industry, the use and experience with SR may be limited, so customers may experience different types of risk and show a negative attitude towards these robots. Consequently, the intention to use SR will be reduced.

Discussions and conclusions: Robot decisions are complex and involve risk and uncertainty. A key issue related to robots is consumers' concern about privacy, security, or service failures. Despite the amount of research examining SR, little attention has been paid to SR perceived risk to customers, especially on an empirical way. In this context, there is an urgent need to better examine the risks associated with frontline robots and how this influences the service experience. If customers perceive risk when using SR, this can negatively affect their behavior and reduce their intention to use.

Keywords: Perceived Risk, Service Robots, Attitude, Hospitality, Use of Service Robots.

La inteligencia artificial aplicada a la lealtad de los clientes y la reputación de la marca de los restaurantes

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Resumen

La inteligencia artificial puede tener un impacto significativo en la lealtad de los clientes y la reputación de la marca de los restaurantes. Si se utiliza de manera ética y transparente, la IA puede mejorar la experiencia del cliente y fomentar la lealtad hacia el restaurante mediante la personalización, la eficiencia operativa y la mejora de la calidad de los alimentos.

La IA permite a los restaurantes personalizar y mejorar la experiencia del cliente de maneras innovadoras. Los sistemas de IA pueden analizar los datos de los clientes, como sus preferencias de comida, historial de pedidos y comentarios anteriores, para ofrecer recomendaciones personalizadas y ofertas especiales. Esta capacidad de anticiparse a las necesidades y preferencias de los clientes puede mejorar su satisfacción y fomentar la lealtad hacia el restaurante. Sin embargo, la IA también plantea desafíos en términos de privacidad y confianza del cliente. Los clientes pueden preocuparse por la recopilación y el uso de sus datos personales por parte de los sistemas de IA, especialmente en lo que respecta a la seguridad de la información y el riesgo de manipulación o abuso.

La dependencia excesiva de la IA en la interacción con los clientes puede conducir a una pérdida de la conexión humana y la autenticidad en la experiencia del restaurante. Aunque la IA puede proporcionar recomendaciones personalizadas y respuestas rápidas, no puede replicar completamente la calidez y el cuidado que ofrecen los empleados humanos. Esto puede llevar a una experiencia más impersonal y superficial para los clientes, lo que podría afectar negativamente a su lealtad hacia el restaurante.

Todo ello puede contribuir a mejorar la reputación de la marca de los restaurantes mediante el uso de tecnologías avanzadas para mejorar la calidad de los alimentos y la eficiencia operativa. Por ejemplo, los sistemas de IA pueden ayudar en la gestión de inventario y la previsión de la demanda, lo que reduce el desperdicio de alimentos y optimiza los costos de operación. Esto puede mejorar la percepción pública del restaurante como una empresa comprometida con la sostenibilidad y la responsabilidad social.

El objetivo de este estudio es examinar el efecto que la IA tiene en el valor de la marca de los restaurantes. El trabajo de campo se ha llevado a cabo en España, destino reconocido por su gastronomía variada y tradicional. La metodología utilizada se basa en

el modelado de ecuaciones estructurales (PLS-SEM). Este método se consideró el más adecuado para validar las hipótesis propuestas en las ecuaciones estructurales y confirmar el modelo de relaciones complejas. PLS-SEM se utiliza habitualmente como herramienta eficaz para el análisis de interrelaciones complejas entre variables observadas y latentes y se ha utilizado ampliamente para la investigación en el sector del turismo.

Para alcanzar el objetivo propuesto, se ha utilizado un cuestionario estructurado para conocer la opinión de los comensales de restaurantes que utilizan la técnica de la IA, Los resultados obtenidos confirman que una experiencia satisfactoria con la IA tiene un efecto positivo sobre la intención de los visitantes de recomendar y repetir la visita a dicho destino. A partir del análisis realizado, se sugieren estrategias eficaces para ayudar a gestionar este tipo de restaurantes. Este estudio no está exento de limitaciones, la más importante es el espacio geográfico español para nuestro análisis, por lo que los resultados obtenido deben tratarse con la debida prudencia.

Palabras clave: Inteligencia artificial, lealtad, reputación de marca, clientes.

Artificial intelligence applied to customer loyalty and restaurant brand reputation

Abstract

Artificial intelligence can have a significant impact on customer loyalty and restaurant brand reputation. If used ethically and transparently, AI can enhance the customer experience and foster restaurant loyalty through personalisation, operational efficiency and improved food quality.

AI enables restaurants to personalise and enhance the customer experience in innovative ways. AI systems can analyse customer data, such as food preferences, order history and past feedback, to provide personalised recommendations and special offers. This ability to anticipate customers' needs and preferences can improve customer satisfaction and foster loyalty to the restaurant. However, AI also poses challenges in terms of customer privacy and trust. Customers may be concerned about the collection and use of their personal data by AI systems, especially in terms of information security and the risk of manipulation or abuse.

Over-reliance on AI in customer interactions can lead to a loss of human connection and authenticity in the restaurant experience. While AI can provide personalised recommendations and quick responses, it cannot fully replicate the warmth and care offered by human employees. This can lead to a more impersonal and superficial experience for customers, which could negatively affect their loyalty to the restaurant.

All of this can contribute to improving the brand reputation of restaurants through the use of advanced technologies to improve food quality and operational efficiency. For example, AI systems can assist in inventory management and demand forecasting, which reduces food waste and optimises operating costs. This can improve public perception of the restaurant as a company committed to sustainability and social responsibility.

The aim of this study is to examine the effect that AI has on the brand value of restaurants. The fieldwork has been carried out in Spain, a destination renowned for its varied and traditional gastronomy. The methodology used is based on structural equation modelling (PLS-SEM). This method was considered the most appropriate to validate the hypotheses proposed in the structural equations and to confirm the model of complex relationships. PLS-SEM is commonly used as an effective tool for the analysis of complex interrelationships between observed and latent variables and has been widely used for research in the tourism sector.

In order to achieve the proposed objective, a structured questionnaire has been used to find out the opinion of diners in restaurants using the AI technique. The results obtained confirm that a satisfactory experience with AI has a positive effect on the visitors' intention to recommend and repeat the visit to that destination. From the analysis conducted, effective strategies are suggested to help manage this type of restaurants. This study is not without limitations, the most important of which is the Spanish geographical space for our analysis, so the results obtained should be treated with due caution.

Keywords: Artificial intelligence, loyalty, brand reputation, customers.

Humanismo integral y humanismo digital: Claves de Maritain para afrontar con ética la inteligencia artificial

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Resumen

Ante los muchos retos que plantea el nuevo paradigma de la digitalización, como son la entronización de la "razón instrumental" y el progresivo triunfo de la tecnocracia que propugna la dominación como forma de relacionarse el ser humano con su entorno (con el otro y con la naturaleza) y consigo mismo, nos encontramos con la necesidad de reflexionar sobre el nuevo tipo de humanismo que surge de este planteamiento.

Desde el personalismo comunitario se considera que es necesario repensar y releer una modernidad que con el intento de recuperar el protagonismo del hombre (humanismo) se ha olvidado de la naturaleza, del prójimo y hasta de Dios. En este contexto aparecen propuestas como la de E. Levinas que defiende un "humanismo del otro hombre" o las de Emmanuel Mounier y Jacques Maritain reclamando un "humanismo integral".

En nuestra comunicación nos vamos a centrar en este último por varias razones. En primer lugar, porque la digitalización parece ser el último peldaño de la razón instrumental porque la naturaleza aparece como un recurso disponible por un sistema económico depredador de recursos naturaleza. En segundo lugar, porque la digitalización ha incrementado los niveles de abstracción y de formalización del ser humano (persona) al reducirlo a "dato" o "conjunto de datos". En tercer lugar, porque la digitalización se ha impuesto en el imaginario cultural como nueva figura histórica con capacidad para superar todos los humanismos anteriores: así lo plantean los pos y transhumanistas. Y en cuarto lugar porque la digitalización ha impuesto tiempos y ritmos culturales caracterizados por el consumo y la aceleración, con independencia de los procesos de apropiación social y cultural de los pueblos.

A través de los textos de Jacques Maritain y la crítica que realiza a la Modernidad y a la razón instrumental, exploraremos la actualización de su propuesta de Humanismo Integral y su viabilidad en esta era digital.

Palabras clave: Razón instrumental, humanismo digital, humanismo integral, Jacques Maritain.

Integral humanism and digital humanism: Maritain's keys to ethically face artificial intelligence

Abstract

Given the many challenges posed by the new paradigm of digitalization, such as the enthronement of "instrumental reason" and the progressive triumph of technocracy that advocates domination as a way of relating human beings to their environment (with each other and with nature) and with ourselves, we find ourselves with the need to reflect on the new type of humanism that arises from this approach. From community personalism it is considered that it is necessary to rethink and reread a modernity that in the attempt to recover the protagonism of man (humanism) has forgotten nature, others and even God. In this context, proposals appear such as that of E. Levinas who defends a "humanism of the other man" or those of Emmanuel Mounier and Jacques Maritain demanding an "integral humanism." In our communication we are going to focus on the latter for several reasons. Firstly, because digitalization seems to be the last step of instrumental reason because nature appears as a resource available to an economic system that predators natural resources. Secondly, because digitalization has increased the levels of abstraction and formalization of the human being (person) by reducing it to "data" or "data set". Thirdly, because digitalization has imposed itself in the cultural imagination as a new historical figure with the capacity to overcome all previous humanisms: this is what post- and transhumanists propose. And fourthly because digitalization has imposed cultural times and rhythms characterized by consumption and acceleration, independently of the processes of social and cultural appropriation of people.

Through the texts of Jacques Maritain and the criticism he makes of Modernity and instrumental reason, we will explore the updating of his proposal of Integral Humanism and its viability in this digital age.

Keywords: Instrumental reason, digital humanism, integral humanism, Jacques Maritain.

La influencia de la inteligencia artificial en la publicidad y su impacto en la ilustración publicitaria: El caso de Rubén Lucas García

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Resumen

Justificación de la investigación: La presente investigación analiza, a través del caso de estudio del ilustrador Rubén Lucas García, el impacto que las inteligencias artificiales generativas están teniendo en el ámbito del diseño de la ilustración dirigida a las cartelerías publicitarias. El caso aborda el del ilustrador murciano cuya actividad ha estado presente en la actualidad mediática debido al número creciente de premios conseguidos en certámenes de carteles publicitarios en España en 2023 y 2024. Esta actividad estaría apoyada por el uso de herramientas de inteligencia artificial generativa. El alto número de galardones conseguidos plantea preguntas esenciales sobre cómo la digitalización ligada a la inteligencia artificial y la implementación de esta en la actividad profesional publicitaria desafía el sistema productivo conocido hasta ahora.

Breve resumen del contenido: El presente estudio analiza el caso de Rubén Lucas García para mostrar la redefinición de la creatividad publicitaria con el auge de la IA generativa en el sector de la comunicación y el impacto en sus profesiones. La exposición y el estudio del caso concreto permitirá sacar conclusiones sobre el gran potencial transformador que tendrá la IA en este sector y en otros relacionados.

Contribución: El estudio contribuye al entendimiento de cómo la IA generativa puede ser una nueva fuente de referencia para los ilustradores y de cómo algunas voces contrarias argumentan que la IA generativa amenaza la profesión de la ilustración (Putra et al., 2022). Analiza el impacto que estas herramientas generativas tienen en el diseño gráfico publicitario.

Se estudia el caso de Rubén Lucas García en relación con el uso de las IA generativas en la actividad del diseño de cartelería para explorar las implicaciones de sus logros en el campo publicitario y creativo. Se establecen posibles límites éticos en el uso de este tipo de herramientas (Senftleben, 2023).

Metodología: Se emplea una metodología cualitativa, basada en el análisis de caso previamente mencionado. Se analiza el caso realizando un análisis de contenido exhaustivo de los artículos de prensa relacionados con la producción creativa de Rubén Lucas García. Se analizan artículos de El País, La Voz de Galicia, elDiario.es, etc. Además,

se revisa el debate que se ha provocado en las redes sociales entre públicos especialistas y generalistas, principalmente en X.

Resultados: Contribuye al entendimiento de cómo la implementación de nuevas tecnologías como la IA impacta en la creatividad y la comunicación visual, específicamente en el ámbito de la ilustración publicitaria. Se muestran los desafíos asociados con la adaptación a las nuevas tecnologías en este campo.

Se identifican las implicaciones éticas asociadas al uso de IA en el área de la creatividad publicitaria relacionadas con el impacto en las profesiones.

Discusión-conclusiones: Se explora el impacto de la implementación de tecnologías como la IA en el ámbito publicitario, destacando cómo la digitalización puede influir en las prácticas creativas. Se aborda la dimensión ética vinculada al empleo de la IA en concursos publicitarios, planteando el interrogante acerca de si es esencial incluir limitaciones explícitas de estas tecnologías en las normativas de los concursos.

Palabras clave: Inteligencia artificial generativa, ilustración publicitaria, ética publicitaria, publicidad, ilustración.

The influence of artificial intelligence on advertising and its impact on advertising illustration: The case of Rubén Lucas García

Abstract

Justification of the research: This research analyzes, through the case study of illustrator Rubén Lucas García, the impact that generative artificial intelligence is having on the field of illustration design aimed at advertising posters. The case addresses the Murcian illustrator whose activity has been prominent in the media due to the increasing number of awards won in advertising poster competitions in Spain in 2023 and 2024. This activity is supported using generative artificial intelligence tools. The high number of awards raises essential questions about how digitization linked to artificial intelligence and its implementation in professional advertising activity challenges the known production system so far.

Summary: This study analyzes the case of Rubén Lucas García to demonstrate the redefinition of advertising creativity with the rise of generative AI in the communication sector and its impact on professions within it. The exposure and study of the specific case will allow drawing conclusions about the great transformative potential that AI will have in this sector and related ones.

Contribution: The study contributes to understanding how generative AI a new point of reference for illustrators and how some opposing voices can be argue that generative AI threatens the profession of illustration (Putra et al., 2022). It analyzes the

impact that these generative tools have on graphic advertising design. The case of Rubén Lucas García is studied in relation to the use of generative AI in poster design activity to explore the implications of his achievements in the advertising and creative field. Possible ethical limits in the use of this type of tools are established (Senftleben, 2023).

Methodology: A qualitative methodology is employed, based on the case analysis. The case is analyzed by conducting a comprehensive content analysis of newspaper articles related to the creative production of Rubén Lucas García. Articles from El País, La Voz de Galicia, elDiario.es, etc., are analyzed. In addition, the debate that has been sparked on social media among specialist and general audiences, mainly on X, is reviewed.

Results: It contributes to understanding how the implementation of new technologies such as AI impacts creativity and visual communication, specifically in the field of advertising illustration. The challenges associated with adapting to new technologies in this field are shown. The ethical implications associated with the use of AI in advertising creativity related to the impact on professions are identified.

Discussion-conclusions: The impact of implementing technologies such as AI in the advertising field is explored, highlighting how digitization can influence creative practices. The ethical dimension linked to the use of AI in advertising competitions is addressed, raising the question of whether it is essential to include explicit limitations of these technologies in competition regulations.

Keywords: Generative artificial intelligence, advertising illustration, ethics in advertising, advertising, illustration.

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IA, digitalización y nuevos operadores jurídico-económicos

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Resumen

Justificación de la investigación: Recientemente han entrado en vigor los Reglamentos (UE) 2022/2065 del Parlamento Europeo y del Consejo de 19 de octubre de 2022 relativo a un mercado único de servicios digitales y por el que se modifica la Directiva 2000/31/CE (Reglamento de Servicios Digitales) y 2022/1925 del Parlamento Europeo y del Consejo de 14 de septiembre de 2022 sobre mercados disputables y equitativos en el sector digital y por el que se modifican las Directivas (UE) 2019/1937 y (UE) 2020/1828 (Reglamento de Mercados Digitales). Por otra parte, se prevé la pronta aprobación de la Propuesta de Reglamento del Parlamento Europeo y del Consejo por el que se establecen normas armonizadas en materia de inteligencia artificial (ley de inteligencia artificial) y se modifican determinados actos legislativos de la Unión COM/ 2021/206 final.

Contribución: Ya con anterioridad las instituciones de la Unión Europea habían señalado la imbricación y complementariedad entre el desarrollo y adopción de la inteligencia artificial y la progresiva digitalización de la sociedad y la economía actual (vid. Consejo de la Unión Europea, Conclusiones de la Presidencia - La Carta de los Derechos Fundamentales en el contexto de la inteligencia artificial y el cambio digital, 11481/20, 2020; y Resolución del Parlamento Europeo, de 20 de octubre de 2020, sobre un marco de los aspectos éticos de la inteligencia artificial, la robótica y las tecnologías conexas, 2020/2012).

La presente contribución se centra en analizar cómo el uso de estas nuevas tecnologías cambia las reglas de juego con la aparición de nuevos operadores, como la figura denominada guardián de acceso (gate keeper) del Reglamento de Mercados Digitales.

Metodología: Análisis normativo y bibliográfico. Resultados. Análisis de los cambios esperables en el nuevo contexto socio-económico y tecnológico y determinación de riesgos.

Discusión: Alcance y consecuencias de la evolución descrita en materia de contratación en el contexto de los servicios de la sociedad de la información.

Palabras clave: Servicios digitales, inteligencia artificial, sociedad de la información.

AI, digitalization and new legal-economic operators

Abstract

Justification of the research: Regulation (EU) 2022/2065 of the European Parliament and of the Council of 19 October 2022 relating to a single market for digital services and amending Directive 2000/31/EC (Regulation of Digital Markets) and Regulation (EU) 2022/1925 of the European Parliament and of the Council of 14 September 2022 on contestable and equitable markets in the digital sector and amending Directives (EU) 2019/1937 and (EU) 2020/1828 (Regulation on Digital Services) have recently come into force. On the other hand, the Proposal for a Regulation of the European Parliament and of the Council establishing harmonized rules on artificial intelligence (artificial intelligence law) and amending certain legislative acts of the Union (COM/2021/206 end) is expected to be adopted soon.

Contribution: The institutions of the European Union had previously pointed out the overlap and complementarity between the development and adoption of artificial intelligence and the progressive digitalisation of society and the current economy (see Council of the European Union, Conclusions of the Presidency - The Charter of Fundamental Rights in the context of artificial intelligence and digital change, 11481/20, 2020; and European Parliament Resolution of 20 October 2020 on a framework for ethical aspects of artificial intelligence, robotics and related technologies, 2020/2012).

This contribution focuses on analyzing how the use of these new technologies changes the rules of the game with the appearance of new operators, such as the figure called gate keeper of the Digital Markets Regulation.

Methodology: Legal and bibliographic analysis.

Results: Analysis of the changes to be expected in the new socio-economic and technological context and determination of risks.

Discussion-conclusions: Scope and consequences of the described developments in terms of contracting in the context of information society services.

Keywords: Digital services, artificial intelligence, information society.

Economía de la innovación

Transitioning to an open eco-innovation paradigm: The catalytic function of intellectual capital

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Abstract

The phenomenon of innovation is constantly changing and evolving, with the goal of improving the society in which we live. This article focuses on the framework of Open innovation (OI) and circular economy to examine the role of intellectual capital as a main catalyst of Open Eco-innovation (OEI). The sample of the study is a population of 19758 Spanish firms extracted from the Technological Innovation Panel -PITEC- in the period 2008 to 2015. Intellectual capital is measured using three relevant constructs traditionally used in literature such as human, structural, and relational capital. To investigate the effect of intellectual capital, and absorptive capacity on three types of eco-innovation (material, energy and environmental responsiveness), we estimate three ordered logit models. Our results show that companies with greater intellectual capital and absorptive capacity significant affect innovations oriented towards reducing their impact on the environment, energy consumption, and improving efficiency in materials. A second analysis, using a sub-sample of PITEC of 1909 firms, which differentiate between high and low-tech industries, estimated the probability of firms engaging in innovative activities and subsequently exploring the relationship between innovation and efforts to reduce environmental impact. Both results, confirm the relevance of OEI in the new economic paradigm working towards new innovative activities with sustainable purposes.

Keywords: Innovation, Intellectual Capital, Open innovation, Open Eco-Innovation, Sustainability.

Hacia una documentación mejorada del patrimonio: Implementación de Nerf en la restauración arquitectónica

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Resumen

Justificación de la investigación: Esta investigación surge como respuesta a la llegada de la inteligencia artificial (IA) al campo del patrimonio arquitectónico y cultural. La necesidad de implementar las nuevas tecnologías en los procesos constructivos y la optimización de los tiempos de producción hacen especialmente importante la aplicación de estas nuevas herramientas digitales en el patrimonio.

Contribución: En la presente comunicación, exploramos la aplicación de las Neural Radiance Fields (NeRF) en la representación 3D de edificios patrimoniales, como una propuesta de aplicación de las nuevas tecnologías en restauración y conservación. Este enfoque se centra en la utilización de tecnologías IA para la agilización de procesos de control de obra, poniendo en práctica estos métodos en un contexto específico: obras de acondicionamiento de una edificación funeraria en Cáceres.

Nuestro estudio destaca cómo la aplicación de las NeRF, una técnica de modelado 3D basada en redes neuronales, puede facilitar la creación de metodologías ágiles para el estudio de edificaciones históricas que permitan llevar a cabo una optimización de recursos temporales y económicos a un nivel de control de obra.

A través de este caso práctico, pretendemos ofrecer una visión sobre el potencial de las técnicas de IA para complementar los métodos tradicionales de gestión de costes aplicados al caso de estudio. No solo se presenta como un ejemplo de aplicación de las NeRF en el sector del patrimonio, sino que también busca contribuir al debate sobre el papel de las nuevas tecnologías en la conservación y restauración de bienes culturales, mostrando los desafíos y oportunidades que estas herramientas pueden ofrecer.

Metodología: La implementación de las IA, en concreto de las NeRF, en el control de obra pasa por el empleo de tecnologías UAV para la captura de la realidad. Desarrollamos un flujo de trabajo que parte de la grabación en vídeo del objeto de estudio durante diferentes jornadas de trabajo con el fin de reflejar el avance real de la obra.

Una vez generada la documentación audiovisual y habiendo realizado un postprocesado previo, integramos los contenidos generados en las NeRF que son

capaces de transformar esa información 2D en información 3D de forma rápida lo que daría en conjunto a una metodología ágil de estudio del patrimonio.

Resultados: Los principales resultados obtenidos son modelos tridimensionales simplificados de diferentes instantes temporales de la obra, es decir, gemelos digitales que nos permiten controlar cualitativa y cuantitativamente la intervención que se está llevando a cabo en distintos estadios del proceso.

Por otra parte, el efecto económico en el control de obra tradicional es la captura y comparación de gemelos digitales de diferentes momentos temporales de la obra a través de una metodología ágil que se puede llevar a cabo de forma rutinaria y que, además, es replicable en el tiempo. Hasta el momento, este tipo de modelos, obtenidos a partir de documentación 2D, únicamente han sido generados a través de procesos de fotogrametría que conllevan una inversión de tiempo y dinero que no se puede realizar de forma reiterativa en la obra. Además, esta repercusión económica cobra especial importancia cuando hablamos del control de obra en patrimonio, donde el factor temporal y económico son dos aspectos determinantes.

Conclusiones: Como conclusión, las IA en general y las NeRF en particular, han llegado al mundo de la arquitectura y la construcción para revolucionarlo. Pese a que aún se trata de una tecnología en desarrollo, la inteligencia artificial aporta herramientas ágiles y útiles a los técnicos encargados del control económico y temporal de cara a la optimización de los recursos y la mejora en los procesos de construcción y restauración.

Palabras clave: Patrimonio, Metodologías ágiles, Control de obra, tecnologías IA, NeRF.

Abstract

Research justification: This research arises in response to the advent of artificial intelligence (AI) in the field of architectural and cultural heritage. The need to implement new technologies in construction processes and the optimization of production times make the application of these new digital tools in heritage especially important.

Contribution: In this communication, we explore the application of Neural Radiance Fields (NeRF) in the 3D representation of heritage buildings, as a proposal for applying new technologies in restoration and conservation. This approach focuses on the use of AI technologies to streamline construction control processes, implementing these methods in a specific context: refurbishment works of a funeral building in Cáceres.

Our study highlights how the application of NeRF, a 3D modeling technique based on neural networks, can facilitate the creation of agile methodologies for the study of

historical buildings that allow for an optimization of temporal and economic resources at a construction control level.

Through this case study, we aim to offer a perspective on the potential of AI techniques to complement traditional cost management methods applied to the case study. It not only presents as an example of the application of NeRF in the heritage sector but also seeks to contribute to the debate on the role of new technologies in the conservation and restoration of cultural goods, showing the challenges and opportunities these tools can offer.

Methodology: The implementation of AI, specifically NeRF, in construction control involves the use of UAV technologies for reality capture. We developed a workflow that starts with video recording of the study object during different workdays to reflect the actual progress of the work.

Once the audiovisual documentation is generated and having performed a preliminary post-processing, we integrate the generated contents into the NeRFs, which are capable of transforming that 2D information into 3D information quickly, resulting in an agile heritage study methodology.

Results: The main results obtained are simplified three-dimensional models of different temporal moments of the work, that is, digital twins that allow us to qualitatively and quantitatively control the intervention being carried out at different stages of the process.

On the other hand, the economic effect on traditional construction control is the capture and comparison of digital twins of different temporal moments of the work through an agile methodology that can be carried out routinely and is also replicable over time. To date, such models, obtained from 2D documentation, have only been generated through photogrammetry processes that involve an investment of time and money that cannot be carried out repetitively in the work. Moreover, this economic impact becomes especially important when we talk about construction control in heritage, where the temporal and economic factor are two determining aspects.

Conclusions: In conclusion, artificial intelligence in general, and Neural Radiance Fields (NeRF) in particular, have arrived in the world of architecture and construction to revolutionize it. Even though it is still a technology in development, AI provides agile and useful tools to the technicians responsible for economic and temporal control, aimed at optimizing resources and improving construction and restoration processes.

Keywords: Heritage, Agile Methodology, Construction management, IA technologies, NeRF.

Seguridad en la ingeniería estructural: Aspectos éticos de la aplicación de la IA en el proceso de diseño

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Resumen

La ingeniería estructural trata de llevar unas cargas de la forma más eficiente posible a unos apoyos, dentro de un marco de seguridad establecido por reglamentos y normas de buena práctica. Los procedimientos de cálculo y comprobación, en su evolución natural, han llegado a un punto en el que no son replicables manualmente, dejando a la experiencia del ingeniero la comprobación de la bondad del análisis realizado por ordenador. La incorporación de la IA más allá del proceso de cálculo, a los procesos de diseño, hace que se desdibuje aún más la función del ingeniero estructurista. Desde un punto de vista ético un aspecto relevante es la responsabilidad implícita en estos diseños y cómo se debe asumir desde un punto de vista razonable dicha incorporación de la IA. Para ello se ha realizado una revisión del estado de la técnica, así como de fallos estructurales y su reproducibilidad en el futuro con el empleo de IAs de forma habitual, así como de fallos estructurales no habituales hoy en día pero que podrían suceder en caso de entrenar a los sistemas inteligentes con casos vulnerables.

Palabras clave: Estructuras, ingeniería, seguridad, responsabilidad.

Safety in structural engineering: Ethical aspects of the application of IA in the design process

Abstract

Structural engineering tries to carry loads in the most efficient way possible to supports, within a safety framework established by regulations and standards of good practice. In their natural evolution, the calculation and verification procedures have reached a point where they cannot be replicated manually, leaving it to the engineer's experience to verify the goodness of the analysis carried out by computer. The incorporation of AI beyond the calculation process, into the design processes, further blurs the role of the structural engineer. From an ethical point of view, a relevant aspect is the responsibility implicit in these designs and how such incorporation of AI should be assumed from a reasonable point of view. To this end, a review of the state of the art has been carried out, as well as structural failures and their reproducibility in the future with the regular use of AIs, as well as structural failures that are not common today but that could happen in the event of training intelligent systems with vulnerable cases.

Keywords: Structures, engineering, safety, liability.

Digitalización e inteligencia artificial en la gestión de áridos reciclados: Aplicación al caso de Extremadura

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Resumen

Los procesos de construcción y demolición generan unos residuos que pueden circularizarse, empleándose una vez seleccionados y tratados en otros procesos, la mayor parte de las veces en el ámbito de la construcción de nuevo. Recientemente la Junta de Extremadura junto con las cuatro empresas gestoras de áridos reciclados (RCD) han suscrito un convenio con la Universidad de Extremadura para estudiar la aplicabilidad de estos productos en proyectos reales. En esta ponencia se analizan los primeros trabajos realizados y sus repercusiones éticas. Se ha realizado un análisis geográfico de la distribución de producciones y plantas en Extremadura, lo que revela la singularidad territorial de esta autonomía y lleva a preguntarse si desde un punto de vista ético-económico-ambiental tiene sentido el reciclaje de estos productos, o mejor dicho, en qué marco de regulación fiscal y ambiental tendría sentido este proceso productivo. Asimismo, dentro del trabajo se trata la implementación de medidas de digitalización y clasificación mediante inteligencia artificial de los productos, y sus implicaciones éticas, tanto en lo que se refiere en un mejor aprovechamiento de estos productos como en las repercusiones que puede tener en la calidad de los empleos involucrados en el proceso y en la pérdida potencial (aparente, según las primeras conclusiones) de empleo que esta digitalización puede suponer.

Palabras clave: Medio ambiente, reciclaje, construcción.

Digitalization and artificial intelligence in the management of recycled aggregates: Application to the case of Extremadura

Abstract

Building and demolition processes generate waste that can be circularized, being used once selected and treated in other processes, most of the time in the field of new construction. Recently the Government of Extremadura together with the four recycled aggregate management companies (RCD) have signed an agreement with the University of Extremadura to study the applicability of these products in real projects. This presentation analyzes the first works carried out and its ethical repercussions. A geographical analysis of the distribution of productions and plants in Extremadura has

been carried out, which reveals the territorial uniqueness of this autonomy and leads to the question of whether from an ethical-economic-environmental point of view it makes sense to recycle these products, or better That said, in what framework of fiscal and environmental regulation would this production process make sense. Likewise, the work addresses the implementation of digitalization and classification measures through artificial intelligence of products, and their ethical implications, both in terms of better use of these products and the repercussions that it may have on quality. of the jobs involved in the process and the potential (apparent, according to the first conclusions) loss of employment that this digitalization may entail.

Keywords: Environment, recycling, building.

Optimización de la gestión de energía en una comunidad. Aplicación de la inteligencia artificial. El caso Smartpolitech

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Resumen

Los procesos de hibridación de energías renovables, energías convencionales, sistemas de almacenamiento y generación distribuida, en el marco de las comunidades energéticas suponen un problema de complejidad creciente para conseguir que dichas comunidades sean capaces, de una forma lo más desatendida posible, de realizar el trabajo de gestión de demanda, consumo y almacenamiento. En el marco de un proyecto de investigación junto con el grupo Diggia se ha llevado a cabo en la Universidad de Extremadura el desarrollo de un sistema de gestión con transmisión vía 5G. Este proyecto se ha apoyado en otro anterior,SmartPoliTech, en el que se ha sensorizado un edificio completo y el consumo y producción de toda la escuela politécnica. Con los datos adquiridos durante el desarrollo del proyecto se ha implementado un sistema de previsión y gestión que puede de forma autónoma generar decisiones sobre el comportamiento de los sistemas que integran la red de la Escuela. En la ponencia se realiza una descripción del proyecto, del sistema SmartPoliTech y de la inteligencia artificial que se ha implementado, analizando las consecuencias éticas en lo que se refiere a reducción de la demanda, laminación de la misma, aspectos medioambientales de la asunción masiva de estos sistemas y repercusión económica de esta asunción.

Palabras clave: Smart grid, smart building, comunidad energética.

Optimization of energy management in a community. Application of artifical intelligence: The Smartpolitech case

Abstract

The hybridization processes of renewable energies, conventional energies, storage systems, and distributed generation, within the framework of energy communities, represent a problem of increasing complexity to ensure that these communities are capable, in the most unattended way possible, of carrying out the demand, consumption and storage management work. Within the framework of a research project together with the Diggia group, the development of a management system with transmission via 5G has been carried out at the University of Extremadura. This project has been supported by a previous one, SmartPoliTech, in which an entire building and the consumption and production of the entire polytechnic school have been sensorized. With the data acquired

during the development of the project, a forecasting and management system has been implemented that can autonomously generate decisions about the behavior of the systems that make up the School's network. The presentation describes the project, the SmartPoliTech system, and the artificial intelligence that has been implemented, analyzing the ethical consequences in terms of demand reduction, demand lamination, environmental aspects of the massive assumption of these systems, and the economic impact of this assumption.

Keywords: Smart grid, smart building, energetic community.

Innovación, IA y ciberseguridad en la monitorización de la calidad del agua en embalses

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Resumen

En Extremadura existe una línea investigación innovadora centrada en el desarrollo de análisis de la calidad del agua en embalses con Teledetección empleando técnicas de Inteligencia Artificial (AI). Este trabajo presenta la fusión de avances tecnológicos con la gestión ambiental responsable, evidenciando cómo la IA puede abordar eficazmente problemas ecológicos significativos de manera ética en recursos tan básicos y esenciales como es el agua. Actualmente, existe un proyecto estratégico de IA aplicada a la ciberseguridad en estructuras críticas de agua y saneamiento desarrolla por la Universidad de Extremadura y el Instituto de Ciberseguridad Nacional de España (INCIBE).

Utilizando algoritmos de IA para interpretar datos de imágenes satelitales, se facilita una monitorización detallada y continua de la calidad del agua en los embalses. Este enfoque no solo mejora la gestión de los recursos hídricos, sino que también promueve la conservación ambiental en la región en Extremadura.

Desde la óptica de la economía, esta metodología representa un cambio paradigmático en la administración de recursos naturales, generando oportunidades para el avance de tecnologías sostenibles y mejoras económicas para la protección ambiental, así como el seguimiento más eficaz y eficiente de sus aguas. Incorporar consideraciones éticas en la tecnología de IA, asegura que el progreso tecnológico se realice en armonía entre los principios de bienestar social y sostenibilidad.

Este estudio demuestra el poder de la IA para la mejora económica y del medio ambiente, estableciendo un precedente para el desarrollo tecnológico y responsable mediante Teledetección y el seguimiento de la calidad del agua.

Palabras clave: Calidad del agua, inteligencia artificial, ciberseguridad, sostenibilidad, teledetección.

Innovation, AI and cybersecurity in monitoring water quality in reservoirs

Abstract

In Extremadura there is an innovative research line focused on the development of water quality analysis in reservoirs, using remote sensing techniques and artificial intelligence (AI) foundations. This work presents the fusion of technological advances with responsible environmental management, evidencing how AI can effectively address significant ecological problems in an ethical manner with resources as basic and essential as water. Currently, there is a strategic AI project applied to cybersecurity in critical water and sanitation structures developed by the University of Extremadura and the National Cybersecurity Institute of Spain (INCIBE).

Using AI algorithms to interpret satellite image data, detailed and continuous monitoring of water quality in reservoirs is facilitated. This approach not only improves water resource management, but also promotes environmental conservation in the Extremadura region.

From the perspective of economics, this methodology represents a paradigmatic change in the administration of natural resources, generating opportunities for the advancement of sustainable technologies and economic improvements for environmental protection as well as the more effective and efficient monitoring of its waters. Incorporating ethical considerations into AI technology ensures that technological progress is made in harmony between the principles of social well-being and sustainability.

This study demonstrates the power of AI for economic and environmental improvement, establishing a precedent for responsible technological development through remote sensing and water quality monitoring.

Keywords: Quality water, Artificial Intelligence, cybersecurity, sustainability, remote sensing.

Applicability of high-performance computing and artificial intelligence to the digital transformation of micro, small and medium-sized enterprises in Extremadura

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Resumen

En los últimos años, las tecnologías de la información y la comunicación han experimentado un crecimiento exponencial, incrementando significativamente su presencia en la industria y en las organizaciones que desean progresar y mejorar la productividad y eficiencia de sus negocios. La implementación y uso de estas tecnologías son cruciales para agregar valor a los procesos empresariales, los cuales deben adaptarse continuamente al escenario digital e hiperconectado de la sociedad actual. De esta manera, la transformación digital se extiende más de allá de la implementación de estas tecnologías en las empresas y sus procesos productivos, implicando cambios en todas las áreas organizacionales y su cultura empresarial. Así, estas transformaciones son actualmente esenciales para que las organizaciones se adapten al futuro, afectando a modelos de negocio, personas, procesos, infraestructuras, productos y servicios, haciéndolos susceptibles a cambios que resultan necesarios para la adaptación a nuevos requisitos y a la sociedad digital.

Sin embargo, la transición ecológica y la transformación digital presentan desafíos que la sociedad, y especialmente las empresas, deben abordar de manera decisiva. Además, se ha detectado que la madurez digital muchas entidades es a menudo inadecuada, precisando el adecuado apoyo tecnológico para adoptar nuevos métodos que mejoren su competitividad. En consecuencia, se propuso el proyecto MiPYME (Micro, Pequeñas y Medianas Empresas) Digital para el análisis, el diagnóstico tecnológico y la provisión de servicios de consultoría a micro, pequeñas y medianas empresas en Extremadura para enfrentar la digitalización de sus procesos de negocio.

El proyecto tuvo como objetivo ofrecer servicios de consultoría en digitalización y transformación digital a empresas extremeñas, principalmente dentro de sectores estratégicos identificados en la Estrategia de Investigación e Innovación para la Especialización Inteligente RIS3. Se proporcionaron soluciones y se desarrollaron planes de acción para mejorar la productividad y eficiencia de procesos a través de la promoción de tecnologías disruptivas. Para alcanzar estos objetivos, la Fundación COMPUTAEX

puso a disposición de las empresas participantes la Computación de Alto Rendimiento (HPC, High-Performance Computing) y la Inteligencia Artificial, tecnologías fundamentales para convertir en realidad la Industria 4.0 y alcanzar niveles adecuados de madurez digital.

Entre los resultados obtenidos, destacan los siguientes: más de 500 empresas de varios sectores y tamaños fueron informadas sobre la importancia de la transformación digital; más de 40 empresas se registraron en la plataforma de evaluación de madurez digital del proyecto MiPYME; se desarrollaron 24 informes de madurez digital; y se crearon 9 planes de acción personalizados para las empresas participantes, identificando acciones recomendadas para alcanzar niveles óptimos de digitalización.

Las conclusiones demuestran que, aunque la transformación digital plantea un desafío que la sociedad y las empresas deben enfrentar de manera decisiva, en muchos casos, la madurez digital de las organizaciones más pequeñas no es adecuada, requiriendo un soporte tecnológico adicional que les permita adoptar nuevos métodos más competitivos. Por lo tanto, resulta clave la existencia de programas de consultoría y servicios gratuitos destinados a optimizar la calidad, productividad y comercialización de productos y negocios para micro, pequeñas y medianas empresas.

Palabras clave: Transformación digital, computación de alto rendimiento, inteligencia artificial, PYME, apoyo tecnológico.

Applicability of high-performance computing and artificial intelligence to the digital transformation of micro, small and medium-sized enterprises in Extremadura

Abstract

In recent years, information and communication technologies have experienced exponential growth, significantly expanding their presence in industry and among organizations aiming to progress and enhance their business productivity and efficiency. The implementation and use of these technologies are crucial for adding value to business processes, which must continually adapt to the current digital and hyperconnected societal landscape. In this way, digital transformation transcends merely incorporating these technologies into business operations and production processes, encompassing changes across all organizational areas and cultural aspects. Thus, these transformations are currently essential for organizations to adapt to the future, affecting business models, people, processes, infrastructures, products, and services, making them susceptible to changes needed for adaptation to new requirements and the digital society.

However, the ecological transition and digital transformation present challenges that society, and especially businesses, must decisively address. In addition, it has been found

that the digital maturity of many organizations is often inadequate, requiring proper technological support to adopt new methods that enhance their competitiveness. Consequently, MiPYME (Micro, Small, and Medium Enterprises) Digital project was proposed for the analysis, technological diagnosis, and provision of consulting services to micro, small, and medium-sized enterprises in Extremadura to confront the digitalization of their business processes.

The project aimed to offer consultancy services in digitalization and digital transformation to Extremadura companies, primarily within strategic sectors identified in the Research and Innovation Strategy for Smart Specialization RIS3. It provided solutions and developed action plans to improve productivity and process efficiency through the promotion of disruptive technologies. To achieve these goals, the COMPUTAEX Foundation made available High-Performance Computing and Artificial Intelligence to participant companies, crucial for realizing Industry 4.0 and achieving proper levels of digital maturity.

Among the notable outcomes, more than 500 companies of several sectors and sizes were informed about the importance of digital transformation; over 40 companies registered on the MiPYME Digital maturity assessment platform; 24 digital maturity reports were developed; and 9 personalized action plans were created for participating companies, identifying recommended actions to achieve optimal digitalization levels.

The findings highlight that although digital transformation poses a challenge that society and businesses must confront decisively, in many cases, digital maturity of smaller organizations is not adequate, requiring additional technological support to allow them to adopt new, more competitive methods. Thus, the availability of consultancy programs and free services aimed at optimizing the quality, productivity, and commercialization of products and businesses for micro, small, and medium enterprises become crucial.

Keywords: Digital transformation, high-performance computing, artificial intelligence, SMEs; technological support.

ECONOMÍA RURAL Y AGRARIA

El rol que juegan los factores externos e internos del teletrabajo para atraer población a las áreas rurales

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Resumen

La progresiva reducción de empresas y población en las zonas rurales de España, fenómeno conocido como "España vaciada", plantea desafíos significativos para las comunidades locales y la economía en general. En este contexto, el teletrabajo ha surgido como una solución potencial para abordar esta problemática, ya que permite a las empresas y empleados operar de manera remota, independientemente de su ubicación geográfica. Para comprender cómo el teletrabajo puede ser una solución efectiva, es necesario analizar los factores externos e internos que influyen en su éxito.

En primer lugar, los factores externos son elementos del entorno que afectan la viabilidad de las empresas en las zonas rurales y que pueden ser atenuados mediante el teletrabajo. La ausencia de infraestructuras físicas y tecnológicas o de servicios públicos son algunos de los factores que afectan a la elección de esas zonas para trabajar y que conducen a la migración de la población hacia áreas urbanas en busca de empleo. Sin embargo, el teletrabajo permite a las empresas acceder a un talento diverso sin verse limitadas por la ubicación geográfica, ampliando el pool de talento disponible.

Por otra parte, los factores internos se refieren a las condiciones y características propias de las empresas y los individuos que influyen en su capacidad para implementar el teletrabajo como una solución viable. En este sentido, para las empresas es fundamental considerar la disposición y las habilidades de los empleados para trabajar de forma remota. El teletrabajo requiere una mayor autonomía o disciplina por parte de los empleados y supervisores y no todos pueden adaptarse fácilmente a él.

En cuanto a los factores internos relacionados con las actitudes, emociones, capacidades, aspiraciones y expectativas de los individuos, es necesario destacar cómo estos elementos influyen en la efectividad del teletrabajo. De esta forma, desempeñan un papel crucial en su aceptación y adopción.

Por tanto, un conocimiento completo de los factores que inciden en el teletrabajo debe incluir ambas perspectivas, la interna y la externa. Por tanto, este sería el objetivo principal de esta investigación y para conseguirlo, la metodología utilizada ha sido un análisis cualitativo exploratorio basado en una prueba piloto con 21 expertos en desarrollo rural, profesionales y académicos, que hayan teletrabajado de forma habitual.

La razón para utilizar esta técnica fue obtener información sobre la estructura y preguntas del cuestionario y si eran las adecuadas a los objetivos perseguidos, si este era sencillo y fácil de entender y de responder, de cara a una futura investigación cuantitativa con una muestra más amplia. Las valoraciones fueron positivas con aportaciones que mejoraban dicha encuesta.

En lo relativo al análisis de dicho cuestionario, la consistencia interna, medida con el estadístico Alfa de Cronbach resultó adecuada en las cuatro secciones en que se estructuró la encuesta: valores y creencias, factores del entorno, TIC y desarrollo rural. Por otro lado, con el objetivo de conocer posibles hipótesis novedosas respecto a las que se han investigado, se realizó un análisis de correlaciones entre los diferentes ítems del cuestionario.

Estas correlaciones arrojaron resultados sobre las relaciones entre los factores externos e internos y dentro de ellos, entre los que afectan al entorno de trabajo y los valores y creencias. Entre otros, destaca que aquellos que contestaron de forma positiva a factores internos de la personalidad como el valor o creencia sobre el poder y a otros del entorno como la conciliación y la comunicación, que en gran parte consideraban el teletrabajo como un factor que podría contribuir a repoblar y a desarrollar el sector empresarial de la "España vaciada". Por otro lado, Las TIC fueron muy importantes como propulsoras del desarrollo rural.

Palabras clave: Factores externos, factores internos, teletrabajo, España vaciada, áreas rurales.

The role of external and internal teleworking factors in attracting population to rural areas

Abstract

The progressive reduction of businesses and population in rural areas of Spain, a phenomenon known as "empty Spain", poses significant challenges for local communities and the economy in general. In this context, telework has emerged as a potential solution to address this issue, as it allows companies and employees to operate remotely, regardless of their geographical location. To understand how telework can be an effective solution, it is necessary to analyse the external and internal factors that influence its success.

Firstly, the external factors are elements of the environment that affect the viability of enterprises in rural areas and which can be mitigated by telework. The absence of physical and technological infrastructure or public services are some of the factors that affect the choice of such areas for work and lead to migration of the population to urban areas in search of employment. However, telework allows companies to access diverse

talent without being constrained by geographical location, broadening the pool of available talent.

On the other hand, internal factors refer to the conditions and characteristics of firms and individuals that influence their ability to implement telework as a viable solution. In this respect, it is essential for companies to consider the willingness and skills of employees to work remotely. Telework requires greater autonomy or discipline on the part of employees and supervisors and not everyone can easily adapt to it.

As for internal factors related to the attitudes, emotions, capabilities, aspirations and expectations of individuals, it is necessary to highlight how these elements influence the effectiveness of telework. They thus play a crucial role in its acceptance and adoption.

A comprehensive understanding of the factors affecting telework must therefore include both internal and external perspectives. Therefore, this would be the main objective of this research and to achieve this, the methodology used was an exploratory qualitative analysis based on a pilot test with 21 rural development experts, practitioners and academics, who have been teleworking on a regular basis. The reason for using this technique was to obtain information on the structure and questions of the questionnaire and whether they were appropriate to the objectives pursued, whether it was simple and easy to understand and answer, with a view to future quantitative research with a larger sample. The evaluations were positive, with contributions that improved the survey.

Regarding the analysis of the questionnaire, the internal consistency, measured with Cronbach's Alpha statistic, was adequate in the four sections in which the survey was structured: values and beliefs, environmental factors, ICTs and rural development. On the other hand, with the aim of discovering possible new hypotheses with respect to those that have been investigated, an analysis of correlations between the different items of the questionnaire was carried out.

These correlations yielded results on the relationships between external and internal factors and, within these, between those affecting the work environment and values and beliefs. Amongst others, those who responded positively to internal personality factors such as the value or belief in power and to environmental factors such as work-life balance and communication, largely considered teleworking as a factor that could contribute to the repopulation and development of the business sector in "Empty Spain". On the other hand, ICTs were very important as a driver of rural development.

Keywords: External factors, internal factors, telecommuting, Spain emptied, rural areas.

Estrategias de negocio de hoteles rurales en tiempos de cambio: Digitalización e inteligencia digital

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Resumen

Desde principios de los años noventa, la promoción del turismo rural constituye uno de los principales ejes de actuación de los programas europeos de desarrollo rural de carácter endógeno. La implementación de dichos programas marca un hito en la creación de alojamientos rurales y en la potenciación de los servicios vinculados a la práctica del turismo en el medio rural. Con base en la metodología del estudio de caso, a partir de un minucioso trabajo de campo en el que se recurre a la realización de entrevistas semiestructuradas a los promotores de alojamientos turísticos, el objetivo de esta aportación consiste en analizar las diferentes estrategias empleadas por los promotores de alojamientos turísticos con la finalidad de conseguir los rendimientos económicos deseados y, en particular, la relevancia que en dichas estrategias puedan tener las Tecnologías de la Información y Comunicación (TIC´s). Las conclusiones de la investigación muestran que, en función de la concepción de los proyectos por parte de los promotores, existe una diversidad de estrategias; si bien, cuando se relacionan estrategias y las valoraciones respecto a la viabilidad de los negocios por parte de los mismos promotores, se detectan coincidencias que pueden resultar de gran interés para quienes estén sopesando abordar un proyecto de estas características.

Palabras clave: Desarrollo rural, Iniciativa Leader; promotores turísticos; viabilidad económica.

Business strategies of rural accommodations in times of change: Digitalisation and digital intelligence

Abstract

Since the early 1990s, the promotion of rural tourism has been one of the main lines of action of European endogenous rural development programs. The implementation of these programs marks a milestone in the creation of rural accommodation and the promotion of services linked to the practice of tourism in rural areas. Based on the case study methodology, from meticulous field work in which semi-structured interviews are carried out with the promoters of tourist accommodation, the objective of this

contribution is to analyze the different strategies used by the promoters of tourist accommodation with the aim of achieving the desired economic returns and, in particular, the relevance that Information and Communication Technologies (ICTs) may have in these strategies. The conclusions of the research show that, depending on the idea with which the projects have been conceived by the promoters, there is a diversity of strategies; However, when strategies and assessments regarding the viability of the businesses by the same promoters are related, coincidences are detected that may be of great interest to those who are considering undertaking a project of these characteristics.

Keywords: Rural development, Leader Initiative; tourism promoters; economic viability.

Medición de la sostenibilidad en los destinos turísticos de Extremadura: Una aproximación mediante el uso de modelos IRT

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Resumen

La metodología DTI (Destinos Turísticos Inteligentes) está siendo implantada en España por la Sociedad Mercantil Estatal para la Gestión de la Innovación y las Tecnologías Turísticas (Segittur) de la Secretaría de Estado de Turismo en muchos destinos turísticos españoles. Uno de los 5 pilares en los que se basa esta metodología es la sostenibilidad.

El objetivo de este trabajo es medir el grado de sostenibilidad turística de todos los destinos turísticos comarcales de Extremadura (tanto los incluidos en la red DTI como los aspirantes a formar parte de la misma) y realizar una valoración crítica de la misma. Para ello, se ha elaborado un cuestionario a partir de la propuesta de indicadores de sostenibilidad turística recogida en la norma UNE 178502. Este cuestionario consta de 27 indicadores de sostenibilidad y ha sido cumplimentado por los 24 Grupos de Acción Local de Extremadura y por las 4 grandes ciudades de la región, entre enero y marzo de 2023. Con los resultados obtenidos, se ha utilizado un modelo de la familia de modelos IRT (el modelo logístico de dos parámetros, o modelo 2PL) para estimar los parámetros de dificultad y de discriminación de cada uno de los indicadores de sostenibilidad utilizados y para ordenar en una escala latente de sostenibilidad a las 28 unidades territoriales objeto de análisis.

Los resultados de este trabajo permiten, por una parte, identificar los territorios con una estrategia más eficiente en términos de sostenibilidad turística y, por otra parte, identificar los indicadores que mejor discriminan entre destinos, es decir, los indicadores que contribuyen en mayor medida a una mejora significativa de la sostenibilidad como factor clave en la conversión de los destinos turísticos extremeños en inteligentes. Finalmente, se realizan propuestas concretas de líneas de actuación estratégicas que deberían implementar los destinos analizados para que la sostenibilidad en el sector turístico sea un factor multiplicador de su inteligencia.

Palabras clave: Modelo DTI, dificultad, discriminación, modelo IRT, sostenibilidad.

Measuring sustainability in tourist destinations in Extremadura: An approach through the use of IRT models

Abstract

The STD (Smart Tourist Destinations) methodology is being implemented in Spain by the State-Owned Company for the Management of Innovation and Tourism Technologies (Segittur) of the State Secretariat for Tourism in many Spanish tourist destinations. One of the five pillars on which this methodology is based is sustainability.

The objective of this work is to measure the degree of tourism sustainability of all the regional tourist destinations in Extremadura (both those included in the STD network and those aspiring to be part of it) and to carry out a critical assessment of the same. To this end, a questionnaire has been drawn up based on the proposal of tourism sustainability indicators collected in the UNE 178502 standard. This questionnaire consists of 27 sustainability indicators and has been completed by the 24 Local Action Groups of Extremadura and the 4 major cities of the region, between January and March 2023. With the results obtained, a model from the IRT family of models (the two-parameter logistic model, or 2PL model) was used to estimate the difficulty and discrimination parameters of each of the sustainability indicators used and to rank the 28 territorial units under analysis on a latent scale of sustainability.

The results of this work allow, on the one hand, to identify the territories with a more efficient strategy in terms of tourism sustainability and, on the other hand, to identify the indicators that best discriminate between destinations, i.e., the indicators that contribute most to a significant improvement in sustainability as a key factor in the conversion of Extremadura's tourist destinations into smart destinations. Finally, specific proposals are made for strategic lines of action that the analyzed destinations should implement so that sustainability in the tourism sector becomes a multiplier of their intelligence.

Keywords: STD model, difficulty, discrimination, IRT model, sustainability.

Tendencias y oportunidades en educación turística: El Parque Natural de Cornalvo para promover experiencias sostenibles

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Resumen

En los últimos años se asiste a un significativo aumento de la actividad turística en los Espacios Naturales Protegidos. Este hecho se observa especialmente en aquellos países que albergan un importante y diverso patrimonio natural, como es el caso de España. Datos del Ministerio para la Transición Ecológica y el Reto Demográfico (2022) indican un incremento en las visitas a los Parques Nacionales españoles, oscilando de 8 millones en 1996 a 15 millones en 2018. La misma tendencia se produce en el caso de los Parques Naturales, en los que las visitas han aumentado de 8.5 millones en 2014 hasta 16 millones en 2018 (EUROPARC, 2020).

Las causas de este fenómeno se asocian no solo al notable aumento del número de espacios protegidos, sino también a los cambios motivacionales de la demanda. Los turistas muestran un creciente interés por las vivencias auténticas y de calidad, que faciliten el contacto con el entorno, la cultura y las comunidades locales, en un entorno no masificado donde se prioricen la experiencia y las sensaciones únicas.

En consonancia con estos nuevos intereses, el presente estudio tiene como objetivo valorar el potencial del Parque Natural de Cornalvo como espacio protegido idóneo para promover experiencias turísticas sostenibles. Esto no solo se fundamenta en la diversidad y excelente estado de conservación de sus recursos, tanto naturales como culturales, sino también en la singularidad y representatividad del extenso paisaje de dehesas que predomina en la mayor parte de su superficie. Además, la cercanía a la ciudad Monumental de Mérida abre oportunidades para diversificar la oferta turística, enriqueciendo la experiencia del visitante.

Para ello, se realizaron 107 encuestas a los visitantes mayores de 18 años que se encontraban en el Parque. Se aplicaron análisis estadísticos descriptivos basados en promedios ponderados para el caso de las preguntas cuantitativas y análisis de contenido inductivo para el caso de las respuestas abiertas. Los instrumentos utilizados incluyeron la hoja de cálculos Excel y el software de análisis cualitativo Atlas. Ti 22.

Respecto al análisis de motivaciones, los resultados muestran un mayor interés de los turistas hacia las experiencias de ocio activo, las visitas a embalses y ríos y el conocimiento del patrimonio histórico. Junto a ello, valoran la belleza de los recursos

naturales, el estado de conservación del Parque y los recursos culturales como los principales atractivos. Sin embargo, se identifican diversas áreas de mejora, relativas principalmente a la accesibilidad, la habilitación de transportes públicos desde Mérida y el estado de la cartelería. El análisis de contenido reafirma estos hallazgos, proyectando la representatividad de términos como "acceso", "ruta", "carretera", "actividad" o "difusión", en relación con las posibilidades de mejora.

Finalmente, la valoración hacia el centro de interpretación refleja una valoración generalmente positiva, destacando la labor educativa, de concienciación y sensibilización de los guías, así como la difusión de los recursos naturales. La dedicación del centro a las redes sociales y la innovación en instalaciones y recursos resultan los factores con valoraciones más bajas. Por último, los participantes expresan una satisfacción notable con su visita al espacio protegido, otorgando una puntuación de 8.4 sobre 10.

Los hallazgos ofrecen una perspectiva valiosa para el desarrollo y la mejora continua del Parque, al resaltar tanto sus puntos fuertes como sus limitaciones. Aunque se han detectado varios aspectos susceptibles de mejora para incrementar la satisfacción del visitante, también se ha constatado que Cornalvo reúne una serie de atractivos que pueden ser aprovechados para promover experiencias turísticas, basadas en la sostenibilidad y que pongan en valor las amplias posibilidades ambientales culturales, educativas y recreativas de la dehesa.

Palabras clave: Parque Natural de Cornalvo, espacios naturales protegidos, Dehesa, turismo sostenible, educación.

Financiación: Esta investigación forma parte de las realizadas durante la ejecución del proyecto "El agroturismo en las dehesas de Extremadura: una oportunidad para incrementar la renta agraria y la fijación de la población en el medio rural", con referencia IB20012. Ha sido financiada por la Consejería de Economía, Ciencia y Agenda Digital de la Junta de Extremadura, y por el Fondo Europeo de Desarrollo Regional (FEDER); también ha sido financiada por la Universidad de Extremadura y por la Unión Europea, a través de las "Ayudas Margarita Salas para la Formación de Jóvenes Doctores". Referencia MS8.

Trends and opportunities in tourism education: The natural park of Cornalvo to promote sustainable experiences

Abstract

In recent years there has been a significant increase in tourism activity in Protected Natural Areas. This fact is especially observed in those countries that host an important and diverse natural heritage, as is the case of Spain. Data from the Ministry for Ecological Transition and Demographic Challenge (2022) indicate an increase in visits to Spanish National Parks, ranging from 8 million in 1996 to 15 million in 2018. The same trend occurs in the case of Natural Parks, where visits have increased from 8.5 million in 2014 to 16 million in 2018 (Europarc, 2020).

The causes of this phenomenon are associated not only with the remarkable increase in the number of protected areas, but also with motivational changes in demand. Tourists show a growing interest in authentic and quality experiences that facilitate contact with the environment, culture and local communities, in an uncrowded environment where experience and unique sensations are prioritized.

In line with these new interests, this study aims to assess the potential of Cornalvo Natural Park as a protected area suitable for promoting sustainable tourism experiences. This is based not only on the diversity and excellent state of conservation of its resources, both natural and cultural, but also on the uniqueness and representativeness of the extensive landscape of pastures that predominates in most of its surface. In addition, the proximity to the Monumental City of Mérida opens up opportunities to diversify the tourist offer, enriching the visitor's experience.

For this purpose, 107 surveys were conducted among visitors over 18 years of age who were in the park. Descriptive statistical analyses based on weighted averages were applied in the case of quantitative questions and inductive content analysis in the case of open-ended responses. The instruments used included Excel spreadsheet and Atlas qualitative analysis software. Ti 22.

Regarding the analysis of motivations, the results show a greater interest of tourists in active leisure experiences, visits to reservoirs and rivers and knowledge of historical heritage. In addition, they value the beauty of the natural resources, the state of conservation of the park and the cultural resources as the main attractions. However, several areas for improvement were identified, mainly related to accessibility, the provision of public transport from Mérida and the state of the signage. The content analysis reaffirms these findings, projecting the representativeness of terms such as "access", "route", "road", "activity" or "diffusion", in relation to the possibilities for improvement.

Finally, the evaluation of the interpretation center reflects a generally positive assessment, highlighting the educational, awareness-raising and sensitization work of the

guides, as well as the dissemination of natural resources. The dedication of the center to social networks and innovation in facilities and resources are the factors with the lowest ratings. Finally, participants express remarkable satisfaction with their visit to the protected area, giving a score of 8.4 out of 10.

The findings offer a valuable perspective for the development and continuous improvement of the park, highlighting both its strengths and limitations. Although several aspects that could be improved to increase visitor satisfaction have been detected, it has also been found that Cornalvo has a series of attractions that can be used to promote tourist experiences based on sustainability and that value the broad environmental, cultural, educational and recreational possibilities of the Dehesa.

Keywords: Cornalvo natural park, protected natural spaces, Dehesa, sustainable tourism, education.

Funding: This research is part of the research conducted during the execution of the project "Agritourism in the dehesas of Extremadura: an opportunity to increase agricultural incomes and the fixation of the population in rural areas", and its code number is IB20012. This research was funded by the Consejería de Economía, Ciencia y Agenda Digital de la Junta de Extremadura (the branch of the regional government that covers the Economy, Science and Digital Agenda of the Regional Government of Extremadura), and the European Regional Development Fund (ERDF); it was also funded by the University of Extremadura and by the European Union, through the "Ayudas Margarita Salas para la Formación de Jóvenes Doctores". Reference MS-8.

Cocriação e transdisciplinaridade: Uma resposta para o desenvolvimento de territórios de baixa densidade

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Resumen

O sistema de ensino reflete a complexidade impressa na sociedade, sobretudo para aquele que está inserido em território com múltiplas fragilidades. Um desafio especialmente relevante em territórios com vulnerabilidades ao nível da sua população, nomeadamente pelo envelhecimento populacional estrutural e, pelas fragilidades do tecido económico desses territórios. O presente estudo expõe uma perspetiva que reflete e desenvolve ações que respondam a estes problemas complexos vivenciados por territórios com estas caraterísticas. Uma metodologia aplicada no desenvolvimento do Projeto Demola/Link Me Up 1000 ideias, que integra estudantes, professores do Ensino Superior e entidades parceiras (organizações públicas, privadas e do terceiro setor), pautada pela cocriação e a transdisciplinaridade, empreendida em um território de baixa densidade, é a base que fundamenta este estudo. Esta investigação foca-se na ótica das entidades/organizações parceiras, do Instituto Politécnico de Portalegre.

O objetivo é analisar como as organizações encaram as dimensões associadas à metodologia de cocriação e à transdisciplinaridade (Valduga & Balão, 2023), nomeadamente: aprendizagem na diversidade, trabalho em equipa, comunicação e criação de novos produtos/respostas a desafios complexos. Pretende-se também identificar e caracterizar as relações sociais de proximidade e de confiança estabelecidas através do desenvolvimento de projetos de cocriação, explorando as tendências e eventuais repercussões no futuro.

Neste estudo exploratório, foi utilizada a metodologia mista. Foi criado um inquérito por questionário, que constituiu a principal fonte de informação para a investigação. O questionário obedeceu a três dimensões principais: i) caraterização sociodemográfica do inquirido/organização; ii) experiência em projetos de cocriação em territórios de baixa densidade, c) tendências de futuro sobre a incorporação da metodologia de cocriação nas organizações parceiras. Este instrumento foi disponibilizado em modo digital (online), através do Google Forms, a todas as organizações que concluíram projetos de cocriação Demola /Link Me Up 1000 ideias. Por outro lado, foi desenvolvido e aplicado um guião de entrevista dirigido aos responsáveis pelo desenvolvimento dos projetos na Instituição de Ensino Superior (IES) em análise.

Os resultados apresentados focam-se nas na experiência em projetos de cocriação, nomeadamente a inovação e a mudança, ao nível das aprendizagens e na criação de valor para as organizações parceiras, numa relação assente em valores de cooperação, compromisso e confiança. Por outro lado, os resultados evidenciam também as tendências de futuro no que concerne à relação entre IES e organizações, em territórios de baixa densidade.

Palabras clave: Cocriação, transdisciplinaridade, territórios de baixa densidade, instituições de ensino superior.

Co-creation and transdisciplinarity: A response to the development of low-density territories

Abstract

The education system reflects the complexity inherent in society, particularly for those within territories facing multiple vulnerabilities. This is a challenge especially relevant in areas with vulnerabilities at the level of their population, namely due to structural population aging and economic fragilities in these territories. This study presents a perspective that reflects and develops actions to address these complex problems experienced by territories with these characteristics. A methodology applied in the development of the Demola/Link Me Up 1000 Ideas Project, which involves students, higher education professors, and partner entities (public, private, and third-sector organizations), characterized by co-creation and transdisciplinarity, undertaken in a low-density territory, forms the basis of this study. This research focuses on the perspective of partner entities/organizations of the Polytechnic Institute of Portalegre.

The objective is to analyze how organizations perceive the dimensions associated with co-creation methodology and transdisciplinarity (Valduga & Balão, 2023): learning in diversity, teamwork, communication, and the creation of new products/responses to complex challenges. The aim is also to identify and characterize the social relations of proximity and trust established through the development of co-creation projects, exploring trends and potential future implications.

In this exploratory study, a mixed-methods approach was utilized. A questionnaire survey was created, which served as the primary source of information for the research. The questionnaire consisted of three main dimensions: i) sociodemographic characterization of the respondent/organization; ii) experience in co-creation projects in low-density territories; c) future trends regarding the incorporation of co-creation methodology in partner organizations. This instrument was made available in digital mode (online) through Google Forms to all organizations that completed Demola/Link Me Up 1000 Ideas co-creation projects. Additionally, an interview guide was developed

and applied to those responsible for the development of the projects at the Higher Education Institution under analysis.

The presented results focus on the experience in co-creation projects, particularly on innovation and change, at the level of learning and the creation of value for partner organizations, in a relationship based on cooperation, commitment, and trust. Additionally, the results also highlight future trends regarding the relationship between Higher Education Institutions and organizations in low-density territories.

Keywords: Co-creation, transdisciplinarity, low-density territories, higher education institutions.

Examining pivotal development factors in European frontier regions

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Abstract

Borderlands present intricate landscapes that require nuanced comprehension and delicate governance frameworks. These areas have witnessed unprecedented interaction and collaboration in recent years, propelled by their potential for regional integration and growing global significance. This trend is notably observed in initiatives like infrastructure projects spanning European territories. Furthermore, Cross-Border Cooperation (CBC) has flourished within Europe and globally, establishing a network that connects communities and cultivates mutually beneficial outcomes. Building upon Castanho et al.'s (2016) research, which outlined fourteen pivotal success factors in CBC areas, this study aims to delve deeper into these aspects. By refining their definitions and exploring their implications, this research enriches our theoretical grasp of border regions' dynamics, planning, governance, and management. Moreover, it investigates the effectiveness of CBC in advancing Sustainable Development Goals (SDGs) within these regions. Indeed, this study offers valuable insights into the intricate interplay between borderland dynamics and strategies for sustainable development.

Keywords: Cross-Border Cooperation (CBC), frontier territories, regional common planning, strategic planning, sustainable development.

Border cooperation and land-use planning: A comparison study of European cities in the period 2000-2018

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Abstract

Border Cooperation in Borderlands signifies the collaborative efforts and alignment of initiatives among neighboring countries or geographically interconnected regions. It encompasses joint ventures across economic, political, social, and environmental spheres. Within sustainable development studies, Land Use (LU) dynamics are of paramount interest, especially in regions grappling with significant socioeconomic and environmental challenges. To address this, we employed a four-stage methodology: data collection, criteria for case study selection, analysis of case studies, and exploring the relationship between Cross-Border Cooperation (CBC) and LU for sustainable development. The study yields valuable insights into actionable measures for promoting sustainable development through CBC, as evidenced in the case studies. These include fostering knowledge exchange and adopting best practices among successful municipalities, offering capacity-building programs to enhance sustainable land use planning and CBC skills, and facilitating collaboration on joint projects while establishing communication networks for regular engagement.

Keywords: City-to-City cooperation, GIS, land use, strategic planning, sustainable planning, territorial governance.

A importância das instituições de ensino superior no desenvolvimento em territórios de baixa densidade

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Resumo

Territórios de baixa densidade são caracterizados por uma baixa densidade populacional, perda contínua de residentes, elevados índices de envelhecimento e reduzida capacidade de investimento. Nos últimos anos, as instituições de ensino superior têm assumido uma missão cada vez mais relevante no desenvolvimento regional e na coesão territorial. Nos territórios de baixa densidade em particular, estas instituições emergem como um pilar fundamental para a atração e retenção de novos residentes, assim como para a capacitação da população e promoção do desenvolvimento socioeconómico das regiões onde se inserem. O presente trabalho teve como objetivo fazer uma reflexão sobre a importância das instituições de ensino superior no desenvolvimento dos territórios de baixa densidade, focando-se especificamente no Instituto Politécnico de Portalegre, localizado na região do Alto Alentejo. Esta é uma região de baixa densidade populacional e com uma realidade económica que revela alguma desvantagem quando comparada com outras regiões portuguesas. Atualmente, esta região enfrenta grandes desafios, mas oferece também oportunidades de sucesso, se recorrer a estratégias que promovam a atratividade da região para colmatar as assimetrias que vivencia. Foi adotada uma abordagem qualitativa para analisar o impacto do Instituto Politécnico de Portalegre no desenvolvimento do território de baixa densidade onde se localiza. Para o efeito, realizou-se uma revisão bibliográfica abrangente sobre o papel desta instituição de ensino superior na coesão territorial e no desenvolvimento regional e, paralelamente, foram recolhidos dados sobre indicadores socioeconómicos da região do Alto Alentejo que permitam inferir sobre impacto regional do Instituto Politécnico de Portalegre. Os resultados confirmam o papel vital que o Instituto Politécnico de Portalegre desempenha no desenvolvimento do território de baixa densidade do Alto Alentejo. Ao funcionar como catalisador de inovação e centro de conhecimento, esta instituição ajuda não apenas a combater a perda de população e o envelhecimento demográfico através da atração e retenção da população, como também impulsiona o desenvolvimento socioeconómico. Além disso, a colaboração desenvolvida com entidades regionais na implementação de estratégias proativas pode ser a chave para

transformar os desafios económicos e demográficos em oportunidades de crescimento sustentável. Portanto, reforça-se a necessidade de uma maior integração e apoio às instituições de ensino superior nos planos de desenvolvimento regional, garantindo que a sua contribuição para a coesão territorial e o progresso económico seja maximizada. A continuidade desses esforços é essencial para assegurar um futuro próspero e equilibrado para o Alto Alentejo. Concluído, assim, que o Instituto Politécnico de Portalegre constituí um dos principais motores de desenvolvimento no território de baixa densidade em que se enquadra.

Palavras chave: Instituições de ensino superior; Instituto Politécnico de Portalegre; Territórios de baixa densidade; Desenvolvimento sustentável.

The importance of higher education institutions in development in low-density territories

Abstract

Low-density territories are characterized by low population density, continuous loss of residents, high rates of aging and reduced investment capacity. In recent years, higher education institutions have assumed an increasingly relevant mission in regional development and territorial cohesion. In low-density territories in particular, these institutions emerge as a fundamental pillar for attracting and retaining new residents, as well as for training the population and promoting the socioeconomic development of the regions where they are located. This work aims to reflect on the importance of higher education institutions in the development of low-density territories, focusing specifically on the Portalegre Polytechcnic University, located in the Alto Alentejo region. This is a region with low population density and an economic reality that reveals some disadvantages when compared to other Portuguese regions. Currently, this region faces great challenges, but also opportunities for success, if it resorts to strategies that promote the region's attractiveness to overcome the asymmetries it experiences. To this purpose, a comprehensive literature review was carried out on the role of this higher education institution in territorial cohesion and regional development and, in parallel, data was collected on socio-economic indicators in the Alto Alentejo region that would allow inferences to be drawn about the regional impact of the Portalegre Polytechnic Institute. The results confirm the vital role that the Portalegre Polytechnic University plays in the development of the low-density territory of Alto Alentejo. The results confirm the vital role that higher education institutions such as the Portalegre Polytechcnic University plays in the development of low-density territories such as Alto Alentejo. By acting as a catalyst for innovation and a knowledge center, this institution not only helps to combat population loss and demographic ageing by attracting and retaining people, but also boosts socio-economic development. Furthermore, the collaboration developed with

regional entities in implementing proactive strategies could be the key to transforming economic and demographic challenges into sustainable growth opportunities. Therefore, the need for greater integration and support for higher education institutions in regional development plans is reinforced, ensuring that their contribution to territorial cohesion and economic progress is maximized. Continuing these efforts is essential to ensure a prosperous and balanced future for Alto Alentejo. It is therefore concluded that the Portalegre Polytechnic University constitutes one of the main drivers of development in the low-density territory in which it is integrated.

Keywords: Higher education institutions, Portalegre Polytechnic University, low-density territories, sustainable development.

Impacto da educação no desenvolvimento sustentável: Uma análise territorial com base nos ODS

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Resumo

A educação é um dos principais pilares do desenvolvimento económico, quer a nível global quer a nível territorial, considerando que as competências pessoais desenvolvidas através da capacitação dos indivíduos, permite impulsionar o desenvolvimento sustentável. Em termos territoriais, os desafios são variados, atendendo às disparidades a nível de acesso à educação, à possibilidade de diferenças em termos de qualidade do ensino ou até à possível inadequação das infraestruturas. Estas condições podem causar problemas ao nível da equidade do acesso à educação, com as respetivas consequências a nível socioeconómico, tanto a curto como a médio e longo prazo. Estes desafios podem ainda ser aumentados em territórios de baixa densidade, onde os problemas podem residir não apenas ao nível da infraestrutura educacional, mas também do próprio acesso a recursos educacionais e até de transportes para as próprias escolas. A partir dos dados disponibilizados pelo Sustainable Development Report, que apresenta indicadores de cumprimento dos diferentes Objetivos do Desenvolvimento Sustentável (ODS), analisa-se para uma amostra de 166 países de varias regiões do mundo, a relação entre o índice relativo ao ODS4 (Educação de Qualidade) e os restantes ODS, avaliando-se em quais a qualidade da educação mais impacta. Analisa-se também a evolução do cumprimento dos diferentes ODS ao longo do tempo, cruzando esta informação com indicadores de densidade demográfica, procurando verificar-se de que modo esta variável se relaciona

com os diferentes ODS. Os resultados revelam, na generalidade, uma melhoria em termos de cumprimento dos ODS, especialmente em África e na Ásia. Embora se encontrem correlações fortes entre o ODS 4 e os restantes ODS, estas são particularmente relevantes e significativas com os ODS 3, 5 e 9 para a generalidade das regiões analisadas. Para o continente africano, o ODS 4 correlaciona-se forte e significativamente com os ODS 7 e 11. Para as várias regiões analisadas, as correlações encontradas variam entre elas e ao longo do tempo, indiciando que estas relações são influenciadas pelos contextos geográfico, social e económico. Deste modo, o estudo evidencia o papel fundamental da educação de qualidade no avanço de múltiplas dimensões do desenvolvimento sustentável e enfatiza a necessidade de políticas personalizadas que abordem as disparidades regionais para promover o progresso inclusivo e equitativo em direção ao cumprimento dos ODS. Com base nos diferentes resultados, é possível aos decisores políticos identificarem possíveis prioridades de ação e formas de implementar e acompanhar o progresso dos seus níveis de cumprimento dos ODS, relacionando-os com a educação.

Palavras chave: Educação, desenvolvimento sustentável, Objetivos do Desenvolvimento Sustentável (ODS).

Impact of education on sustainable development: A territorial analysis based on the SDGs

Abstract

Education is one of the main pillars of economic development, both at a global and territorial level, considering that personal skills trained through the training of individuals allow the contribution to sustainable development. In territorial terms, the challenges are varied, given the disparities in the level of access to education, the possibility of differences in terms of teaching quality, and even the possible inadequacy of infrastructure. These conditions can cause problems regarding equity in access to education, with the respective consequences at a socioeconomic level, both in the short, medium, and long term. These will still be expanded in low-density territories, where problems may lie not only in terms of educational infrastructure but also in terms of access to educational resources and even transport to the schools themselves. Based on the data provided by the Sustainable Development Report, which presents compliance indicators with the different Sustainable Development Goals (SDGs), the relationship between the index related to SDG4 (Quality Education) and the remaining SDGs, assessing which the quality of education has the most impact on. The evolution of compliance with the different SDGs over time will also be analyzed, crossing this information with demographic density indicators to verify how this variable relates to the different SDGs. The results generally reveal an improvement in terms of achieving the

SDGs, especially in Africa and Asia. Although strong correlations are found between SDG 4 and the remaining SDGs, these are particularly relevant and significant with SDGs 3, 5, and 9 for most regions analized. SDG 4 correlates strongly and significantly with SDGs 7 and 11 for the African continent. For the regions analyzed, correlations vary between them and over time, indicating that geographic, social, and economic contexts influence these relationships. In this way, the study highlights the fundamental role of quality education in advancing various layers of sustainable development and emphasizes the need for personalized policies that address regional disparities to promote inclusive and equitable progress toward achieving the SDGs. Based on our different results, it is possible for policymakers to identify possible priorities for action and ways to implement and monitor the progress of their levels of achievement of the SDGs, relating them to education.

Keywords: Education, sustainable development, sustainable development goals (SDGs).

O design participativo: Uma abordagem metodológica com vista ao desenvolvimento de territórios de baixa densidade

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Resumo

A crescente relevância dos Territórios de Baixa Densidade, enquanto componentes fundamentais da realidade socioeconómica, justifica a investigação sobre estratégias eficazes de desenvolvimento territorial. Neste sentido, o presente estudo oferecendo um enquadramento temático conciso, destaca as principais lacunas existentes e a necessidade premente de implementar estratégias de desenvolvimento territorial mais específicas e contextualizadas. A abordagem metodológica adotada, assente em estudos de caso, analisa o impacte da integração de metodologias de design participativo como ferramenta central dos processos de desenvolvimento territorial sustentável, considerando não só o envolvimento ativo da população na definição de estratégias de desenvolvimento, mas também a aceitação e a apropriação das propostas, enquanto elementos cruciais para o sucesso das intervenções propostas. Os resultados preliminares evidenciam o potencial transformador do design participativo. A análise de casos de estudo demonstra não apenas soluções mais alinhadas com as realidades locais, mas também uma melhoria significativa nas relações comunitárias e um fortalecimento da sociedade, emergindo a comunicação como um facilitador crucial, na implementação e apropriação de propostas tangíveis. As conclusões preliminares sublinham a necessidade de adaptar metodologias de desenvolvimento territorial integradas e participadas enquanto catalisadores do desenvolvimento de respostas concretas às especificidades dos Territórios de Baixa Densidade. A flexibilidade metodológica, aliada à participação pública, revela-se essencial para superar desafios e construir estratégias sustentáveis e autênticas.

Palavras chave: Design participativo, territórios de baixa densidade, desenvolvimento territorial.

Participatory design as a methodological approach for the development of low-density territories

Abstract

The growing relevance of Low Density Territories, as fundamental components of socioeconomic reality, justifies research into effective territorial development strategies. In this sense, the present study, offering a concise thematic framework, highlights the main existing gaps and the pressing need to implement more specific and contextualized territorial development strategies. The methodological approach adopted, based on case studies, analyzes the impact of integrating participatory design methodologies as a central tool in sustainable territorial development processes, considering not only the active involvement of the population in the definition of development strategies, but also the acceptance and the appropriation of the proposals, as crucial elements for the success of the proposed interventions. Preliminary results highlight the transformative potential of participatory design. The analysis of case studies demonstrates not only solutions that are more aligned with local realities, but also a significant improvement in community relations and a strengthening of society, with communication emerging as a crucial facilitator in the implementation and appropriation of tangible proposals. The preliminary conclusions highlight the need to adapt integrated and participatory territorial development methodologies as catalysts for the development of concrete responses to the specificities of Low Density Territories. Methodological flexibility, combined with public participation, proves to be essential to overcome challenges and build sustainable and authentic strategies.

Keywords: Participatory design, low-density territories, territorial development.

EDUCACIÓN

La llamada inteligencia artificial inclusiva como parte del papel de los terapeutas ocupacionales en la educación de los niños con transtornos del espectro autista

El titulo habla de inclusión pero luego dice niños, que no es muy inclusivo. Revisar titulo

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Resumen

Respecto del Trastorno del Espectro Autista (TEA), el DSM-5 (APA, 2013) y el ICD-11 (OMS, 2015), señalan que el término hace referencia a un conjunto amplio de condiciones que afectan al neurodesarrollo y al funcionamiento cerebral, dando lugar a dos grupos de síntomas que son: a) deficiencias en la comunicación social e interacción social, y b) comportamientos restringidos y repetitivos que deben estar presentes desde la infancia temprana aunque pueden no manifestarse plenamente hasta que la limitación de las capacidades impide la respuesta a las exigencias sociales.

De otro lado, las TIC, de las que ahora se resalta la Inteligencia Artificial (IA), se han usado tanto para intentar llegar a un diagnóstico lo más certero y temprano posible del autismo que además permite acceder a prestaciones y reconocimientos administrativos, como para intervenir con tratamientos y terapias que buscan mejorar las dificultades de las personas con TEA y sus familias.

En los últimos años, probablemente porque la prevalencia del TEA es de 1 por 100 nacimientos y por la mayor concienciación social, las investigaciones en este campo han aumentado y se ha sumado a ellas la IA en la doble faceta mencionada de diagnóstico y tratamientos.

Una de las cuestiones que más suelen preocupar a los padres de niños con TEA es su incorporación a la educación, tanto formal como informal. En este sentido tienen un papel relevante los TO que comprenden en su marco de trabajo, como área de ocupación: la educación, definida y clasificada en los siguientes términos: *"educación: Incluye las actividades necesarias para el aprendizaje y la participación en el ambiente. Participación en la educación formal- Incluye las categorías de participación académica (por ejemplo, las matemáticas, la lectura, trabajar para obtener un grado o título), no académica (por ejemplo, en el recreo, comedor, pasillo), extracurricular (por ejemplo, en deportes, banda, animadoras, bailes), y vocacional (pre-vocacional y vocacional / profesional). Exploración de las necesidades educativas informales o de intereses personales (más allá de la educación formal)- Identificar temas y métodos para obtener información o habilidades en los temas identificados. Participación en la educación personal informal- Participar en*

clases, programas y actividades que ofrecen instrucción / formación en las áreas de interés identificadas" (AOTA,2008).

Los Terapeutas Ocupacionales (TO) son profesionales sociosanitarios cuya función es dotar a las personas de la mayor autonomía y calidad de vida posible a través de la ocupación como herramienta terapéutica, tanto como prevención, para la preservación o rehabilitación de las funciones cuando existe una disfunción física, sensorial o cognitiva. Y para ello evalúa las condiciones del contexto en las que se produce la participación de las personas, valorando las posibles barreras físicas, sociales, sensoriales, que le pueden llevar a modificaciones del entorno con el fin de conseguir la mayor independencia posible. Una de sus especialidades es la Terapia Ocupacional Infantil o pediátrica donde el TEA tiene un impacto muy significativo y se encuadra, en el ámbito educativo dentro de las NEE.

En la educación en general, especialmente en la inclusiva y, en el particular en el caso del TEA, la incorporación de la IA es una realidad y pueden citarse muchos ejemplos y estudios. Pero sumar discapacidad e IA ha dado el resultado de poder hablar de una IA inclusiva que tiene un gran recorrido y grandes beneficios potenciales en el ámbito de las Necesidades Educativas Especiales (NEE) y que remite de inmediato a todos los aspectos éticos que deben acompañarla, que van desde la capacitación técnica de los TO a la privacidad de los datos, pasando por considerarla un mecanismo de adaptación para los usuarios.

Palabras clave: Inclusión, TEA, niños (niñas no?), cecesidades educativas especiales, terapia ocupacional.

Inclusive artificial intelligence as part of the role of occupational therapists in the education of children with ASD

Abstract

Regarding Autism Spectrum Disorder (ASD), the DSM-5 (APA, 2013) and the ICD-11 (WHO, 2015) point out that the term refers to a broad set of conditions that affect neurodevelopment and brain functioning. , giving rise to two groups of symptoms that are: a) deficiencies in social communication and social interaction, and b) restricted and repetitive behaviors that must be present from early childhood although they may not fully manifest until the limitation of abilities prevents response to social demands.

On the other hand, ICT, of which Artificial Intelligence (AI) is now highlighted, have been used both to try to reach a diagnosis of autism as accurately and early as possible, which also allows access to administrative benefits and recognitions, and to intervene with treatments and therapies that seek to improve the difficulties of people with ASD and their families.

In recent years, probably because the prevalence of ASD is 1 per 100 births and due to greater social awareness, research in this field has increased and AI has been added to it in the aforementioned double facet of diagnosis and treatments.

One of the issues that most often concern parents of children with ASD is their incorporation into education, both formal and informal. In this sense, OTs have a relevant role and include in their framework, as an area of occupation: education, defined and classified in the following terms: "education: Includes the activities necessary for learning and participation in the environment." . Participation in Formal Education – Includes the categories of participation: academic (e.g., math, reading, working toward a degree), non-academic (e.g., at recess, lunchroom, hallway), extracurricular (e.g. , in sports, band, cheerleading, dance), and vocational (pre-vocational and vocational/professional). Exploration of informal educational needs or personal interests (beyond formal education) - Identify topics and methods to obtain information or skills in the identified topics. Participation in informal personal education- Participate in classes, programs and activities that offer instruction/training in identified areas of interest" (AOTA,2008).

Occupational Therapists (OT) are socio-health professionals whose function is to provide people with the greatest autonomy and quality of life possible through occupation as a therapeutic tool, both as prevention, for the preservation or rehabilitation of functions when there is a physical, sensorial or cognitive dysfunction . And to do so, it evaluates the conditions of the context in which people's participation occurs, assessing the possible physical, social, and sensory barriers that can lead to changes in the environment in order to achieve the greatest possible independence. One of its specialties is Children's or Pediatric Occupational Therapy where ASD has a very significant impact and falls within the educational field within the SEN.

In education in general, especially in inclusive education and, in particular in the case of ASD, the incorporation of AI is a reality and many examples and studies can be cited. But adding disability and AI has given the result of being able to talk about an inclusive AI that has a long journey and great potential benefits in the field of Special Educational Needs (SEN) and that immediately refers to all the ethical aspects that must accompany it, ranging from technical training of OTs to data privacy, including considering it an adaptation mechanism for users.

Keywords: Inclusion, ASD, children, special educational needs, occupational therapy.

Is it possible to overcome the theoretical lesson of sustainability at the university? An empirical proposal for university students

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Abstract

Relevant European institutions play a crucial role in the development and implementation of environmental regulations, like: 1. European Commission: The executive body of the European Union, responsible for proposing legislation, implementing EU decisions, and ensuring compliance with European regulations in all Member States. 2. European Environment Agency (EEA): Provides timely and objective information on the environment to European institutions, Member States, and the general public. Aims to support sustainable development through the collection, analysis, and dissemination of environmental data. 3. European Parliament: The legislative institution of the European Union, with the authority to adopt legislation in areas such as the environment, climate change, and sustainability. 4. European Chemicals Agency (ECHA): Responsible for the evaluation, authorization, and restriction of chemicals in the European Union, with the goal of protecting human health and the environment. These institutions contribute significantly to understanding the challenges and opportunities in sustainability and environmental compliance. By collaborating with them and implementing the proposed methodology, universities can better prepare students for the realities of the business world and contribute to sustainable development efforts in Europe and beyond.

However, one of the current challenges facing universities is the **gap between academic teaching and the realities of the business world**. University curricula often lag behind the practical demands of companies, particularly in fields like sustainability. While some courses touch upon the content of the 17 Sustainable Development Goals, they often overlook the challenges that companies face in implementing and complying with European regulations. To address this issue, this paper proposes a dual-work methodology where students collaborate in teams within companies that are currently complying with environmental regulations.

This methodology is based on four main points:

Information gathering: In groups of three, students will select two companies that are actively working to comply with sustainability regulations. They will utilize sources such as corporate reports, company websites, environmental compliance databases, and government agency reports. Additionally, they will consult relevant European institutions on regulations and sustainability, such as the European Commission and the European Environment Agency, to obtain updated information on current regulations and trends in sustainability.

Analysis of business challenges: Once the companies are selected, student teams will analyze the potential challenges each company faces in implementing European environmental regulations. This analysis will include aspects such as adapting industrial processes, waste management, reducing pollutant emissions, and complying with energy efficiency standards. Students will identify specific obstacles and evaluate proposed solutions from technical, economic, and legal perspectives.

On-site work sessions: After completing the analysis, student teams will conduct two work sessions in the selected companies. During these sessions, students will interact directly with company professionals to obtain firsthand information about the challenges and opportunities related to implementing European environmental regulations. They will also present and discuss their proposals with company staff, receiving direct feedback on the feasibility and relevance of their recommendations.

Conclusions and recommendations: Joint company-student teams will draw conclusions about the challenges of implementing proposed sustainable measures and recommend steps to comply with European environmental regulations. These conclusions will be based on the analysis of identified challenges, feedback received during work sessions, and best practices identified at the European level in sustainability and environmental compliance.

Keywords: Sustainability, university, students, theoretical lesson.

Is it possible to teach sustainability to university students through video games ?

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Abstract

Teaching sustainability through video games to university students is an innovative and effective way to address this crucial topic in a manner that is engaging, interactive, and relevant to the current generation of students.

Video games offer an immersive environment that allows players to experience and understand sustainability concepts in a practical and entertaining way. They provide a unique environment that can be used as a powerful educational tool to teach sustainability to university students and the general population. This immersion is due to several distinctive features of video games that make them effective for conveying sustainability concepts in a practical and entertaining manner.

Firstly, video games offer an interactive experience in which players can actively participate in the creation and exploration of virtual environments. Additionally, video games often incorporate narrative elements and characters that can help contextualize abstract sustainability concepts in a coherent and emotionally relevant story.

Another important feature of video games is their ability to provide immediate feedback and tangible rewards that reinforce learning and encourage continued participation. As players progress through the game and make decisions that promote sustainability, they may receive praise, points, or unlock new levels and content, motivating them to remain engaged with the game and learn more about sustainability topics. This positive feedback reinforces desired behavior and helps players develop sustainable skills and habits that they can apply in real life.

Among the strategies for teaching sustainability at the university through video games, we can mention the following:

Choosing those with a strong educational content on sustainability: One way to teach sustainability through video games is to develop educational games specifically designed to address sustainability-related topics. **Selection of videogames for undergraduates is made attending to landscpaes and dynamics regarding environmental,**

economical and social relationships. These settings resemble resources shortage that have to be overcome by sustainable practices.

Some videogames, as *Final Fantasy VII*, display a distopy in which the last resource is the planet's own vital energy.

Integration of sustainability into existing games: Another strategy is to integrate sustainability elements into existing games to make players more aware of the environmental implications of their virtual actions. ***Civilization VI*, from Epic Games, new edition incorporates an element of sustainability. In this case the game is about building an empire that lasts over time. As time progresses, the player will have to fight against enemies and other factors. One of them is the environmental footprint since a climate change meter is incorporated. The more that meter grows, the greater the chance of natural disasters and adverse weather events that can lead to the demise of the empire.**

Use of simulation games: Simulation games offer an effective way to teach sustainability by allowing players to experience and explore complex systems in a controlled virtual environment. **Respectively, *Grow Home* objective does not focus so much on nature deterioration, but rather on what even an insignificant character, like the tiny and weak protagonist robot, can do to preserve natural resources.**

G**amification of university subjects:** Gamification is a strategy that involves applying game elements and mechanics in contexts unrelated to video games to increase student participation and motivation. In the university context, gamification can be used to integrate sustainability into subjects from various disciplines. ***Green Cities* as the typical city building game based on the hit game by Epic Games, *Cities Skyline*, requires city building according to sustainable principles.**

Use of virtual reality games: Virtual reality games offer an immersive experience that allows players to explore virtual environments and experience situations realistically. In the context of sustainability, virtual reality games can transport players to remote locations or future environments affected by climate change, allowing them to see firsthand the consequences of human actions on the environment. ***Sims 4: Ecological Living* means an innovating expansion of this classic video game, focusing on sustainable living, using renewable energy or creating community projects to benefit the environment. Players will be able to produce their own electricity or grow their own food, among many other details.**

Creation of sustainable gaming communities: In addition to using existing games as educational tools, sustainable gaming communities can be created where players share information, ideas, and resources related to sustainability. **For instance, *Minecraft* has**

become a fundamental game for developing different skills among the students and to which sustainability elements have already been incorporated. It is easy interacting with other members in many ways and finding the site you like the most among servers and platforms such as the forum.

The methodology is based on defining learning objectives. Develop a game focusing on relevant sustainability topics. Integrate the game into existing courses or create new ones. Prepare students with an orientation session. Allow gameplay followed by reflection and discussion. Assess learning outcomes through various methods. Foster community engagement beyond the classroom. Continuously improve the game based on feedback. Encourage research on the effectiveness of this methodology for sustainable education

Once undergraduates have experienced videogames on sustainability, in order to asess students' opinions in favor of receiving an education based on knowledge of values and abilities for a life marked by sustainable nuances, as well as being able to guarantee that the next generation has the healthiest environment possible, a questionnaire raises the construct through various items, related, on the one hand, to theoretical academic training and, on the other hand, to practical training in sustainability.

Keywords: Sustainability, teaching, students, video games.

La educación emocional en la universidad del futuro

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Resumen

La universidad del futuro se concibe como un espacio de aprendizaje que va más allá de la mera transmisión de conocimientos académicos, orientándose hacia el desarrollo integral de los estudiantes como individuos y profesionales (Botey et al., 2020; Kastberg et al., 2020; Montalvo-García et al., 2022) En este contexto, la educación emocional emerge como un componente esencial para preparar a los futuros graduados en un mundo cada vez más tecnológico y éticamente complejo (Díaz-Santamaría et al., 2024; Drigas et al., 2022; Jiménez-Rodríguez et al., 2022).

El avance tecnológico y la influencia creciente de la inteligencia artificial en todas las esferas de la vida plantean nuevos desafíos éticos y sociales (Díaz-Santamaría et al., 2024; Drigas et al., 2022). En este escenario, la educación en inteligencia emocional juega un papel crucial al capacitar a los estudiantes para discernir entre lo correcto y lo incorrecto (Arias-Pastor et al., 2023; Drigas et al., 2022; Kastberg et al., 2020), especialmente en el entorno digital (Díaz-Santamaría et al., 2024). Además, promueve una reflexión sobre el impacto ético y emocional de la tecnología en la sociedad y en las relaciones humanas, fomentando una adopción responsable de la misma (Cefai et al., 2021; Huezo-Ponce et al., 2021; Wigelsworth et al., 2021).

El objetivo principal de esta investigación es a**nalizar la percepción de la educación emocional en la universidad del futuro**, para lo que se llevará a cabo un estudio con un enfoque metodológico mixto que combine métodos cuantitativos y cualitativos. Se seleccionarán muestras aleatorias estratificadas de estudiantes y profesores de las facultades de Empresa, Finanzas y Turismo, Filosofía y Letras, Enfermería y Politécnica de la Universidad de Extremadura.

Las variables independientes incluirán:

- *Rol universitario*: Se investigará si existe diferencia en la percepción de la educación emocional entre profesores y estudiantes.
- *Disciplina de estudio*: Se explorará si la percepción varía según el área de conocimiento, como ciencias sociales, humanidades, ciencias de la salud y tecnología.
- *Nivel académico*: Se analizará si hay diferencias en la percepción entre estudiantes de primer, segundo y tercer ciclo.

- *Edad y género*: Se investigará si la percepción varía según la edad y el género de los participantes.
- *Experiencia previa en programas de educación emocional*: Se examinará si la participación previa en programas de educación emocional influye en la percepción.
- *Familiaridad con la tecnología*: Se explorará si el nivel de familiaridad con la tecnología afecta la percepción de la importancia de la educación emocional.
- *Nivel de participación en redes sociales*: Se indagará si el nivel de participación en redes sociales se relaciona con la percepción de la educación emocional.
- *Actitud hacia la tecnología*: Se estudiará si la actitud hacia la tecnología influye en la percepción de la importancia de la educación emocional.

La integración de la educación emocional en la universidad no solo garantiza que los estudiantes estén preparados para los desafíos profesionales y éticos del mundo contemporáneo, sino que también contribuye a formar ciudadanos responsables y éticamente conscientes que puedan contribuir al bienestar social.

Palabras clave: Educación emocional, tecnología, inteligencia artificial, universidad, estudiantes.

Emotional education in the university of the future

Abstract

The university of the future is conceived as a learning space that goes beyond the mere transmission of academic knowledge, orienting itself towards the holistic development of students as individuals and professionals (Botey et al., 2020; Kastberg et al., 2020; Montalvo-García et al., 2022) In this context, emotional education emerges as an essential component to prepare future graduates for an increasingly technological and ethically complex world (Díaz-Santamaría et al., 2024; Drigas et al., 2022; Jiménez-Rodríguez et al., 2022).

Technological progress and the growing influence of artificial intelligence in all spheres of life pose new ethical and social challenges (Díaz-Santamaría et al., 2024; Drigas et al., 2022). In this scenario, education in emotional intelligence plays a crucial role in enabling students to discern between right and wrong (Arias-Pastor et al., 2023; Drigas et al., 2022; Kastberg et al., 2020), especially in the digital environment (Díaz-Santamaría et al., 2024). Furthermore, it promotes reflection on the ethical and emotional impact of technology on society and human relationships, encouraging a responsible adoption of technology (Cefai et al., 2021; Huezo-Ponce et al., 2021; Wigelsworth et al., 2021).

The main objective of this research is to a**nalyse the perception of emotional education in the university of the future**, for which a study will be carried out with a mixed methodological approach combining quantitative and qualitative methods. Stratified random samples of students and professors will be selected from the faculties of Business, Finance and Tourism, Philosophy and Arts, Nursing and Polytechnic of the University of Extremadura.

The independent variables will include:

- *University role:* It will be investigated whether there is a difference in the perception of emotional education between teachers and students.
- *Discipline of study:* It will be explored whether the perception varies according to the area of knowledge, such as social sciences, humanities, health sciences and technology.
- *Academic level:* It will be explored whether there are differences in perception between undergraduate, graduate and postgraduate students.
- *Age and gender:* We will investigate whether the perception varies according to the age and gender of the participants.
- *Previous experience in emotional education programmes:* We will examine whether previous participation in emotional education programmes influences perception.
- *Familiarity with technology:* We will explore whether the level of familiarity with technology affects the perception of the importance of emotional education.
- *Level of participation in social networks:* We will investigate whether the level of participation in social networks is related to the perception of emotional education.
- *Attitude towards technology:* We will study whether the attitude towards technology influences the perception of the importance of emotional education.

The integration of emotional education at university not only ensures that students are prepared for the professional and ethical challenges of the contemporary world, but also contributes to forming responsible and ethically aware citizens who can contribute to social welfare.

Keywords: Emotional education, technology, artificial intelligence, university, students.

Educational experience, university satisfaction and institutional reputation: Implications for student employability and university sustainability

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Abstract

The constant evolution of the labour market requires students to be better prepared for their professional insertion. In response to this demand, universities must offer an educational experience that is perceived as useful for the future. Also, in the current educational context, universities must acknowledge the importance of their students' educational experience as a key element in ensuring their long-term sustainability. Student satisfaction is used as a fundamental measure of this experience and should serve as a frame of reference for decision-making and the subsequent formulation of university strategies.

Factors influencing students' satisfaction with their degree and university, as well as its implications have been considered by numerous research studies. Some of them have used official government survey data while others have applied theoretical models from other fields to analyse their applicability in educational settings. In addition, proprietary models have been proposed in which different aspects that may influence the construction of student satisfaction have been considered, such as the image of the university, previous experiences, trust in the institution or social action carried out by universities.

However, this study highlights a gap in the existing literature about university students' perception of the acquisition of employability skills, and how this affects the degree of satisfaction and loyalty towards the university. To fill this gap, a proprietary structural equation model has been developed that takes into account the antecedents of satisfaction; previous recommendations, expectations, and perceived quality; as well as consequents such as reputation, loyalty, and Word-Of-Mouth intention.

To conduct the research, a quantitative study was carried out using a questionnaire with 515 students from the Economics and Business branch in a public university in Spain. Upon collecting the data, confirmatory factor analysis (CFA) was performed to ascertain the dimensionality, reliability, and validity of the variables, along with model

validation using various fit indices. Finally, structural equation modelling (SEM) and hypothesis testing were conducted to analyse the model.

After analysing the data, particular emphasis must be placed on the influence of factors such as employability skills and the perception of university reputation on student loyalty. It has been identified that previous expectations have a significant impact on satisfaction, although their weight is lower compared to other factors. Furthermore, academic quality and the perception of employability skills development also positively correlate with satisfaction. The findings of this research suggest the need to devise strategies, initially to align expectations with reality, and subsequently to enhance the perception of employability skills. Additionally, it has been confirmed that satisfaction influences the perceived reputation of the university and the intention to recommend it. Considering these factors is crucial for predicting student satisfaction and designing effective educational strategies.

Finding key elements to improve student retention and recruitment gives universities more tools to ensure their economic sustainability in the medium and long term, especially in today's competitive environment. Based on this, this study highlight the importance of aligning university offerings with students' career aspirations, particularly focusing on employability skills development. This factor significantly influences student satisfaction and institutional reputation. Collaboration among universities, students, and employers is crucial for adapting educational programmes to labour market needs. Limitations include the narrow focus on one university's economics and business programmes, suggesting the need for broader research across disciplines and institutions. Further exploration into loyalty and word-of-mouth intention differentiation and the implications of reputation is recommended to refine recruitment strategies and institutional objectives. Overall, the study underscores the imperative for universities to evolve in tandem with student and industry demands.

Keywords: Employability, university experience, reputation, satisfaction, sustainability.

Vías para la formación humanística y ética en la universidad

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Resumen

La creciente tendencia a la alta especialización de nuestros programas universitarios, en pro de la adquisición de las habilidades técnicas últimas, y en aras a la empleabilidad, ha provocado el que cada vez haya menos espacio para las materias transversales, y las de carácter cultural y humanístico, que tienen cada vez más un papel residual.

Muchos de nuestros grandes pensadores - Unamuno, Lain Entralgo, Ortega-, criticaron la barbarie de la especialización, que dejaban al universitario sin una formación cultural básica, que le dotara de armas para conocer y poder interpretar el mundo en el que habitaban, y comprometerse con su tiempo.

Qué duda cabe que una pieza fundamental de esta formación transversal debería ser la que ayudara a los estudiantes a tener una perspectiva y aptitud ética ante las realidades en las que se desenvuelve, e incluso una posición de compromiso ante su contexto vital. La concentración del poder financiero en muy pocas manos, el creciente intervencionismo público sin límite, la instrumentación partidista de las instituciones, la corrupción que no cesa, la inhibición de la cuestión pública de muchos, el lucro y el consumo como nuevos dioses, y nuevos retos tan desestabilizantes como el poder de la IA, hacen que no sea baladí el que la perspectiva humanista y ética sea cada vez más necesaria en la formación universitaria.

De modo paralelo, podemos observar cómo muchas de las actividades que plantean los profesores universitarios, para responder a la gran misión de la universidad, de reflexionar sobre las cuestiones que plantea el devenir de las cosas, tampoco despiertan interés concreto en la mayoría de los estudiantes, si se plantean al margen de los programas oficiales.

La introducción de asignaturas en los programas oficiales de contenido filosófico, ético y humanístico sería la via más directa para suplir estas carencias, sin embargo, la implantación de un tipo de asignaturas que podríamos denominar como: "continente", es decir, que sean receptáculos donde se recojan la formación acreditada a través de muy diferentes vías, podría ser una metodología tan valiosa como la primera mencionada.

Los alumnos "ganarían" los créditos académicos a base de participar de modo activo en todo tipo de propuestas diversas, culturales y formativas, organizadas en la propia universidad, o por otras entidades afines, que respondieran tanto al fin de la formación cultural básica, como al análisis de los retos sociales, científicos y éticos de nuestra época.

Se trataría de una asignatura continente, preparada lógicamente cumpliendo los requisitos de las normas de calidad universitaria vigentes, que podría responder a nombres genéricos como: "desafíos culturales y éticos", o "sociedad, cultura y bien común. En ella, la elección del estudiante sería muy relevante, aunque siempre debería contar con la supervisión del profesor encargado de las mismas, que daría el visto bueno a esa elección, y haría el seguimiento y la validación de los créditos obtenidos. Por ejemplo, la participación en un congreso, seminario, o jornadas, se podría acreditar mediante la realización de una síntesis por escrito de este, o por haber presentada una comunicación; la lectura de un libro, por una recensión de este; la participación en un cine fórum, o el visionado de un documental, por un análisis comentado, y lo mismo podría ser por la visita a una exposición.

Para todo este planteamiento, se podría aprovechar la vía establecida en el art. 10.9 c) del RD 822/2021, por el que se establece la organización de las enseñanzas universitarias, que prevé la posibilidad de reconocimiento de créditos en los estudios de grado universitario, por la realización de actividades universitarias de cooperación, solidarias, culturales, deportivas y de representación estudiantil, dado además que establece un mínimo de 6 créditos, y un límite superior de hasta el 10% de los créditos de grado; 24 o 30 créditos según los casos, que pueden dar juego para los fines que se están exponiendo.

Estas asignaturas servirían, sin duda, para ampliar la formación del estudiante, avivar la creatividad del profesorado, y en definitiva, para dinamizar la vida universitaria, y ensanchar las perspectivas vitales de los egresados.

Palabras clave: Formación, universidad, perspectiva, humanista, ética.

Pathways to humanistic and ethical training at university

Abstract

The increasing specialization of university programs, with a focus on the acquisition of technical skills and employability, has led to a reduction in the scope for cross-cutting subjects and those of a cultural and humanistic nature, which now play an increasingly residual role.

Many of our great thinkers, including Unamuno, Lain Entralgo, and Ortega, have critiqued the barbarity of specialization, which they argue leaves university students without a basic cultural training that would equip them with the tools to know and interpret the world in which they live and to commit themselves to their time.

It is evident that a significant component of this cross-disciplinary training should be that which cultivates in students an ethical perspective and aptitude in the face of the realities in which they live, and even a position of commitment to their vital context. The concentration of financial power in a few hands, the increasing scope for unlimited

public intervention, the partisan instrumentalization of institutions, the corruption that persists, the inhibition of the public question by many, profit and consumption as the new gods, and the new challenges posed by AI, make it clear that a humanist and ethical perspective is increasingly necessary in university education.

Concurrently, it is evident that a considerable proportion of the activities proposed by university professors to fulfil the university's pivotal mission of contemplating the questions posed by the future of things do not elicit a tangible interest from most students, even when presented outside the official curriculum.

The introduction of subjects in the official programs with philosophical, ethical, and humanistic content would be the most direct way to address these shortcomings. However, the implementation of a subject that could be designated as "continent" is proposed; that is to say, subjects that are receptacles where training accredited through very different routes is collected, could be as valuable an methodology as the first.

Students would be awarded academic credits for their active participation in a wide range of cultural and educational initiatives, both those organized by the university itself and those run by other related entities. These would address both the objective of providing basic cultural training and the analysis of the social, scientific, and ethical challenges of our time.

This would be a "continent" subject, logically prepared in compliance with the requirements of current university quality standards, which could have generic names such as: "cultural and ethical challenges", or "society, culture and the common good". In this subjects, the student's choice would be very relevant, although it should always be supervised by the lecturer in charge, who would approve the choice and monitor and validate the credits obtained. For instance, participation in a congress, seminar or conference may be accredited through a written summary of the congress, the presentation of a communication, the reading of a book, a review of it, the participation in a film forum or the viewing of a documentary, accompanied by a commented analysis. The same could be applied to a visit to an exhibition.

Within this context, advantage could be taken of the content of art. 10.9 c) of Royal Decree 822/2021, (which establishes the organization of university programs), who provides the possibility of credit recognition in university degree studies for the purpose of carrying out university cooperation, solidarity, cultural, sports and student representation activities. Furthermore, the activities are subject to a minimum of six credits and an upper limit of up to 10% of the degree credits, with 24 or 30 credits being available for utilization in accordance with the aforementioned purposes.

It is evident that these subjects would undoubtedly serve to broaden the student's training, stimulate the creativity of the teaching staff and, in short, make university life more dynamic and broaden the life prospects of graduates.

Keywords: Training, university, perspective, humanist, ethics.

EMPRENDIMIENTO Y NUEVAS ECONOMÍAS

Digital entrepreneurship on tourism companies in La Raya

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Abstract

This study examines the transformation of tourism in the Raya region, highlighting the crucial role of digital technology and entrepreneurship in unestablished destinations. In a global context of technological evolution, tourism trends are redirecting attention to less explored areas, boosting the potential for economic growth and sustainability in places like La Raya. The selected methodology is based on case studies, using structured interviews with local tourism businesses to analyze in depth the factors driving digital entrepreneurship in the region. The results of the study will reveal specific factors that are catalyzing change, providing a detailed understanding of how local tourism businesses are adopting and benefiting from digital solutions, as well as the entrepreneurial environment. Key insights from the interviews will provide recommendations to maximize the impact of digital entrepreneurship in this area, fostering digitalization, entrepreneurship, and competitiveness in the local tourism sector.

Keywords: Digital entrepreneurship, digitalization, rural, tourism, La Raya.

Towards sustainable entrepreneurship: Insights from co-creation in living labs

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Abstract

The 2030 Agenda of the ONU is a universal call to improve the quality of life of society, including global, local, and personal collaboration, through seventeen Sustainable Development Goals (SDGs) established to fulfill this global mission, focused on eradicating poverty, protecting the planet, and ensuring prosperity. Even though sustainability is a global priority, most business practices continue to be heavily criticized for their relevant interference in economic growth, but not necessarily in a sustainable form.

Based on the foregoing, as a part of the business ecosystem, entrepreneurs face the challenge of achieving competitiveness while focusing their efforts on sustainability, which has been a difficult task for them. Because they face a low consumption level of awareness about sustainability, as it is not a priority for most of the population, finding it difficult to sell sustainable products and services to a market that is not interested or does not understand its importance, and an ecosystem synergy focused on selling more at all costs, leaving aside the pursuit of responsible consumption.

This research aims to identify the key factors involved in the adoption of sustainable business practices by entrepreneurs and ensuring long-term competitiveness. From the Service-dominant Logic (SDL) and service ecosystem approaches, this study highlights the importance of engaging actors to collaboratively integrate their operant and operand resources, thereby generating value within a sustainable network framework.

Utilizing a qualitative approach, the methodology of the European Network of Living Labs (ENoLL) is implemented. Three face-to-face sessions are conducted with the participation of selected actors from the ecosystem across the five phases (need identification, ideation, strategy formulation, validation, and feedback) of each session. Specific value co-creation tools such as Design Thinking, Applied Ethnography, and Co-creation Collective Intelligence are employed to foster collective and experiential knowledge. Data collection relies on the products generated from actor interactions facilitated by these co-creation tools in each phase of the sessions. Subsequently, content analysis is conducted with the assistance of ATLAS.ti software.

Through the mentioned process, four key factors have been identified: firstly, the establishment of a sustainable regional network involving entrepreneurs, customers, and

the supply chain; secondly, the importance of governmental and institutional support through public policies geared towards sustainable development; thirdly, the integration of technology and digitalization within the entrepreneurial process; and finally, the effective communication of social and economic value propositions to shape customer perceptions of sustainable entrepreneurial endeavors.

Some practical and social implications are proposed, as entrepreneurs may view sustainability as an ally in their competitiveness, strengthening their relationships with customers. Additionally, it generates awareness among all actors about implementing sustainable practices. The originality of this work lies in the application of co-creation tools implemented during Living Labs sessions, which have been little explored in Mexico for developing sustainability-oriented entrepreneurial businesses. This approach also fosters awareness among all ecosystem actors to collaborate toward achieving the Sustainable Development Goals (SDGs), both individually and collectively.

While this study has yielded valuable insights, it is essential to acknowledge its inherent limitations. Specifically, the pool of participating entrepreneurs is confined to a particular geographic region, characterized by unique sociocultural, economic, and political factors. Consequently, future research should prioritize the analysis of diverse regions and engage a wider spectrum of stakeholders to investigate potential variations in their value-related behaviors.

Keywords: Co-creation, entrepreneurship, living labs, sustainability.

Governanza de ecosistemas emprendedores: Revisión sistemática de la literatura

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Resumen

En los últimos años, los Ecosistemas Emprendedores (EE) han captado la atención de académicos y políticos comprometidos con el crecimiento económico, especialmente debido a su complejidad, relevancia y papel en el desarrollo de las regiones. Por esta razón, los EE deben estructurar mecanismos de gobernanza efectivos, basados en recursos externos y políticas públicas que permitan maximizar los beneficios globales. A pesar de la relevancia y el potencial de este tema, solo recientemente han comenzado a abordarse en la literatura, lo que denota la necesidad de caracterizar corrientes de investigación, así como avanzar en líneas futuras de investigación que podrían convertirse en líneas estratégicas para los políticos.

Por lo tanto, el propósito de este artículo es revisar el cuerpo de literatura sobre temas de gobernanza de los EEs, proporcionando un marco integrador que resume el campo, así como una futura agenda de investigación. Para ello, recurrimos a un enfoque de Revisión Sistemática de la Literatura (RSL), concentrando el análisis en un conjunto de 99 artículos provenientes de Web of Science. A través de técnicas de acoplamiento bibliográfico y recurriendo al software VosViewer, se identificaron cinco clústeres, a saber: 1) el papel de las instituciones y las políticas de apoyo gubernamental, 2) la metamorfosis de los EEs (gobernanza de la red, sostenibilidad e innovación), 3) el papel del liderazgo en fomentar la EE, 4) aceleradores institucionales para la EE, y 5) el papel de los empresarios en la gobernanza de la EE. Nuestros resultados revelan que este campo de estudio está en crecimiento y es fragmentado, presentando buenas perspectivas

de evolución. En particular, el primer clúster fue el primero en ser abordado por académicos y es el más consolidado en la literatura, dividiéndose en dos sub clústeres: i) políticas públicas y estrategias de mantenimiento de ecosistemas y ii) instituciones y universidades emprendedoras como ecosistemas estructurantes. Sin embargo, el segundo clúster (metamorfosis de EE) también ha ganado importancia más recientemente. Los dos temas preparan el escenario en el que diferentes actores juegan un papel (emprendedores, startups, spinoffs, universidades, instituciones, etc.). Además, hubo un crecimiento constante en publicaciones y citaciones a partir de 2019, y las metodologías cualitativas y cuantitativas son bastante comunes. La mayoría de los estudios en la literatura han aplicado como fundamento teórico la teoría institucional. Este estudio destaca la importancia de alinear diversos agentes del ecosistema y mecanismos de gobernanza (t*op-down approach*), con el fin de generar nuevos EEs, así como mejorar su competitividad, atractividad, longevidad e impactar en sus regiones de influencia.

Palabras clave: Governanza, ecosistemas emprendedores, emprendimiento.

Entrepreneurial ecosystems governance: A systematic literature review

Abstract

Over the past few years, Entrepreneurial Ecosystems (EEs) have captured the attention of scholars, and policymakers committed to economic growth, especially due to their complexity, relevance, and role in the development of regions. For this reason, EEs must structure effective governance mechanisms, based on external resources and public policies that allow for maximizing global benefits. Despite the relevance and potential of this topic, it has only recently begun to be addressed in the literature, denoting the need to characterize research streams, as well as advance future lines of research that could become strategic guidelines for policymakers.

Thus, the purpose of this article is to review the body of literature of governance issues of EEs, providing an integrative framework that summarizes the field, as well as a future research agenda. To do so, we resorted to a Systematic Literature Review (SLR) approach, concentrating the analysis in a set of 99 articles from the Web of Science. Through techniques of bibliographic coupling and resorting to VosViewer software, five clusters were identified, namely: 1) government support policies and institutions role, 2) the metamorphosis of EE (network governance, sustainability, and innovation), 3) the role of leadership in fostering EE, 4) institutional accelerators for EE, and 5) the role of entrepreneurs in EE governance. The results reveal that this field of study is growing and fragmented, presenting good prospects for evolution. Particularly, the first cluster was the first to be addressed by academics and it is the most consolidated in the literature, being divided into two sub clusters: i) public policies and ecosystem maintenance strategies and ii) institutions and entrepreneurial universities as structuring ecosystems. However, the

second cluster (metamorphosis of EE) also have gain prominence more recently. The two themes set the stage where different actors play a role (entrepreneurs, startups, spinoffs, universities, institutions, etc.). There was a consistent growth in publications and citations from 2019 onwards, and qualitative and quantitative methodologies are quite common. Additionally, the most of studies in literature have been applying as a theoretical background the institutional theory. This study highlights the importance of aligning various ecosystem agents and governance mechanisms (top-down approach), in order to generate new EEs, as well as improve their competitiveness, attractiveness, longevity, and impact its influence regions.

Keywords: : Governance, entrepreneurial ecosystems, entrepreneurship.

Cuál es el rol que las emociones juegan en el turismo humanístico e inclusivo

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Resumen

Las emociones desempeñan un papel fundamental en el turismo humanístico e inclusivo al influir en las experiencias de los turistas y las comunidades locales. En el turismo humanístico, las emociones son centrales para promover relaciones auténticas y significativas entre turistas y residentes locales. Estas emociones fomentan la comprensión intercultural y el reconocimiento de la dignidad humana, creando un ambiente de apertura y aceptación. Por otro lado, en el turismo inclusivo, las emociones surgen cuando las personas con diferentes habilidades pueden participar plenamente en las experiencias turísticas. Estas emociones refuerzan el sentido de pertenencia y la igualdad de oportunidades, contribuyendo a un entorno turístico más inclusivo y enriquecedor para todos.

Las emociones entre las personas con algún grado de discapacidad son diversas y complejas, influenciadas por factores individuales, sociales y contextuales. En primer lugar, es importante reconocer que estas personas pueden experimentar emociones similares a las de cualquier otro individuo, como alegría, tristeza, miedo o enojo. Sin embargo, debido a las barreras físicas y sociales que enfrentan, es posible que también experimenten emociones específicas relacionadas con su discapacidad, como la frustración por la falta de accesibilidad, la ansiedad por la discriminación o el aislamiento social. Estas emociones pueden variar según el tipo y grado de discapacidad, así como el entorno en el que se encuentren.

En el contexto del turismo, estas emociones pueden tener un impacto significativo en la experiencia de las personas con discapacidad y en su percepción de los diferentes enfoques turísticos. Por ejemplo, el Turismo Positivo, que se centra en la promoción optimista de destinos turísticos, puede generar emociones positivas como la alegría y la satisfacción al proporcionar experiencias turísticas agradables y enriquecedoras para las personas con discapacidad. Sin embargo, si estas experiencias no abordan adecuadamente las necesidades de accesibilidad o perpetúan estereotipos relacionados con la discapacidad, también pueden generar emociones negativas como la frustración o la exclusión.

Por otro lado, el Turismo Inclusivo, que busca garantizar la participación equitativa de todos los grupos sociales en la industria turística, puede generar emociones positivas como la gratitud y la aceptación al proporcionar oportunidades de viaje accesibles y experiencias inclusivas para las personas con discapacidad. Sin embargo, si la inclusión se

percibe como superficial o insuficiente, también puede generar emociones negativas como la decepción o el desencanto.

En cuanto al Turismo Solidario, que se enfoca en brindar apoyo y contribuir al bienestar de las comunidades locales a través de iniciativas de desarrollo comunitario y proyectos de voluntariado, puede generar emociones positivas como la solidaridad y el empoderamiento al proporcionar oportunidades para que las personas con discapacidad contribuyan de manera significativa a la sociedad y se sientan valoradas por sus habilidades y talentos únicos. Sin embargo, si estas iniciativas no se realizan de manera colaborativa o inclusiva, también pueden generar emociones negativas como la dependencia o la marginación.

Finalmente, el Turismo Humanitario, que va más allá de la mera asistencia material para promover la dignidad humana, el respeto mutuo y la comprensión intercultural, puede generar emociones positivas como la conexión y la empatía al fomentar relaciones auténticas y significativas entre turistas y comunidades locales, independientemente de su capacidad o condición. Al reconocer y valorar las emociones de las personas con discapacidad en el contexto del turismo, podemos diseñar experiencias más inclusivas, solidarias y humanizantes que promuevan el bienestar emocional y social de todos los involucrados.

Una combinación de análisis socioeconómico e histórico junto con las perspectivas de los residentes de la comunidad, proporcionará un marco ampliado para el desarrollo y la inclusividad del turismo. La metodología de este estudio se basará en un enfoque de métodos cualitativos respaldado por el marco de desarrollo del turismo inclusivo, junto con entrevistas en profundidad, grupos focales e investigación observacional. La combinación del análisis junto con las perspectivas de los residentes proporcionará un amplio marco para el desarrollo turístico.

Palabras clave: Turismo, emociones, discapacidad, turismo positivo, turismo inclusivo, turismo humanitario.

What role do emotions play in humanistic and inclusive tourism?

Abstract

Emotions play a fundamental role in humanistic and inclusive tourism by influencing the experiences of tourists and local communities. In humanistic tourism, emotions are central to promoting authentic and meaningful relationships between tourists and local residents. These emotions foster intercultural understanding and recognition of human dignity, creating an atmosphere of openness and acceptance. On the other hand, in inclusive tourism, emotions arise when people with different abilities can fully participate in tourism experiences. These emotions reinforce a sense of belonging and equal

opportunities, contributing to a more inclusive and enriching tourism environment for all.

Emotions among people with disabilities are diverse and complex, influenced by individual, social, and contextual factors. First and foremost, it is important to acknowledge that these individuals may experience emotions similar to those of any other individual, such as joy, sadness, fear, or anger. However, due to the physical and social barriers they face, they may also experience specific emotions related to their disability, such as frustration due to lack of accessibility, anxiety over discrimination, or social isolation. These emotions may vary depending on the type and degree of disability, as well as the environment they are in.

In the context of tourism, these emotions can have a significant impact on the experience of people with disabilities and their perception of different tourism approaches. For example, Positive Tourism, which focuses on the optimistic promotion of tourist destinations, can evoke positive emotions such as joy and satisfaction by providing enjoyable and enriching tourism experiences for people with disabilities. However, if these experiences do not adequately address accessibility needs or perpetuate stereotypes related to disability, they can also evoke negative emotions such as frustration or exclusion.

On the other hand, Inclusive Tourism, which seeks to ensure equitable participation of all social groups in the tourism industry, can evoke positive emotions such as gratitude and acceptance by providing accessible travel opportunities and inclusive experiences for people with disabilities. However, if inclusion is perceived as superficial or insufficient, it can also evoke negative emotions such as disappointment or disillusionment.

As for Helpful Tourism, which focuses on providing support and contributing to the well-being of local communities through community development initiatives and volunteer projects, it can evoke positive emotions such as solidarity and empowerment by providing opportunities for people with disabilities to contribute meaningfully to society and feel valued for their unique abilities and talents. However, if these initiatives are not carried out collaboratively or inclusively, they can also evoke negative emotions such as dependency or marginalization.

Finally, the Humanism Tourist, which goes beyond mere material assistance to promote human dignity, mutual respect, and intercultural understanding, can evoke positive emotions such as connection and empathy by fostering authentic and meaningful relationships between tourists and local communities, regardless of their ability or condition. By recognizing and valuing the emotions of people with disabilities in the context of tourism, we can design more inclusive, supportive, and humanizing experiences that promote the emotional and social well-being of all involved.

A mix of historical socioeconomic analysis in conjunction with community resident perspectives will provide an expanded framing of tourism development and inclusivity.

Qualitative methods approach underpinned by the inclusive tourism development framework together with in-depth interviews, focus groups and observational research will build the methodology of this study. The analysis in conjunction with community resident perspectives will provide an expanded framing of tourism development.

Keywords: Tourism, emotions, disabilities, positive tourism, inclusive tourism, humanitarian tourism.

El análisis del impacto del Covid-19 en la educación emprendedora recibida por los estudiantes universitarios y sus intenciones emprendedoras

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Resumen

Debido a la situación de desafíos vivida en la actualidad generada por la pandemia Covid-19 y la denominada nueva normalidad, surge la necesidad de investigar sobre las intenciones emprendedoras. Hasta donde tenemos conocimiento la literatura actual carece de estudios sobre del espíritu empresarial en situaciones adversas y de incertidumbre. Este artículo tiene como objetivo determinar si la crisis socioeconómica provocada por el Covid-19 modifica la relación entre la Educación Emprendedora recibida por los estudiantes universitarios y sus intenciones emprendedoras. El modelo propuesto parte de la teoría del comportamiento planificado. Los datos fueron obtenidos mediante una encuesta validada y se obtuvo una muestra dividida en dos grupos, por un lado, de los años 2018-2019 correspondientes a los años pre-Covid-19 (469 estudiantes) y, por otro lado, de los años 2020-2021 correspondientes a los años Covid-19 (1669 estudiantes). Con el fin de validar el modelo propuesto se ha llevado a cabo una metodología hipotética deductiva y se han planteado 7 hipótesis. Con el fin de contrastar las hipótesis se ha utilizado un modelo de ecuaciones estructurales y sea utilizado el software SmartPLS.

En el análisis, en un primer momento se ha verificado la validez y fiabilidad del modelo de medida, en segundo lugar, se ha validado el modelo estructural y, por último, se ha verificado a través de la técnica de MGA-PLS diferencias significativas en el modelo estructural entre estudiantes correspondientes a los distintos periodos de tiempo analizados.

Los resultados nos indican que la Educación Emprendedora recibida por los estudiantes influye en las intenciones emprendedoras de forma indirecta a través de las actitudes hacia el emprendimiento y el control percibido, sin embargo, el efecto del Covid-19 ha tenido un efecto moderador parcial.

En conclusión, tan solo se han encontrado cambios significativos en la relación de la Educación Emprendedora recibida y las actitudes hacia el emprendimiento y en la relación de la Educación Emprendedora recibida y las normas subjetivas, con lo qué el

Covid-19 no ha supuesto un cambio significativo para la relación entre la Educación Emprendedora recibida por los estudiantes universitarios y sus intenciones emprendedora.

Palabras clave: Educación emprendedora, estudiantes, intenciones emprendedoras, Covid-19, emprendimiento.

The analysis of the impact of Covid-19 on the entrepreneurial education received by university students and their entrepreneurship intentions

Abstract

Due to the challenging situation currently experienced generated by the Covid-19 pandemic and the so-called new normal, the need arises to investigate entrepreneurial intentions. To the best of our knowledge, current literature lacks studies on entrepreneurship in adverse and uncertain situations. This article aims to determine whether the socioeconomic crisis caused by Covid-19 modifies the relationship between the Entrepreneurial Education received by university students and their entrepreneurial intentions. The proposed model is based on the theory of planned behavior. The data was obtained through a validated survey and a sample divided into two groups was obtained, on the one hand, from the years 2018-2019 corresponding to the pre-Covid-19 years (469 students) and, on the other hand, from the years. 2020-2021 corresponding to the Covid-19 years (1669 students). In order to validate the proposed model, a hypothetical deductive methodology has been carried out and 7 hypotheses have been proposed. In order to contrast the hypotheses, a structural equation model has been used and the SmartPLS software has been used.

In the analysis, first the validity and reliability of the measurement model has been verified, secondly, the structural model has been validated and, finally, significant differences in the structural model among students corresponding to the different time periods analyzed.

The results indicate that the Entrepreneurial Education received by students influences entrepreneurial intentions indirectly through attitudes towards entrepreneurship and perceived control; however, the effect of Covid-19 has had a moderate partial effect.

In conclusion, significant changes have only been found in the relationship between Entrepreneurial Education received and attitudes towards entrepreneurship and in the relationship between Entrepreneurial Education received and subjective norms, so Covid-19 has not meant a change significant for the relationship between the Entrepreneurial Education received by university students and their entrepreneurial intentions.

Keywords: Entrepreneurial education, students, entrepreneurial intentions, Covid-19, entrepreneurship.

Modelo de emprendimiento en ecosistema. Aplicación al desarrollo de inteligencia artificial en el sector deportivo

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Resumen

Justificación de la investigación: Este estudio propone un modelo teórico de emprendimiento en ecosistema aplicado al sector deportivo, centrado en el desarrollo de inteligencia artificial (IA) como elemento clave para la innovación en la industria del deporte. La necesidad de esta investigación surge de la creciente demanda de soluciones tecnológicas para la mejora del rendimiento deportivo, la prevención de lesiones y la experiencia del usuario, así como de la importancia de promover la colaboración entre diferentes perfiles de entidades para maximizar el impacto de sus soluciones tecnológicas.

Contribución: La principal contribución de este estudio radica en la formulación de un modelo teórico que describe el proceso de emprendimiento en ecosistema en el contexto del deporte, con un enfoque específico en el desarrollo y la aplicación de IA. Este modelo proporciona una estructura conceptual para el desarrollo de productos y servicios innovadores, destacando la importancia de la colaboración entre entidades de I+D, diseñadores y proveedores de servicios en todas las etapas del proceso.

Metodología: El modelo teórico propuesto se basa en la síntesis de conocimientos existentes en el campo del emprendimiento, basados en el concepto de ecosistema empresarial, y la aplicación de IA en el sector deportivo. Se fundamenta en la idea de un proceso iterativo que abarca desde la identificación de oportunidades hasta la comercialización de productos y servicios, priorizando la generación de retorno económico en cada fase del proceso para garantizar la sostenibilidad del ecosistema empresarial formulado. Destaca la incorporación del diseño centrado en el usuario (User-Centered Design), el diseño basado en el dato (Data-Driven Design) y la evaluación de la usabilidad mediante la participación de usuarios (clientes) en un living-lab (servicio).

Resultados: Los principales resultados de este estudio consisten en la descripción detallada del modelo teórico de emprendimiento en ecosistema aplicado al desarrollo de IA en el sector deportivo. Se destacan las diferentes etapas del proceso, los roles y responsabilidades de los actores involucrados, así como los mecanismos para la generación de retorno económico y la evaluación de la usabilidad. Se enfatiza la importancia de la colaboración y la iteración en todas las fases del proceso para maximizar el impacto y la eficacia de las soluciones desarrolladas.

Conclusiones: En conclusión, el modelo teórico de emprendimiento en ecosistema aplicado al desarrollo de IA en el sector deportivo ofrece una estructura conceptual sólida para el desarrollo de soluciones innovadoras de base tecnológica. Este modelo pretende servir como punto de partida para futuras investigaciones y aplicaciones prácticas en el campo del deporte y la tecnología, a modo de guía para el proceso de emprendimiento, destacando la relevancia de la colaboración sinérgica entre diferentes actores y la evaluación continua de las soluciones desarrolladas para garantizar su éxito en el mercado.

Palabras clave: Emprendimiento en ecosistema, inteligencia artificial, industria deportiva.

Ecosystem entrepreneurship model: Application to the development of artificial intelligence in the sports sector

Abstract

Justification of the research: This study proposes a theoretical model of ecosystem entrepreneurship applied to the sports sector, focusing on the development of artificial intelligence (AI) as a key element for innovation in the sports industry. The need for this research arises from the growing demand for technological solutions to improve sports performance, prevent injuries, and enhance user experience, as well as the importance of promoting collaboration among different entity profiles to maximize the impact of their technological solutions.

Contribution: The main contribution of this study lies in the formulation of a theoretical model that describes the process of ecosystem entrepreneurship in the context of sports, with a specific focus on the development and application of AI. This model provides a conceptual framework for the development of innovative products and services, highlighting the importance of collaboration between R&D entities, designers, and service providers at all stages of the process.

Methodology: The proposed theoretical model is based on the synthesis of existing knowledge in the field of entrepreneurship, based on the concept of business ecosystem, and the application of AI in the sports sector. It is based on the idea of an iterative process that spans from identifying opportunities to commercializing products and services, prioritizing the generation of economic returns in each phase of the process to ensure the sustainability of the formulated business ecosystem. It emphasizes the incorporation of User-Centered Design, Data-Driven Design, and usability evaluation through user participation in a living lab service.

Results: The main results of this study consist of a detailed description of the theoretical model of ecosystem entrepreneurship applied to the development of AI in

the sports sector. It highlights the different stages of the process, the roles and responsibilities of the involved actors, as well as the mechanisms for generating economic returns and usability evaluation. The importance of collaboration and iteration in all phases of the process is emphasized to maximize the impact and effectiveness of the developed solutions.

Conclusions: In conclusion, the theoretical model of ecosystem entrepreneurship applied to the development of AI in the sports sector offers a solid conceptual framework for the development of technology-based innovative solutions. This model aims to serve as a starting point for future research and practical applications in the field of sports and technology, providing a guide for the entrepreneurship process, highlighting the relevance of synergistic collaboration among different actors and the continuous evaluation of developed solutions to ensure their success in the market.

Keywords: Ecosystem entrepreneurship, artificial intelligence, sports industry.

EMPRESA FAMILIAR

Compliance e sustentabilidade nas empresas familiares: Uma abordagem teórica

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Resumo

A literatura tem destacado cada vez mais a importância das Empresas Familiares e do seu contributo para a economia, para a criação de emprego, e consequentemente para a criação de riqueza.

As caraterísticas idiossincráticas das Empresas Familiares têm seguramente impacto na estratégia de *compliance*, bem como na sua sustentabilidade das mesmas, uma vez que estão em causa culturas e gestão diferenciadas.

Por um lado, a família, e por outro o negócio, ou seja, dois subsistemas onde tem de ser garantida a harmonia entre os seus objetivos, a fim de se garantir o sucesso da empresa.

Muitos estudos têm apelado à necessidade de se realizar mais investigação, e aumentar o conhecimento sobre Empresas Familiares, designadamente sobre a sua sustentabilidade.

Nesse sentido, este trabalho tem como objetivo diminuir essa limitação, e assim contribuir para o conhecimento sobre a *compliance* e a sustentabilidade das Empresas Familiares.

Deste modo, através de uma revisão narrativa da literatura, analisou-se como está estruturada a estratégia de *compliance* das empresas familiares, e de que forma está desenhada a sua sustentabilidade.

Os resultados sugerem que há um interesse crescente pelas práticas de sustentabilidade, uma vez que este tipo de empresas procura garantir a continuidade da empresa entre gerações.

Contudo a adoção de processos e procedimentos de sustentabilidade e *compliance* ainda é baixa, pois não há uma implementação de forma sistemática. Os desafios na implementação são vários, designadamente, o envolvimento dos *stakeholders*, a gestão de recursos naturais, a integração de políticas sustentáveis, a legislação e o cumprimento de legislação ambiental, a implementação de responsabilidade social corporativa, a adoção de práticas de *corporate governance*, e a sucessão empresarial sustentável.

Este trabalho apresenta na sua génese contributos para a academia, na medida em é permitida uma maior compreensão sobre o tema, e para a ciência designadamente para a

Teorias da Visão Baseada nos Recursos, Capacidades Dinâmicas e *Stewardship*. Paralelamente este estudo contribui ainda para a operacionalização das Empresas Familiares, na medida em que estas poderão desenhar as suas práticas de sustentabilidade e estratégia de *compliance* à semelhança do que é praticado pelas demais.

Palavras chave: Empresa familiar, sustentabilidade, *compliance*.

Compliance and sustainability in family business: A theoretical approach

Abstract

Literature has increasingly highlighted the importance of Family Businesses and their contribution to the economy, to the creation of jobs, and consequently to the creation of wealth.

The idiosyncratic characteristics of Family Businesses certainly have an impact on their compliance strategy, as well as their sustainability, as different cultures and management are at stake.

On the one hand, the family, and on the other the business, that is, two subsystems where harmony between their objectives must be guaranteed, to guarantee the success of the company.

Many studies have called for the need to carry out more research and increase knowledge about Family Businesses, particularly their sustainability.

In this sense, this work aims to reduce this limitation, and thus contribute to knowledge about the compliance and sustainability of Family Businesses.

In this way, through a narrative review of the literature, we analyze how the compliance strategy of family businesses is structured, and how its sustainability is designed.

The results suggest that there is a growing interest in sustainability practices, as these types of companies seek to guarantee the continuity of the company between generations.

However, the adoption of sustainability and compliance processes and procedures is still low, as there is no systematic implementation. There are several implementation challenges, namely stakeholder involvement, natural resource management, integration of sustainable policies, legislation and enforcement of environmental legislation, implementation of corporate social responsibility, adoption of corporate governance practices, and sustainable business succession.

This work presents, in its genesis, contributions to academia, as it allows for a greater understanding of the topic, and science, particularly for the Theories of Resource-Based Vision, Dynamic Capabilities and Stewardship. At the same time, this study also contributes to the operationalization of Family Businesses, as they will be able to design

their sustainability practices and compliance strategy similar to what is practiced by others.

Keywords: Family business, sustainability, compliance.

The role of agency costs and shareholder protection on family firms' cash holding decision-making

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Abstract

The prevalence of family-owned firms globally, particularly in Western and Eastern economies, underscores their significance in the global economy. Despite their prevalence, research on family firms' ownership and governance remains inconsistent and lacks comprehensive understanding. Family firms tend to hold more cash than non-family firms, primarily due to agency conflicts. Previous studies highlight the impact of country-level shareholder protections and ownership concentration on firms' cash holding decisions. Understanding the interplay between agency costs, shareholder protections, and cash holding policies is crucial, especially for family firms in countries with low levels of shareholder protection. This study aims to address these gaps by investigating the relationship between cash holdings, ownership, and shareholder protections in family firms, providing valuable insights into their financial decision-making processes.

This study enhances understanding of European family firms' cash holding decisions by clarifying the impact of ownership, governance, and agency costs, particularly Type 1, relative to country-level shareholder protections. It also examines the influence of shareholder protections on cash holdings in European firms and explores the combined effects of agency cost types and low shareholder protection levels on cash holding behaviors. The findings underscore the significance of Type 1 agency costs in driving cash holding decisions for family firms, irrespective of shareholder protection levels.

We employ two distinct datasets: Refinitiv Eikon for financial and stock data and Amadeus for ownership structure information in European family firms. The sample consists of 1,541 listed firms from 15 Western European countries over 2009 to 2019, excluding financial, regulated utility, and state-controlled firms. Using panel data methodology, it controls for individual effects and endogeneity issues. The generalized method of moments (GMM) is applied, with system GMM addressing weak instruments problems. Specification tests, including Hansen contrast and m2 test, ensure model validity, while Wald tests assess coefficients' joint significance. Overall, the study provides robust empirical analysis of cash holding determinants in European family firms.

We find that Type 1 and Type 2 agency costs have a stronger effect than low country-level of shareholder protections on decision-making on cash holding policies. In line with previous literature, our results show that the absence of Type 1 agency costs causes to hold more cash for the firms. In addition, among family firms, those with a dominant shareholder and young firms hold more cash than family firms without a dominant shareholder and old firms, respectively. We also find that firms in countries with a low level of shareholder protection (i.e., civil law countries) hold more cash than firms in countries with a high-level shareholder protection (i.e., common law countries), respectively. However, the effect of agency costs outweighs the effects of low country-level shareholder protections.

This study delves into the complex interplay between agency costs, country-level shareholder protections, and cash holding decisions within European family firms. It confirms prior findings that family firms tend to hold more cash than non-family firms, particularly those with dominant shareholders and in countries with lower shareholder protections. Interestingly, the study reveals that the impact of agency costs on cash holding decisions outweighs the influence of low shareholder protections for family firms. Specifically, the absence of Type 1 agency problems significantly affects cash holding levels, while the presence of Type 2 agency costs, associated with dominant shareholders, also plays a role. Moreover, the study suggests that low shareholder protection doesn't exacerbate the effect of Type 2 agency problems on cash holding decisions for family firms. These findings have significant implications for policymakers, managers, and investors, highlighting the importance of considering ownership structure and institutional frameworks when analyzing firm financial decisions.

Keywords: Cash holdings, family firms, agency costs, country level shareholder protection.

EMPRESAS SANITARIAS E IA

¿Constituyen los sistemas de IA una amenaza para la autonomía del paciente? Alcance y límites del consentimiento informado en metadatos de salud.

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Resumen

Justificación de la investigación: La investigación clínica, se ha visto radicalmente afectada por el desarrollo de nuevas tecnologías, en particular, por el auge de sistemas de inteligencia artificial. La obligatoriedad de recabar el consentimiento informado del paciente en los ensayos clínicos puede entenderse como una circunstancia soslayable ante el imperativo de disponer de metadatos para el correcto desarrollo de estos nuevos sistemas de información. El posible bien común que estas herramientas pueden ofrecer en el desarrollo de nuevos fármacos que cubran actuales lagunas terapéuticas, u optimización de las terapias existentes, podría estar vulnerando uno de los pilares básicos de la bioética, como es la autonomía del paciente.

Contribución: El presente estudio tiene por objeto realizar un análisis de la autonomía del paciente en el ámbito de los ensayos clínicos, manifestada como libre voluntad en la firma del consentimiento informado, desde distintas perspectivas filosóficas. La persecución de un bien común fruto de resultados de la investigación, y la salvaguarda de los derechos del paciente pueden verse como aspectos contrapuestos. Evidenciar las lagunas normativas que permiten la laxitud de recabar el consentimiento informado, concretar el marco regulador del uso de datos sanitarios, y definir concretamente la voluntad y libertad del individuo, permitirían una salvaguarda de la autonomía del paciente en los intereses económicos mercantiles.

Metodología: Partiendo de las propuestas filosóficas del s. XX, y considerando las influencias de corrientes anteriores, se analizará la autonomía del paciente en el acto clínico.

En segundo lugar, se analizará la regulación vigente nacional e internacional sobre pautas éticas de la investigación, definiendo los tipos de consentimiento del paciente. Asimismo, se revisará la legislación vigente nacional y europea sobre uso de datos.

En tercer lugar, se contextualizará la importancia del almacenamiento y uso de datos en el escenario tecnológico actual, en particular de datos de salud, mediante la exposición de casos notorios.

Con estas herramientas, se reflexionará sobre las garantías de preservación de la autonomía del paciente en la práctica de los ensayos clínicos, y sus posibles vulneraciones e indeterminaciones.

Resultados: El marco normativo actual de ensayos clínicos obliga al consentimiento informado del paciente, como salvaguardia de los derechos del paciente. Si bien, también contempla usos futuros de los datos recabados, así como posibles justificaciones de imposibilidad de obtener consentimientos actualizados.

La reciente aprobación del Reglamento Europeo de Inteligencia Artificial incide en que "los sistemas de IA se desarrollan y utilizan como herramienta al servicio de las personas, que respeta la dignidad humana y la autonomía personal".

El consentimiento se define en el ordenamiento como "manifestación de la voluntad libre (…) emitida por una persona capaz (…)". Desde el punto de vista bioético, la autonomía del paciente es un pilar básico de la investigación clínica. Los comités de ética son vigilantes de preservar, entre otros, la autonomía del paciente en los ensayos clínicos.

Discusión: Del depotismo ancestral, al paternalismo evidenciado en el código hipocrático del acto clínico, se ha evolucionado al reconocimiento de derechos del paciente, entre ellos, de su autonomía. De los cuatro principios fundamentales de la bioética: autonomía, beneficiencia, justicia y no maleficiencia, es la autonomía la que, en forma de consentimiento informado del paciente, puede verse comprometida por el avance de la inteligencia artificial y sus múltiples aplicaciones en el ámbito de salud.

Palabras clave: Inteligencia Artificial (IA), ensayo clínico, consentimiento informado, autonomía del paciente.

Do AI systems constitute a threat to patient autonomy? Scope and limits of informed consent in health data.

Abstract

Rationale for the research: Clinical research has been radically affected by the development of new technologies, in particular, by the rise of artificial intelligence systems. The obligation to obtain informed consent from the patient in clinical trials can be understood as an avoidable circumstance given the imperative of having metadata for the correct development of these new information systems. The possible common good that these tools can offer in the development of new drugs that cover current therapeutic gaps, or optimization of existing therapies, could be violating one of the basic pillars of bioethics, such as patient autonomy.

Contribution: The purpose of this study is to carry out an analysis of patient autonomy in the field of clinical trials, manifested as free will in signing the informed

consent, from different philosophical perspectives. The pursuit of a common good resulting from research results and the safeguarding of patient rights can be seen as opposing aspects. Highlighting the regulatory gaps that allow laxity in obtaining informed consent, specifying the regulatory framework for the use of health data, and specifically defining the will and freedom of the individual, would allow for the safeguarding of patient autonomy in commercial economic interests.

Methodology: Starting from the philosophical proposals of the s. XX, and considering the influences of previous currents, the patient's autonomy in the clinical act will be analyzed.

Secondly, current national and international regulations on research ethical guidelines will be analyzed, defining the types of patient consent. Likewise, current national and European legislation on data use will be reviewed.

Thirdly, the importance of data storage and use in the current technological scenario, particularly health data, will be contextualized by exposing notable cases.

With these tools, we will reflect on the guarantees of preserving patient autonomy in the practice of clinical trials, and their possible violations and indeterminations.

Results: The current regulatory framework for clinical trials requires informed consent from the patient, as a safeguard of the patient's rights. However, it also contemplates future uses of the data collected, as well as possible justifications for the impossibility of obtaining updated consents.

The recent approval of the European Regulation on Artificial Intelligence emphasizes that "AI systems are developed and used as a tool at the service of people, which respects human dignity and personal autonomy."

Consent is defined in the ordinance as "manifestation of free will (…) issued by a capable person (…)". From a bioethical point of view, patient autonomy is a basic pillar of clinical research. Ethics committees are vigilant in preserving, among others, patient autonomy in clinical trials.

Discussion: From ancestral depotism to paternalism evidenced in the Hippocratic code of the clinical act, it has evolved to the recognition of the patient's rights, among them, her autonomy. Of the four fundamental principles of bioethics: autonomy, beneficence, justice and non-maleficence, it is autonomy that, in the form of informed consent of the patient, can be compromised by the advance of artificial intelligence and its multiple applications in the field of health.

Keywords: Artificial intelligence (AI), clinical trial, informed consent, patient autonomy.

ESTRATEGIA EMPRESARIAL

Análisis y evaluación de proyectos de negocio mediante una herramienta para el diseño de modelos de negocio sostenibles

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Resumen

El éxito o fracaso de un proyecto de negocio está relacionado, en la mayoría de los casos, con un buen o mal diseño del modelo de negocio con el que se va a implementar. El propósito de este estudio es exponer una reflexión sobre las dimensiones y los elementos a analizar en un proyecto de negocio de cara a definir para el mismo un modelo de negocio sostenible en términos de valor económico, social y medioambiental. Como resultante de la reflexión se propone una herramienta de apoyo al diseño de modelo de negocio que responda a la noción de sostenibilidad empresarial en la perspectiva del "triple resultado".

Se aporta la fundamentación teórica y la descripción de la implementación en software de una herramienta de apoyo a la toma de decisiones en el proceso de diseño y evaluación de proyectos de negocio, consistente en un conjunto de técnicas, o "caja de herramientas", que permite considerar la idoneidad del proyecto en la triple perspectiva de la sostenibilidad empresarial: económica, social y medioambiental.

Este trabajo es el resultado de un proyecto DSR (Design Science Research, investigación científica basada en diseño). Específicamente, la metodología DSR contribuye al acrecentamiento de los conocimientos científicos y técnicos mediante el diseño y construcción de artefactos (constructos, modelos, métodos, implementaciones o prototipos) que resuelven problemas y hacen prosperar el entorno en que se aplican. Aunque inicialmente es una metodología cultivada en el ámbito de los Sistemas de Información, es cada vez más frecuente su aplicación en otras disciplinas y dominios como la ingeniería, arquitectura y, como es nuestro caso, la gestión empresarial.

El artefacto resultante de nuestro proyecto DSR es AVIN, una herramienta de apoyo al diseño de modelos de negocio que facilita el modelado de un proyecto empresarial mediante el despliegue de tres análisis complementarios: uno narrativo (de tipo descriptivo) orientado a discernir en qué medida la propuesta de negocio es coherente y útil; otro numérico o económico-financiero (predictivo) a través del cual se procede a determinar la viabilidad y la rentabilidad esperada de la iniciativa; y un tercero ecosocial (prescriptivo) mediante el que se establecen los parámetros para un modelo de negocio comprometido y responsable. En términos prácticos, nuestra propuesta tiene la intención de apoyar el modelado de negocios para la sostenibilidad al ayudar a las empresas, ya sea

en proyecto o en funcionamiento, a evaluar sus iniciativas de negocio mediante un análisis sistemático y múltiple.

Los estudios previos relativos al análisis de proyectos de negocio proponen una evaluación limitada, acotada a una sola dimensión, ya sea la tradicional (económico-financiera) o la ecosocial; nuestra propuesta adopta un punto de vista multidimensional como criterio más consistente para determinar la conveniencia de avanzar o no en un emprendimiento empresarial.

Palabras clave: Modelo de negocio, sostenibilidad, software, evaluación.

Analizing and evaluating business projects with a tool for designing sustainable business models

Abstract

The success or failure of a business project is often linked to the quality of the business model design it is implemented with. The purpose of this study is to present a reflection on the dimensions and elements to be analyzed in a business project in order to define a sustainable business model in terms of economic, social, and environmental value. As a result of this reflection, a tool to support business model design is proposed, aimed at addressing the notion of corporate sustainability from the perspective of the "triple bottom line."

The theoretical foundation and the description of the software implementation of a decision support tool in the process of designing and evaluating business projects are provided. This tool consists of a set of techniques, or a "toolbox," which allows for the consideration of the project's suitability from the triple perspective of corporate sustainability: economic, social, and environmental.

This work is the result of a Design Science Research (DSR) project, which is a scientific research methodology based on design principles. Specifically, the DSR methodology contributes to the advancement of scientific and technical knowledge through the design and construction of artifacts (constructs, models, methods, implementations, or prototypes) that solve problems and improve the environment in which they are applied. Although initially cultivated in the field of Information Systems, its application is becoming increasingly common in other disciplines and domains such as engineering, architecture, and, as in our case, business management.

The artifact resulting from our DSR project is AVIN, a tool to support the design of business models that facilitates the modeling of a business project through the deployment of three complementary analyses: a narrative one (descriptive) aimed at discerning the coherence and usefulness of the business proposal; a numerical or economic-financial analysis (predictive) through which the viability and expected

profitability of the initiative are determined; and a third eco-social analysis (prescriptive) through which parameters for a committed and responsible business model are established. In practical terms, our proposal aims to support business modeling for sustainability by assisting companies, whether in the project stage or operational, in evaluating their business initiatives through systematic and multi-faceted analysis.

Previous studies related to business project analysis propose a limited evaluation, confined to a single dimension, either the traditional (economic-financial) or the eco-social one; our proposal adopts a multidimensional perspective as a more consistent criterion for determining whether to proceed with a business venture, or not.

Keywords: Business model, sustainability, software, evaluation.

Stakeholder accounting: An unexpected financial backdoor to advance a normative theory of the firm

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Abstract

In the neoclassical economic paradigm, the corporation has a social function since the moment it is created (Holmstrom & Tirole, 1989; Tirole, 2018). However, there is an increasing critique in the academic debate about the role of corporations in society, according to that paradigm (Retolaza et al, 2019). The quest for profit maximization in imperfectly competitive markets could generate excess profits for corporations, shifting a part of the consumer surplus to the producer. This problem becomes bigger if we consider that a large number of market failures could be considered of structural nature and not merely short-termed. In addition, it seems that firms do not have strong incentives to internalize negative externalities, especially when the international dimension of corporations is not matched by the legal and fiscal dimensions, which remain at the national/regional level. The existence of excess profits shifts the functioning of the market economy from perfect competition to a situation of oligopoly, where the situation of consumers is worsened in favor of existing corporations. The social and economic outcomes of the 2008 crisis have increased the demand for a more comprehensive theory of the firm, which could encompass the aforementioned critiques and problems (Donaldson and Walsh, 2015; Ingerson et al., 2015; Alvarez et al., 2020).

How could we tackle the discussion of a new theory of the firm? It could be possible to engage in a discursive model following the ethics of Habermas (2004), but this kind of foundation could be not fully appropriate in economics, because then this discipline could lose its scientific character to be reduced to a discursive dialogue. In the current economic paradigm, it seems that a new theory of the firm could not be generated outside the scientific umbrella. Moreover, it should be coherent with the explanatory conceptual foundations of the discipline or, if these foundations were inconsistent, with new ones.

On the other hand, the irruption of the Sustainable Development Goals (SDGs) and its generalized acceptance by economic and institutional actors is an implicit questioning of the neoclassical economic model and its invisible hand. SDGs make patent that this model has not been able to solve the grand challenges (GC) affecting humanity, many of them of economic nature.

The current theory of the firm rests in the neoclassical microeconomic model, where profit maximization and the achievement of the social optimum are connected. It is complicated to develop a new theory of the firm without modifying the underlying microeconomic assumptions that support it. At the same time, this neoclassical model is based on the concept of efficiency (use of means), and this cannot be understood without a reference to the efficacy concept (final aim). Although it is not commonly explained, the efficacy concept is of normative nature. In our research about the incorporation of normativity inside the neoclassical model, we are working in this line: the normative character of the final aim of economic activity. Our challenge is to introduce normativity in the theory of the firm through a backdoor which we have labelled as stakeholder accounting, because it is focused on the generation and distribution of value by corporations, and the analysis of the impact of this distribution in society. In this line, we will be aligned with previous work on normativity developed by authors in the field of business ethics (Werhane, 1994; Singer, 1998; Spence, 2016; Seele, 2016; Sandberg, 2008; Ciulla et al., 2018). In addition, this perspective allows us to focus in one of the GC related to business ethics: inequality in the distribution of income by corporations.

In short, the main research question which this work will answer is about the possibility of introducing normativity in the definition of the final objective that a new theory of the firm should incorporate. This work will answer in a positive way to this question, proposing stakeholder accounting as a tool to develop this normative objective: maximization of the value for all stakeholders of the corporation.

The practical relevance of stablishing this new objective for corporations is clearly related with a new management style, a new approach towards ethics, and a different and more balanced outcome regarding the stakeholders of corporations.

Keywords: Stakeholder accounting, normative theory of the firm, social value, stakeholder theory.

Beyond profit in family business: ESG-driven business model innovation and the critical role of digital capabilities

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Resumo

No cenário empresarial contemporâneo, as práticas de ESG (ambiental, social e governança) emergem como pilares fundamentais para o desenvolvimento sustentável das organizações. Em empresas familiares, essas práticas não apenas reforçam o compromisso com a responsabilidade corporativa, mas também desempenham um papel crucial na implementação de modelos de negócios inovadores. Ao integrar as dimensões ambientais, sociais e de governança nas suas estratégias, as empresas familiares podem gerar uma vantagem competitiva sustentável, alinhando os seus valores e operações com as expectativas de stakeholders. Paralelamente, a evolução digital representa um eixo transformador no mundo dos negócios, proporcionando novas oportunidades para a inovação e a eficiência. As capacidades digitais habilitam as empresas a compreender tendências, otimizar processos e personalizar as suas ofertas. Para as empresas familiares, a adoção dessas capacidades não é apenas um passo em direção à modernização, mas uma estratégia vital para perpetuar o seu legado num mundo cada vez mais digitalizado. A interconexão entre as práticas de ESG e as capacidades digitais estabelece-se como um impulsionador para a inovação no modelo de negócios das empresas familiares. Este estudo tem como objetivo geral analisar a interação entre as práticas de ESG e as capacidades digitais na promoção da inovação em modelos de negócios de empresas familiares. Em termos específicos, pretendeu-se investigar como é que as práticas de ESG influenciam a inovação no modelo de negócios em empresas familiares, decompondo essa influência nas suas componentes ambientais, sociais e de governança e identificar padrões específicos de como as capacidades digitais interagem com cada aspeto de ESG para influenciar a inovação no modelo de negócios em empresas familiares. O estudo da interconexão entre as práticas de ESG e as capacidades digitais em empresas familiares é essencial para compreender como essas organizações podem alavancar inovações sustentáveis em seus modelos de negócios. Essa integração não

apenas reforça a resiliência e a competitividade das empresas familiares, mas também promove a sustentabilidade ambiental, a responsabilidade social e a governança eficaz. Além disso, ao explorar essa interação, as empresas familiares podem descobrir novas oportunidades para crescer e prosperar na era digital, garantindo sua relevância e sucesso para as futuras gerações.

Para responder os objetivos propostos, foi utilizada uma metodologia quantitativa, utilizando os microdados do Flash Eurobarometer 486 "PMEs, Start-ups, Scale-ups and Entrepreneurship", recolhidos em 2020, que inclui informações de 6.983 empresas familiares abrangendo todos os 27 estados-membros da União Europeia. A análise foi realizada por meio da estimação de um modelo de equações estruturais usando a técnica de mínimos quadrados parciais (PLS-SEM). Os resultados revelam que as práticas de ESG e as capacidades digitais têm um impacto significativo na inovação dos modelos de negócios em empresas familiares. Especificamente, foi observado que as práticas ambientais, sociais e de governança, quando alinhadas com capacidades digitais avançadas, promovem a inovação de forma mais efetiva. Esses resultados sublinham a importância de integrar estratégias de ESG com a digitalização para fomentar a inovação e a sustentabilidade em empresas familiares, contribuindo assim para sua competitividade e longevidade no mercado. Ao harmonizar as iniciativas de sustentabilidade com as ferramentas digitais, as empresas familiares podem desbravar novas fronteiras de inovação, respondendo com agilidade às mudanças do mercado e solidificando sua relevância e resiliência a longo prazo.

Os resultados deste estudo apresentam diversas implicações teóricas e práticas. Em termos teóricos, o estudo aprofunda o conhecimento de como as iniciativas de ESG podem ser incorporadas nas estratégias empresariais para impulsionar a inovação, oferecendo uma nova perspectiva sobre a interligação entre sustentabilidade e transformação digital. Além disso, a nossa investigação também evidencia como a digitalização pode servir como um catalisador para inovações sustentáveis, expandindo o conhecimento sobre a sinergia entre tecnologia e práticas sustentáveis no contexto das empresas familiares. Do ponto de vista das implicações práticas, o estudo orienta as empresas familiares sobre a importância de integrar as práticas de ESG com as capacidades digitais, sublinhando que tal integração não só impulsiona a inovação, mas também fortalece a competitividade e sustentabilidade a longo prazo. A adoção de tecnologias digitais, em harmonia com práticas de ESG sólidas, pode criar uma vantagem competitiva distinta, estimulando as empresas familiares a implementares inovações enquanto mantêm o seu compromisso com a sustentabilidade. Além disso, para empresas familiares que pretendem perpetuar o seu legado num mundo cada vez mais digitalizado, o estudo enfatiza a modernização como uma estratégia essencial, alinhando valores

tradicionais com inovações contemporâneas para assegurar sua relevância e sucesso futuro.

Palavras chave: Inovação de modelo de negócio, capacidades digitais, empresa familiar, ambiental, social, governança.

Abstract

In the contemporary business landscape, ESG (Environmental, Social, and Governance) practices emerge a fundamental pillars for the sustainable development of organizations. In family businesses, these practices not only reinforce the commitment to corporate responsibility but also play a crucial role in implementing innovative business models. By integrating environmental, social, and governance dimensions into their strategies, family businesses canes generate a sustainable competitive advantage, aligning their values and operations with stakeholder expectations. Concurrently, digital evolution stands as a transformative axis in the business world, offering new opportunities for innovation and efficiency. Digital capabilities enable companies to understand trends, optimize processes, and tailor their offerings. For family businesses, adopting these capabilities is not just a step toward modernization but a vital strategy to perpetuate their legacy in an increasingly digitalized world. The interconnection between ESG practices and digital capabilities is established as a driver for innovation in family business models. This study aims to analyze the interaction between ESG practices and digital capabilities in promoting innovation in family business models. Specifically, it aimed to investigate how ESG practices influence business model innovation in family businesses, breaking down this influence into its environmental, social, and governance components, and identifying specific patterns of how digital capabilities interact with each ESG aspect to influence business model innovation in family businesses.

To address the proposed objectives, a quantitative methodology was employed, using the microdata from the Flash Eurobarometer 486 "SMEs, Start-ups, Scale-ups, and Entrepreneurship" survey conducted in 2020, which includes information from 6,983 family businesses across all 27 EU member states. The analysis was carried out using a structural equation model estimated by the Partial Least Squares (PLS- SEM) technique. The results reveal that ESG practices and digital capabilities have a significant impact on business model innovation in family businesses. Specifically, it was observed that environmental, social, and governance practices, when aligned with advanced digital capabilities, promote innovation more effectively. These findings underscore the importance of integrating ESG strategies with digitalization to foster innovation and sustainability in family businesses, thus contributing to their competitiveness and longevity in the market. By harmonizing sustainability initiatives with digital tools, family

businesses can explore new frontiers of innovation, responding agilely to market changes and solidifying their relevance and resilience in the long term.

The study's findings present various theoretical and practical implications. Theoretically, the study deepens the understanding of how ESG initiatives can be incorporated into business strategies to drive innovation, offering a new perspective on the interconnection between sustainability and digital transformation. Additionally, the research highlights how digitalization can catalyze sustainable innovations, expanding knowledge on the synergy between technology and sustainable practices in the context of family businesses. From a practical standpoint, the study guides family businesses on the importance of integrating ESG practices with digital capabilities, emphasizing that such integration not only drives innovation but also strengthens long-term competitiveness and sustainability. Adopting digital technologies in harmony with solid ESG practices can create a distinct competitive advantage, encouraging family businesses to implement innovations while maintaining their commitment to sustainability. Furthermore, for family businesses aiming to perpetuate their legacy in an increasingly digitalized world, the study emphasizes modernization as an essential strategy, aligning traditional values with contemporary innovations to ensure their future relevance and success.

Keywords: Business model innovation, digital capabilities, family business, environmental, social, governance.

Ethical frontiers in ChatGPT: Unveiling the impact on society and user interaction

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Resumen

ChatGPT ha desencadenado un impacto mundial al revolucionar la manera en que las personas interactúan con la inteligencia artificial (IA) en su día a día. Desde su lanzamiento, ha sido adoptado en una amplia gama de aplicaciones y sectores, desde asistentes virtuales y servicio al cliente hasta educación y atención médica. Esta omnipresencia ha influido en la forma en que la sociedad percibe y utiliza la IA, abriendo nuevas posibilidades en la comunicación, el aprendizaje y la resolución de problemas. Además, ha generado debates sobre cuestiones éticas, sociales y culturales, como la privacidad, la equidad y el futuro del trabajo. Si bien ChatGPT ha sido la herramienta desencadenante, esta pertenece a los grandes modelos de lenguage LLM (Large Language Models). Se prevé que los LLM serán el foco de investigación de muchos investigadores en un futuro cercano, abordando aspectos como privacidad, responsabilidad, transparencia, calidad laboral, riesgo de desempleo, plagio, seguridad de los datos y la posibilidad de generar datos sesgados o dañinos. Pese a que en la producción científica podemos encontrar muchos estudios sobre la importancia de los aspectos éticos en diversos sectores y sobre la importancia y relevancia que han adquirido ChatGPT y los LLM, vemos necesario una revisión en profundidad de las aplicaciones empresariales que se están detectando para esos modelos, y poder así detectar las implicaciones éticas de las nuevas oportunidades. La investigación subraya la importancia de identificar y abordar estos desafíos éticos para asegurar una integración responsable de las tecnologías de IA, como son los LLM, en la sociedad. El marco de Inteligencia Artificial Centrada en el Humano (HCAI) proporciona una base para comprender la tecnología como una herramienta para mejorar la capacidad de acción humana, al tiempo que se prioriza el bienestar humano. Este enfoque guía la evaluación ética de los LLM y sugiere medidas para prevenir su mal uso o abuso. Al reconocer y mitigar estas implicaciones éticas, los desarrolladores e investigadores pueden establecer directrices para el uso ético de herramientas como ChatGPT en una variedad de áreas. Para identificar los principales retos éticos, en este trabajo se lleva a cabo una revisión sistemática de la literatura a través de 81documentos de investigación. A nivel metodológico, llevamos a cabo una Revisión

Sistemática de la Literatura siguiendo el enfoque PRISMA para evaluar el vínculo existente entre ChatGPT y el impacto de los aspectos éticos, así como las diferentes interacciones. Se seleccionaron y procesaron artículos académicos indexados en las bases de datos Web of Science (WoS) de las categorías de empresa y que incluyeran la herramienta ChatGPT. Posteriormente, observamos diferentes aspectos del conocimiento que podríamos extraer de la información disponible. El grupo más grande de artículos tenía como temática la valoración de opciones (option pricing) con seis artículos, seguido de interacción humano-robot y satisfacción del cliente, ambos con cuatro artículos. Las revistas con más publicaciones fueron Finance Research Letters -10 publicaciones- y International Journal of Management Education -8 publicaciones-, seguidas de Journal of Retailing and Consumer Services y Technological Forecasting And Social Change. El número de áreas de la empresa en las que se propone y en las que se detecta el uso de ChatGPT es alto, y con la publicación se busca dar una visualización del estado actual y de los riesgos éticos, que en ocasiones pasan desapercibidos.

Palabras clave: ChatGPT, ética, análisis bibliométrico, revisión, sistemática literatura.

Trends and opportunities in tourism education: The natural park of Cornalvo to promote sustainable experiences

Abstract

ChatGPT has unleashed a global impact by revolutionising the way people interact with artificial intelligence (AI) in their everyday lives. Since its launch, it has been adopted in a wide range of applications and sectors, from virtual assistants and customer service to education and healthcare. This pervasiveness has influenced the way society perceives and uses AI, opening up new possibilities in communication, learning and problem solving. It has also generated debates on ethical, social and cultural issues, such as privacy, fairness and the future of work. While ChatGPT has been the triggering tool, it belongs to the Large Language Models (LLM). LLMs are expected to be the focus of many researchers in the near future, addressing issues such as privacy, accountability, transparency, quality of work, risk of unemployment, plagiarism, data security and the possibility of generating biased or harmful data. Although there are many studies in the scientific literature on the importance of ethical issues in various sectors and on the importance and relevance of ChatGPT and LLMs, we see the need for an in-depth review of the business applications that are being identified for these models, in order to detect the ethical implications of new opportunities. The research highlights the importance of identifying and addressing these ethical challenges to ensure responsible integration of AI technologies, such as LLMs, into society. The Human-Centred Artificial Intelligence (HCAI) framework provides a basis for understanding technology as a tool for enhancing human agency while prioritising human well-being. This approach

guides the ethical assessment of LLM and suggests measures to prevent its misuse or abuse. By recognising and mitigating these ethical implications, developers and researchers can establish guidelines for the ethical use of tools such as ChatGPT in a variety of areas. To identify the main ethical challenges, this paper conducts a systematic literature review across 81 research papers. At the methodological level, we conducted a Systematic Literature Review following the PRISMA approach to assess the link between ChatGPT and the impact of ethical issues, as well as the different interactions. We selected and processed academic articles indexed in Web of Science (WoS) databases in the business categories and including the ChatGPT tool. Subsequently, we looked at different aspects of the knowledge we could extract from the available information. The largest group of articles was on option pricing with six articles, followed by human-robot interaction and customer satisfaction, both with four articles. The journals with the most publications were Finance Research Letters -10 publications- and International Journal of Management Education -8 publications-, followed by Journal of Retailing and Consumer Services and Technological Forecasting and Social Change. The number of areas of the company in which ChatGPT use is proposed and detected is high, and the publication aims to provide a visualisation of the current state and ethical risks, which sometimes go unnoticed.

Keywords: ChatGPT, ethics, bibliometric analysis, systematic literature review.

FINANZAS SOSTENIBLES

La contribución de la industria fintech a la consecución de los objetivos de desarrollo sostenible y su influencia en los precios bursátiles

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Resumen

Tras la adopción de los Objetivos de Desarrollo Sostenible (ODS) y el Acuerdo Climático de París de 2015, la preocupación sobre el cambio climático ha ganado importancia entre los reguladores y legisladores (Birindelli et al., 2022). Aunque la investigación sobre el impacto financiero de la contribución al cambio climático es relativamente reciente, su volumen está en aumento.

La industria Fintech ha pasado a ser un segmento importante de la economía y de los mercados bursátiles. Sin embargo, poco sabemos sobre las prácticas de sostenibilidad de este tipo de empresas y sus efectos. Por ello, nuestro principal objetivo es analizar la contribución de los ODS de 80 empresas que cotizan en el principal mercado bursátil de todo el mundo, el mercado norteamericano, durante el periodo 2019-2022 y su impacto en los precios bursátiles.

Consideramos que nuestra investigación puede resultar relevante desde el punto de vista académico, puesto que con ella pretendemos enriquecer la literatura existente sobre empresas Fintech y sostenibilidad. Además, es relevante para los stakeholders de estas compañías, puesto que pretendemos mostrar evidencias de que contribuir al cambio climático incrementa el valor del mercado de la empresa. En la presente investigación emplearemos el modelo de Ohlson (1995; 2001), el cual, al desarrollar un marco teórico de valoración bursátil de las empresas, estableció que era necesario tener en cuenta la información financiera reflejada por las variables valor contable e ingresos. Sin embargo, también afirmó que las variables financieras por sí solas no logran explicar el valor de mercado de las empresas y, por ello, era necesario, considerar información adicional no financiera relevante.

El modelo diseñado para el análisis del presente estudio es el siguiente:

$$P_{i,t+1} = \beta_o + \beta_1 VC_{i,t} + \beta_2 Ingresos_{i,t} + \beta_3 DummyODS_{i,t} + \sum_{k=4}^{6} \beta_k Control_{i,t} + \varepsilon_{i,t}$$

Siendo $P_{i,t}$ el precio de la acción de la empresa *i* a finales del mes de abril del año *t+1*, mientras que $VC_{i,t}$ es el valor contable por acción de la empresa *i* a finales del año *t*, $Ingresos_{i,t}$ representa los beneficios por acción de la empresa *i* a finales del año *t*, $DummyODS_{i,t}$ una dummy que toma el valor 1 si la empresa *i* contribuye a alguno de los 17 ODS establecidos por Naciones Unidas en el año *t* y cero en caso contrario. Tras la realización del análisis empírico demostramos que, aunque es relativamente escaso el número de empresas Fintech que divulgan información sobre su contribución a los ODS, dicha información resulta positiva y significativamente valorada por los *stakeholders*.

En nuestras conclusiones destacamos la importancia de la agenda 2030 por su enfoque colaborativo entre el sector público, privado, la sociedad civil y los ciudadanos, Estas empresas son consideradas actores claves para movilizar capital hacia los 17 ODS, especialmente en áreas como innovación infraestructuras sostenible, y la inclusión financiera. En este sentido, en el estudio analizamos la conciencia y el compromiso de las Fintech con los ODS y su impacto en los precios bursátiles encontrando un apoyo creciente pero aun limitado entre las cotizadas norteamericanas, con prioridad en objetivos como la igualdad de género, el crecimiento económico, la reducción de desigualdades y el cambio climático.

La principal limitación que hemos encontrado en la realización de la presente investigación se encuentra relacionada con la singularidad de la muestra, formada por muy pocas empresas y muy heterogéneas. Este hecho no nos ha permitido estudiar las diferencias por categorías de empresas Fintech. Por tanto, consideramos relevante realizar un estudio a nivel internacional con información más actual.

Palabras clave: *Industria fintech, Agenda 2030, precios bursátiles, stakeholders financieros.*

The contribution of the fintech industry to the achievement of the sustainable development goals and its influence on stock prices

Abstract

Following the adoption of the Sustainable Development Goals (SDGs) and the 2015 Paris Climate Agreement, concern about climate change has gained prominence among regulators and policymakers (Birindelli et al., 2022). Although research on the financial impact of contributing to climate change is relatively recent, its volume is increasing.

The Fintech industry has become an important segment of the economy and stock markets. However, we know little about the sustainability practices of these types of companies and their impact. Therefore, our main objective is to analyze the SDG contribution of 80 companies listed on the main stock market worldwide, the North American market, during the period 2019-2022 and their impact on stock prices.

We believe that our research can be relevant from an academic point of view, as we intend to enrich the existing literature on Fintech companies and sustainability. Furthermore, it is relevant for the stakeholders of these companies, since we intend to show evidence that contributing to climate change increases the market value of the company.

In the present research we will employ Ohlson's (1995,2001) model, which, in developing a theoretical framework for stock market valuation of companies, established that it was necessary to take into account the financial information reflected by the book value and income variables. However, he also stated that financial variables alone cannot explain the market value of companies and, therefore, it was necessary to consider additional relevant non-financial information.

The model designed for the analysis of this study is as follows:

$$P_{i,t+1} = \beta_o + \beta_1 BVPS_{i,t} + \beta_2 EPS_{i,t} + \beta_3 AnySDG_{i,t} + \sum_{k=4}^{6} \beta_k Control_{i,t} + \varepsilon_{i,t}$$

Where $P_{i,t}$ is the price of company *i*'s share at the end of April of year *t+1*, while $BVPS_{i,t}$ is the book value per share of company *i* at the end of year *t*, $EPS_{i,t}$ represents the earnings per share of company *i* at the end of year *t*, $AnySDG_{i,t}$ is a dummy variable that takes the value 1 if company *i* contributes to any of the 17 SDGs established by the United Nations in year t and zero otherwise.

After conducting the empirical analysis, we demonstrated that, although relatively few Fintech companies disclose information on their contribution to the SDGs, such information is positive and significantly valued by stakeholders.

In our conclusions, we highlight the importance of the 2030 agenda for its collaborative approach between the public and private sectors, civil society and citizens. These companies are considered key players in mobilizing capital towards the 17 SDGs, especially in areas such as sustainable infrastructure innovation and financial inclusion. In this sense, in the study we analyzed the awareness and commitment of Fintechs to the SDGs and their impact on stock prices, finding growing but still limited support among North American listed companies, with priority given to goals such as gender equality, economic growth, reduction of inequalities and climate change.

The main limitation we have found in conducting this research is related to the uniqueness of the sample, formed by very few and very heterogeneous companies. This fact has not allowed us to study the differences by categories of Fintech companies. Therefore, we consider it relevant to conduct a study at an international level with more current information.

Keywords: Fintech industry, 2030 Agenda, stock market prices, financial stakeholders.

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El impacto de la sostenibilidad en las decisiones de inversión: Un análisis de género en el mercado financiero español

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Resumen

En la actualidad, se está presenciando una transformación en el mundo financiero, donde el concepto de sostenibilidad está ganando terreno en todos los sectores, incluido el ámbito de las finanzas. Estos cambios están dando lugar a una creciente diversidad de opciones para los inversores en sus decisiones de inversión. Considerando los principios de las finanzas conductuales, se ha observado que las preferencias de inversión pueden variar según el género, especialmente en lo que respecta al equilibrio entre rentabilidad y disposición para asumir riesgos.

En este estudio, se explorarán las distintas preferencias de inversión de los inversores españoles en relación con las inversiones sostenibles, así como las diferencias que puedan existir entre géneros. Mediante una encuesta a nivel nacional y la aplicación de un método de elección, se examinarán las preferencias de los inversores encuestados. Se empleará una técnica econométrica conocida como Mixed Logit para identificar y analizar la heterogeneidad en las preferencias de inversión de los participantes.

Entre los resultados obtenidos destaca que la relación entre rentabilidad y riesgo sigue siendo crucial en las decisiones de inversión. Sin embargo, es importante subrayar que la sostenibilidad adquiere una relevancia significativa, especialmente entre el género femenino en comparación con el género masculino.

Palabras clave: Finanzas sostenibles, finanzas conductuales, género, método de elección.

The impact of sustainability on investment decisions: A gender analysis in the Spanish financial market

Abstract

Currently, we are witnessing a transformation in the financial world, where the concept of sustainability is gaining ground in all sectors, including finance. These changes are leading to a growing diversity of options for investors in their investment decisions. Considering the principles of behavioral finance, it has been observed that investment preferences can vary by gender, especially regarding the balance between profitability and willingness to take risks.

This study explores the different investment preferences of Spanish investors regarding sustainable investments, as well as any gender differences that may exist. Through a national survey and the application of a choice method, the preferences of surveyed investors will be examined. An econometric technique, Mixed Logit model, will be employed to identify and analyze heterogeneity in the investment preferences of participants.

Among the findings, it is remarkable that the relationship between profitability and risk remains crucial in investment decisions. However, it is important to emphasize that sustainability gains significant relevance, especially among females compared to males.

Keywords: Sustainable finance, behavioural finances, gender, choice experiment.

El papel de los rasgos de personalidad en la adopción de inversiones sostenibles: Un análisis en el contexto financiero español

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Resumen

Atendiendo a la economía conductual, las decisiones de inversión de los inversores están influenciadas por factores más allá del simple razonamiento lógico, incluyendo el rasgo de la personalidad de cada uno de los inversores a estudiar. En este trabajo se explora cómo los distintos rasgos de personalidad pueden influenciar a la voluntad de los inversores en centrarse en productos financieros sostenibles que apoyen los Objetivos de Desarrollo Sostenible (ODS), especialmente, aquellos relacionados con la sostenibilidad. También se analiza cómo influye cada rasgo de la personalidad en la actitud hacia el riesgo en las inversiones.

Mediante una encuesta realizada a 1,357 inversores en España y un experimento de elección, se identificarán los diversos rasgos de personalidad presentes en los inversores. Los resultados principales revelarán cómo la personalidad se relaciona con las características de los productos de inversión preferidos por los participantes. Estos hallazgos se cuantificarán a través de un análisis de la disposición a pagar por distintos atributos.

Este análisis de la disposición a pagar (WTP, por sus siglas en inglés) proporcionará una visión de las preferencias de los inversores, demostrando que la contribución a los ODS es lo suficientemente significativa como para justificar sacrificar parte de la rentabilidad, en todos los rasgos de personalidad.

Palabras clave: Economía conductual, rasgos de personalidad, disponibilidad a pagar, finanzas sostenibles.

The role of personality traits in the preferences for sustainable investments: An analysis in the Spanish context

Abstract

Based on behavioral economics, investors decisions are influenced by factors beyond simple logical reasoning, including the personality of each investor. This work explores how different personality traits can influence investors' willingness to focus on sustainable financial products that support the Sustainable Development Goals (SDGs), especially those related to sustainability. It is also analyzed how each personality trait influences the attitude towards risk in investments.

Through a survey of 1,357 investors in Spain and a choice experiment, the different personality traits of investors will be identified. The main results will reveal how personality is related to the characteristics of the investment products preferred by the participants. These findings will be quantified through an analysis of willingness to pay for different attributes.

This willingness to pay (WTP) analysis will provide insight into investor preferences, and show that the contribution to the SDGs is significant enough to justify sacrificing some profitability, across all personality traits.

Keywords: Behavioral economics, personality traits, willingness to pay, sustainable finances.

Is the ESG score part of the set of information available to investors? A conditional version of the green CAPM

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Abstract

Academic research on sustainable finance has experienced an impressive development in the last two decades motivated, among other factors, by the growing interest of investors in environmental issues. According to the Global Sustainable Investment Review, green investing accounts for 35.9% of total assets under management, having increased by 54.8% from the $22.8 trillion in 2016. Additionally, the integration of environmental, social, and corporate governance (ESG) factors into portfolio analysis is reported as the most popular sustainable investment strategy (GSIA, 2021). However, the effects of climate change on financial markets are still far from clear (Venturini, 2022). Empirical research that focuses on how climate risks should affect the cross-section of stock returns provide contradictory results depending on the climate risk measure (Balvers et al., 2017; Bansal et al., 2019; Nagar & Schoenfeld, 2021) and the implemented test of market efficiency (Cheema-Fox et al., 2021; Hong et al., 2019; In et al., 2017; Kumar et al., 2019). For example, climate change is an additional source of market risk, according to In et al. (2017) and Jiang and Weng (2019), and it may not be valued by conventional asset pricing criteria like market, size, value, and momentum.

In this paper we propose a linear factor model that incorporates investor preferences toward sustainability to analyze indirect effects that climate concerns may have on asset prices. Our approach is based on the relationship between ESG investing and climate change considerations by investors (Engle et al., 2020; Pástor et al., 2022). However, while part of empirical research exploits firms' ESG scores to build climate-sorted portfolios, we use this variable as a part of the information set used by investors to determine the uncondicional version of the condicional capital asset pricing model (CAPM) following the Lettau and Ludvigson (2001) approach.

We follow Lewellen et al. (2010), Ferson et al. (2013) and Campbell (2018) in emphasizing the convenience of using portfolios other than those sorted by size and the book-to-market equity ratio (hereinafter, BE/ME) in evaluating asset pricing models to assess the performance of our model. Consequently, we use different anomaly portfolios comprising all stocks traded on the US equity market in the period from March 2001 to February 2023, namely, 25 size-momentum portfolios, 32 size-BE/ME- operating profitability portfolios, and 38 industry portfolios. Additionally, we evaluate the model on a set of 24 portfolios that simultaneously combine four market anomalies. Finally, we

estimate the model using a two-step cross-sectional regression into the generalized method of moments (GMM).

Our results show that ESG scores allow the linearized version of the conditional CAPM to greatly outperform the classic CAPM and the Fama-French 3 factor model for different sorts of stock portfolios, contributing significantly to reduce pricing errors. Our results help shed light on how climate change is priced regardless of the climate risk measure used.

Finally, ignoring rare events in asset valuation is a serious mistake due to their infrequent occurrence and their profound economic consequences (Wachter, 2020). In fact, the risk arising from the low probability of that event can often dominate other conventional sources of risk, drastically conditioning investor's expectations. Therefore, our data set comprises the pandemic period, which is characterized by a sharp drop in aggregate consumption and a great increase in market volatility, and the Russo-Ukrainian war, whose impact on fuel and commodity prices has disrupted global economic stability.

Keywords: Asset pricing, sustainable finance, climate change, ESG, conditioning information.

Integration of macroeconomic volatility and ESG news on consumption based asset pricing models

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Abstract

In the stock market, investment opportunities can be impaired by two circumstances (Campbell, 2018): (i) a decrease in expected returns, or (ii) an increase in volatility of returns. Both types of risk are a source of uncertainty for the investor that is not included in traditional asset pricing models. Based on the theoretical work developed by Campbell et al. (2018) and Bansal et al. (2014) and the growing concern for socially responsible investment (GSIA, 2021), this paper proposes a macroeconomic model that incorporates changes in volatility and the environmental, social and governance (ESG) performance of companies to explain the behavior of stock market returns.

According to the Global Sustainable Investment Report (GSIA, 2021), green investment currently accounts for 35.9% of total assets under management, having increased by 54.8% from $22.8 trillion in 2016. In addition, the integration of ESG factors into portfolio management is reported as the most popular sustainable investment strategy. Recent theoretical studies explain the low expected return of green assets due to the hedge they provide against climate risks (Heinkel et al., 2001; Pástor et al., 2021; Fama & French, 2007). However, if investors' environmental concerns change unexpectedly and sufficiently over time, green assets may eventually outperform less sustainable assets (Ardia et al., 2020, Pástor et al., 2022). Similar to Pástor et al. (2021), we interpret the ESG factor as news with an impact on a company's social and environmental performance.

The contribution of the paper to literature is twofold. First, we analyze how sustainable investment affects stock market returns based on the macroeconomic model proposed by Bansal et al. (2014). Second, in line with the literature that highlights the existence of estimation biases in ESG ratings, we propose a procedure to avoid, at least partially, possible distortions in the model's results. For this, we rank investment portfolios according to ESG scores to select those companies with better and worse ESG ratings assuming that green assets have positive ESG betas and brown assets have negative ESG betas (Pástor et al., 2021).

The model evaluation is carried out using macroeconomic data from the US during the period 2001-2023. The estimation of innovations or shocks on the factors is carried out through an autoregressive vector model (VAR) selecting those variables which shape

investors' expectations, such as consumption growth, the market portfolio or ESG ratings. We have estimated the ESG rating of the US market as an average weighted by the market value of companies whose ESG rating is available on Datastream. Consequently, the proposed model has four risk factors: (i) the news on the cash flow proxied by consumption growth,

(ii) the news on discount rate proxied by market portfolio return, (iii) the news on macroeconomic volatility proxied by the consumption growth volatility, and (iv) the new on the market ESG score. Finally, we estimate the macroeconomic model by mapping the two-step cross-sectional regression method into the generalized method of moments (GMM). The results of the paper confirm the joint importance of macroeconomic volatility and the ESG factor in asset pricing, where the macroeconomic model improves the performance of the consumption-based model in a wide and diverse set of investment portfolios. Specifically, the price of risk for the ESG factor is positive and shows high levels of significance for all portfolios, which is consistent with the literature supporting investors' preference for green assets. Our paper constitutes a step forward in research on the integration of sustainable investment news into pricing mechanisms.

Keywords: Macroeconomic volatility, ESG score, consumption-based model, ESG estimation bias.

Un análisis de la especulación del bitcoin sobre el dólar estadounidense y su impacto social

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Resumen

En un contexto financiero global cada vez más interconectado, la especulación en torno a Bitcoin y su influencia en el valor del dólar estadounidense han generado preocupaciones significativas en términos de su impacto social. Esta investigación se adentra en el complejo entramado de eventos que rodean la especulación del Bitcoin sobre el dólar y examina cómo estas fluctuaciones pueden erosionar las inversiones de pequeños inversores en todo el mundo y afectar el poder adquisitivo en Estados Unidos, donde el dólar es la moneda de referencia.

Utilizando una metodología avanzada que combina ARIMA-GARCH-Wavelet Neural Networks, esta investigación busca arrojar luz sobre las presiones especulativas que Bitcoin ejerce sobre el dólar estadounidense. Al analizar los datos históricos y los patrones de comportamiento de ambos activos, se pretende identificar y cuantificar las relaciones entre Bitcoin y el dólar, así como las posibles ramificaciones para los inversores y la economía en general.

Desde la explosión del fenómeno de Bitcoin como una moneda digital popular y alternativa a las monedas fiduciarias tradicionales, ha surgido un debate sobre su papel en la economía global y su relación con el dólar estadounidense. La volatilidad inherente a Bitcoin, combinada con su atractivo como reserva de valor y cobertura contra la inflación, ha llevado a un aumento significativo en su adopción y valoración, lo que a su vez ha generado un efecto dominó en los mercados financieros mundiales.

Sin embargo, esta volatilidad también ha llevado consigo una serie de riesgos sociales. Por un lado, la especulación en torno a Bitcoin ha llevado a un aumento de la actividad comercial de alto riesgo, donde pequeños inversores, atraídos por la posibilidad de ganancias rápidas, pueden verse expuestos a pérdidas significativas en caso de fluctuaciones bruscas en el valor del Bitcoin frente al dólar estadounidense.

Por otro lado, la erosión del poder adquisitivo del dólar estadounidense como resultado de la especulación en torno a Bitcoin plantea preocupaciones adicionales. Dado que el dólar es la moneda de reserva mundial y la base de muchas transacciones internacionales, cualquier debilitamiento en su valor puede tener ramificaciones

económicas significativas, no solo en Estados Unidos, sino también en todo el mundo. Esto puede traducirse en un aumento de los costes de importación y una disminución del poder adquisitivo de los consumidores, lo que afecta a comunidades y economías enteras en todo el mundo.

En esta investigación, se llevará a cabo un análisis exhaustivo de la relación entre Bitcoin y el dólar estadounidense, centrándose en los mecanismos que impulsan la especulación en ambos mercados y sus implicaciones para los inversores individuales y la estabilidad económica global. Además, se explorarán posibles medidas de mitigación para abordar los riesgos sociales asociados con la especulación en torno a Bitcoin, con el objetivo de promover una mayor estabilidad financiera y protección para todos los participantes del mercado.

En última instancia, se concluye que la especulación en torno a Bitcoin ejerce presiones significativas sobre el dólar estadounidense, lo que puede tener consecuencias adversas para los inversores y la economía en su conjunto. Es fundamental abordar estas presiones especulativas con políticas y estrategias adecuadas para garantizar la estabilidad financiera y proteger los intereses de todos los actores involucrados.

Palabras clave: Bitcoin, dólar estadounidense, especulación, impacto social, ARIMA-GARCH, redes neuronales.

Códigos JEL: C45, G15, G17, F31, D85.

An analysis of bitcoin speculation on the U.S. dollar and its social impact

Abstract

In an increasingly interconnected global financial context, speculation surrounding Bitcoin and its influence on the value of the US dollar has raised significant concerns in terms of its social impact. This research delves into the complex web of events surrounding Bitcoin speculation on the dollar and examines how these fluctuations may erode investments for small investors worldwide and affect purchasing power in the United States, where the dollar is the reference currency.

Utilizing an advanced methodology combining ARIMA-GARCH-Wavelet Neural Networks, this research seeks to shed light on the speculative pressures Bitcoin exerts on the US dollar. By analyzing historical data and behavioral patterns of both assets, the aim is to identify and quantify the relationships between Bitcoin and the dollar, as well as potential ramifications for investors and the economy at large.

Since the emergence of the Bitcoin phenomenon as a popular digital currency and alternative to traditional fiat currencies, a debate has arisen about its role in the global economy and its relationship with the US dollar. Bitcoin's inherent volatility, combined with its appeal as a store of value and hedge against inflation, has led to a significant

increase in its adoption and valuation, which in turn has had a ripple effect on global financial markets.

However, this volatility has also brought along a series of social risks. On one hand, speculation surrounding Bitcoin has led to an increase in high-risk trading activity, where small investors, attracted by the possibility of quick profits, may be exposed to significant losses in the event of sharp fluctuations in the value of Bitcoin against the US dollar.

On the other hand, the erosion of purchasing power of the US dollar as a result of speculation surrounding Bitcoin raises additional concerns. Given that the dollar is the world's reserve currency and the basis of many international transactions, any weakening in its value can have significant economic ramifications, not only in the United States but also worldwide. This can translate into increased import costs and a decrease in consumer purchasing power, affecting communities and entire economies worldwide.

In this research, a comprehensive analysis of the relationship between Bitcoin and the US dollar will be conducted, focusing on the mechanisms driving speculation in both markets and their implications for individual investors and global economic stability. Additionally, potential mitigation measures to address the social risks associated with speculation surrounding Bitcoin will be explored, with the aim of promoting greater financial stability and protection for all market participants.

Ultimately, it is concluded that speculation surrounding Bitcoin exerts significant pressure on the US dollar, which may have adverse consequences for investors and the economy as a whole. It is essential to address these speculative pressures with appropriate policies and strategies to ensure financial stability and protect the interests of all involved stakeholders.

Keywords: Bitcoin, US dollar, speculation, social impact, ARIMA-GARCH, neural networks.

JEL codes: C45, G15, G17, F31, D85.

Agenda 2030: Propuesta de indicadores de medición en información responsable en el sector hotelero

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Resumen

En las últimas décadas, la evolución del sector turístico se ha visto motivada a adoptar políticas responsables con el objetivo de cumplir con los Objetivos de Desarrollo Sostenible (ODS) establecidos en la Agenda 2030, hecho que ha incrementado en los últimos años por la coyuntura planteada por la COVID-19. El objetivo del presente estudio es doble. Por un lado, se centra en el diseño de indicadores que permitan medir y comparar la divulgación de información responsable que las cadenas hoteleras ofrecen a través de sus sitios web y, por otro, analizar la información sobre RSC que ofrecen las webs de las mejores cadenas hoteleras españolas que pertenecen al ranking Hosteltur a partir de los indicadores propuestos, utilizando la técnica de análisis de contenido. Los resultados muestran que el índice de divulgación total es del 64,84%, siendo la información más divulgada la relacionada con la dimensión social, en contraposición a la información relacionada con la dimensión cultural, que es la menos difundida.

Palabras clave: Responsabilidad Social Corporativa (RSC), cadenas hoteleras, desarrollo sostenible, divulgación de información, indicadores.

Agenda 2030: Proposed measurement indicators for responsible reporting in the hotel sector

Abstract

In recent decades, the evolution of the tourism sector has been motivated to adopt responsible policies with the aim of meeting the Sustainable Development Goals (SDGs) set out in the 2030 Agenda, a fact that has increased in recent years due to the situation posed by the COVID-19. The objective of this study is twofold. On the one hand, it focuses on the design of indicators to measure and compare the disclosure of responsible information that hotel chains offer through their websites and, on the other hand, to analyse the information on CSR offered by the websites of the best Spanish hotel chains that belong to the Hosteltur ranking based on the proposed indicators, using the content analysis technique. The results show that the total disclosure index is 64.84%,

with the most disclosed information being related to the social dimension, as opposed to information related to the cultural dimension, which is the least disclosed.

Keywords: Corporate Social Responsibility, hotel chains, sustainable development, dissemination of information, indicators.

Propuesta de un índice de cumplimiento en indicadores ESG

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Resumen

La agenda ambiental, social y de gobernanza, más conocida por sus siglas en inglés, ESG, aparece con creciente fuerza en los medios de comunicación y en ámbitos académicos. Evaluar el desempeño corporativo sobre medio ambiente, social y gobernanza representa un avance importante en los niveles de las discusiones que involucran a las empresas y al mercado financiero, aunado a los Objetivos de Desarrollo Sostenible (ODS) establecidos en la Agenda 2030 de las Naciones Unidas. La presente investigación, tiene como objetivo proponer una matriz de indicadores ESG que aglomere las principales variables y elementos de los estándares de ESG. La matriz de indicadores se conforma de 45 elementos divididos en 10 aspectos que se incorporan en alguna de las tres dimensiones ESG: ambiental, social y gobernanza. Esta herramienta está basada en los estándares internacionales MSCI ACWI ESG, Sustainalytics Company ESG, FTSE ESG, Thomson Reuters, S&P/Egyptian Exchange (EGX), S&P 500 ESG y GRI. Este trabajo en desarrollo, contribuye a la literatura en el ámbito de la sustentabilidad y los criterios ESG, al proponer un instrumento de evaluación del desempeño no financiero con criterios ESG.

Palabras clave: Sostenibilidad, ESG, ambiental, social, gobernanza, indicadores.

Proposal for an ESG compliance index[1]

Abstract

The environmental, social and governance agenda, better known by its acronym ESG, is increasingly appearing in the media and in academia. Assessing corporate environmental, social and governance performance represents an important step forward in the level of discussions involving companies and the financial market, coupled with

[1] Translated with DeepL.com (free version)

the Sustainable Development Goals (SDGs) set out in the United Nations 2030 Agenda. This research aims to propose a matrix of ESG indicators that brings together the main variables and elements of ESG standards. The indicator matrix is made up of 45 elements divided into 10 aspects that are incorporated into one of the three ESG dimensions: environmental, social and governance. This tool is based on the international standards MSCI ACWI ESG, Sustainalytics Company ESG, FTSE ESG, Thomson Reuters, S&P/Egyptian Exchange (EGX), S&P 500 ESG and GRI. This work in progress contributes to the literature in the field of sustainability and ESG criteria by proposing a non-financial performance assessment tool using ESG criteria.

Keywords: Sustainability, ESG, environmental, social, governance, indicators, indicators.

FUNDAMENTOS DE ÉTICA EMPRESARIAL

"Dignidad, diversidad y comunidad" (DDC) como alternativa a "Diversidad, equidad e inclusión" (DEI)

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Resumen

El triplete "Diversidad, Equidad e Inclusión" (DEI), al que a veces se añade "Pertenencia" (DEIB), ha sido popular en la segunda década de este siglo, pero ahora es algo controvertido. Sin embargo, en este acrónimo subyacen aspectos éticos que no deberían ser ignorados. Los fundamentos éticos de la DEI se basan generalmente en la justicia social, entendida como la exigencia de logar una sociedad más igualitaria y liberar a las personas de la opresión y discriminación que puedan experimentar por razón de su diversidad, incluida la derivada de raza, etnia, sexo, género, religión y origen geográfico, entre otras. otros.

Tras cuestionar algunos argumentos que subyacen a la DEI, proponemos una alternativa con tres elementos básicos. En primer lugar, tomar como referencia crucial la inherente dignidad de cada persona humana, junto con los derechos innatos asociados, e interpretar que dicha consideración incluye no sólo el debido respeto sino también solicitud para promover que todas las personas puedan vivir en condiciones dignas y con la posibilidad de desarrollar sus talentos y florecer en su humanidad. En segundo lugar, asumir la relevancia de la diversidad, no sobre la base de un enfoque indiferenciado, sino distinguiendo y valorando diversas formas de diversidad. En tercer lugar, la exigencia de construir comunidades de personas más allá de meras organizaciones e instituciones impersonales. Se argumenta que una comunidad de personas implica considerar a sus miembros en su dignidad constitutiva y en su diversidad tomando como referencia el bien común, que incluye el bien de todas las personas. Esta perspectiva requiere actuar con solidaridad y subsidiariedad, así como buscar una participación adecuada reflexionando sobre las circunstancias concurrentes con sabiduría práctica.

En esta línea de pensamiento, se sugiere sustituir "diversidad, equidad e inclusión" por "dignidad, diversidad y comunidad" (DDC). La "dignidad", como principio rector, la "diversidad", asumiendo la variedad social y las exigencias éticas de cada tipo de diversidad, y la "comunidad", como forma de convivencia y cooperación, que debe construirse respetando la dignidad humana y ofreciendo posibilidades de crecimiento personal dentro de la comunidad. Se concluye que la propuesta DDC es más amplia que el enfoque utilizado para DEI, además de estar basada en sólidos fundamentos antropológicos y éticos.

Palabras clave: Dignidad humana, diversidad, equidad, inclusión, comunidad.

"Dignity, diversity and community" (DDC) as an alternative to "Diversity, equity and inclusion" (DEI)

Abstract

The triplet "Diversity, Equity and Inclusion" (DEI), to which "Belonging" is sometimes added (DEIB), was popular in the 2010s, but is now a somewhat controversial. However, there are ethical aspects underlying this acronym that should not be ignored. The ethical grounds of DEI are generally based on social justice, understood as the demand for a more egalitarian society and as freeing people from oppression and discrimination due to diversity, including that derived from race and ethnicity, sex or gender, religion, socioeconomic status, and origin (immigrants), among others.

After questioning some arguments that underpin DEI, we propose an alternative with three basic elements. First, taking the inherent dignity of every human person and their associated innate rights as a crucial reference, and interpreting that such consideration includes not only respect, but also effort to enable all people to live in decent conditions and have the possibility of developing their talents and flourishing in their humanity. Second, assuming the relevance of diversity, not as an undifferentiated approach, but in distinguishing and valuing various forms of diversity. Third, the ethical requirement to build up communities of persons beyond mere organizations and impersonal institutions. A community of persons entails considering people in their dignity and diversity taking the common good, which includes the good of all persons, as its reference. This perspective requires acting with solidarity and subsidiarity and seeking adequate participation of all by reflecting on the concurrent circumstances with practical wisdom.

In this line of thought, we suggest replacing "diversity, equity and inclusion" with "dignity, diversity and community" (DDC). "Dignity," as a guiding principle, "diversity", assuming social diversity and the ethical demands of each type of diversity, and "community", as a way of living together and cooperating. This has to be built with respect for human dignity and offer possibilities for personal growth within the community. It is concluded that the DDC proposal is broader than the approach used for DEI, in addition to being based on solid anthropological and ethical foundations.

Keywords: Human dignity, diversity, equity, inclusion, community.

Ações de prevenção e mitigação do assédio nas universidades e institutos federais brasileiros à luz da teoria tridimensional

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Resumo

Nos anos recentes, os casos de assédio no ambiente acadêmico, tornaram-se cada vez mais divulgados. Nos Estados Unidos, inúmeras denúncias foram registradas por estudantes, porém, poucas resultaram em medidas efetivas. Estudantes da Universidade de Edimburgo questionam os procedimentos de denúncias da instituição, alegando que o atual sistema propicia a má conduta sexual envolvendo estudantes e professores. Estudantes muçulmanos e palestinos se queixam que a Universidade de Harvard falhou em protegê-los de assédio, ao enfrentarem uma série de ataques racistas devido às suas origens. Na Índia, um professor universitário da Dhemaji Engineering College foi vítima de assédio pela administração, envolvendo intimidação psicológica e ameaças de expulsão. Recorrentes e noticiados nas pesquisas científicas são os casos de alunos que não podem folgar no final de semana e se sentem culpados quando o fazem; pressionados por produção científica para aumentar a produtividade de seus orientadores; convivendo em ambiente intimidante, hostil e ofensivo, de isolamento e de desqualificação proposital prejudiciais a saúde. Da mesma forma ocorre a pressão dos docentes gestores sobre seus comandados, seja por meio de aumento de horas de atividades ou por cobrança por mais artigos publicados. O trabalho utiliza a Teoria Tridimensional do Direito como alicerce, segundo a qual as ações de prevenção e enfrentamento ao assédio nas universidades seriam resultado do trinômio fato-valor-norma. Este trabalho objetiva investigar as ações implementadas nas universidades e nos institutos federais brasileiros em resposta às normas recentes voltadas aos casos de assédio. A investigação aprofundada dessas questões é fundamental para orientar o desenvolvimento de estratégias eficazes na prevenção e combate ao assédio na academia, contribuindo para a construção de ambientes mais saudáveis. O trabalho inova ao abordar tema pouco explorado na literatura, em contraposição a estudos genéricos sobre assédio no local de trabalho. Além disso, não se limita a revisão bibliográfica, mas

fundamenta-se em dados de universidades e institutos federais do Brasil, o maior país e com mais universidades da América do Sul. E, por fim, traz à tona o tema à luz de teoria pouco explorada na literatura. Para consecução do objetivo, foi realizado um levantamento acerca da existência de comitês ou órgãos específicos dedicados à elaboração e implementação de estratégias de prevenção ao assédio dentro das instituições. Esta pesquisa foi conduzida por meio de análise dos websites institucionais e solicitação de informações por e-mail ou ao canal da Ouvidoria Fala.BR, com o objetivo de identificar a presença desses comitês e investigar os canais disponíveis para denúncias, analisando o papel desempenhado pela ouvidoria ou outros órgãos institucionais responsáveis por recebê-las e dar encaminhamento. Essa abordagem segue as diretrizes estabelecidas no Guia Lilás da Controladoria Geral da União de 2023, segundo o qual a instituição deve, entre outras ações, instituir comitês de prevenção e enfrentamento ao assédio ou dispor de ouvidoria com as capacidades para acolher denúncias de assédio. A análise revelou que de 113 universidades e institutos federais brasileiros investigados, 44 possuem comitês ou órgãos específicos dedicados à prevenção e enfrentamento do assédio; 102 divulgam qual o canal específico para receber denúncias de assédio, sendo a ouvidoria o principal deles e responsável por receber também outras categorias de denúncias; 42 instituições têm tanto o comitê de assédio quanto a ouvidoria; 11 delas não possuem qualquer dos dois. A região Centro-Oeste é a que tem maior percentual de instituições pesquisadas com comitês ou órgãos específicos de prevenção ao assédio, sugerindo uma postura mais proativa. Concluiu-se que as ações adotadas para lidar com o assédio no ambiente acadêmico ainda estão em estágio embrionário. Este cenário deve-se a novidade do tema na academia e a pouca valorização do fato, como apresentado na Teoria Tridimensional.

Palavras chave: Assédio na academia, comitê de assédio, ações de prevenção e mitigação ao assédio, teoria tridimensional, universidades e institutos federais brasileiros.

Actions to prevent and mitigate harassment in Brazilian federal universities and institutes in the light of the three-dimensional theory

Abstract

In recent years, cases of harassment in the academic setting have become increasingly publicized. Students at the University of Edinburgh are questioning the institution's reporting procedures, alleging that the current system encourages sexual misconduct involving students and professors. Muslim and Palestinian students complain that Harvard University has failed to protect them from harassment as they face a series of racist attacks because of their origins. In India, a university professor at Dhemaji Engineering College was the victim of harassment by the administration, involving psychological intimidation and threats of expulsion. In India, a university professor at

Dhemaji Engineering College was subjected to harassment by the administration, which involved psychological intimidation and threats of expulsion. Recurring in scientific research are the cases of students who are unable to take weekends off and feel guilty when they do; pressured by scientific production to enhance the productivity of their advisors. They live in an intimidating, hostile, and offensive environment, characterized by isolation and deliberate disqualification, which is detrimental to health. Similarly, there is pressure from managing professors on their subordinates, either through extended work hours or by demanding more published articles. The paper is grounded in the Three-Dimensional Theory of Law, which posits that efforts to prevent and combat harassment in universities stem from the trinomial fact-value-norm. This paper aims to investigate the actions implemented in Brazilian federal universities and institutes in response to recent regulations addressing cases of harassment. The in-depth investigation of these issues is essential to guide the development of effective strategies for preventing and combating harassment in academia, contributing to the construction of healthier environments. The study innovates by addressing a topic little explored in the literature, in contrast to generic studies on harassment in the workplace. Furthermore, it is not limited to a bibliographical review but is based on data from federal universities and institutes in Brazil, the largest country with the most universities in South America. And finally, it sheds light on the topic through the lens of a theory that has been little explored in the literature. To achieve this objective, a survey was conducted to determine the presence of specific committees or bodies dedicated to the development and implementation of harassment prevention strategies within the institutions. This research was conducted by analyzing institutional websites and requesting information via email or the Fala.BR Ombudsman channel, to identify the presence of these committees and investigate the available channels for complaints, analyzing the role played by the committee or other institutional bodies responsible for receiving and forwarding them. This approach follows the guidelines outlined in the Lilac Guide from Brazil's General Controlling Body published in 2023, according to which institutions must, among other actions, establish committees to prevent and combat harassment or have an ombudsman with the capacity to receive reports of harassment. The analysis revealed that from 113 Brazilian federal universities and institutes investigated, 44 have specific committees or bodies dedicated to preventing and combating harassment; 102 disclose the specific channel for receiving harassment reports, with the ombudsman being the main one and responsible for also receiving other categories of reports; 42 institutions have both the harassment committee and the ombudsman; 11 of them do not have either. The Central-West region exhibited the highest percentage of surveyed institutions with harassment prevention committees or bodies, indicating a more proactive approach. It was concluded that the actions taken to deal with harassment in the academic environment are still in an embryonic stage. This

situation is attributed to the novelty of the theme within academia and the limited recognition of its significance, as presented in the Three-Dimensional Theory.

Keywords: Harassment at the academy, harassment committee, actions to prevention and mitigation harassment, three-dimensional theory, Brazilian federal universities and institutes.

Ética profesional y herramientas para impulsar la ética de la IA en la empresa

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Resumen

Junto a la preocupación por el impacto de la inteligencia artificial (IA), se observan distintas visiones regulatorias y éticas: Unión Europea, Estados Unidos, China… Pero ni las empresas, hoy en día abiertas al mercado global, ni la sociedad en conjunto, van a esperar a deseables consensos regulatorios, ni mucho menos a consensos éticos para aprovechar las oportunidades de la IA. Tampoco en el ámbito técnico existen actualmente estándares en el ámbito de la ingeniería informática para facilitar la gestión práctica de cuestiones éticas en el ámbito de la IA en las empresas, ya sean proveedoras o usuarias de sistemas de IA. Ante esta situación es necesario aportar al ámbito empresarial mecanismos que permitan a las empresas que lo deseen empezar a andar el camino de la ética de la IA.

La aplicación de la ética de la IA (y de la ética digital en general) a las organizaciones es una tarea que implica, necesariamente, a los profesionales de la IA (y de las tecnologías informáticas en general). Estos profesionales desarrollan su actividad en dos ámbitos organizacionales: la empresa en general y las empresas proveedoras de sistemas de IA (o de sistemas digitales en general). En ambos casos es esencial la capacitación ética profesional para que tanto los servicios profesionales que se ofrecen (como "proveedores") como las actividades o prácticas organizativas (empresas o administraciones "usuarias") materialicen un conocimiento y cualificación adecuados para la resolución de cuestiones éticas en el ámbito de la IA. Esta capacitación necesaria supone plantear la Ética de la IA como una dimensión interna a las prácticas profesionales, es decir, como un factor integrador de la actividad, el desarrollo y la capacitación profesional.

Para que la Ética no sea algo extrínseco y, a su vez, pueda convertirse en una ventaja competitiva para la empresa, se propone estudiar las diferentes herramientas y posibilidades que una ética aplicada de la ingeniería informática nos ofrece: a) Análisis hermenéutico de las herramientas y propuestas procedentes de diferentes éticas aplicadas y aproximaciones a la ética de la tecnología, para proponer herramientas particularizadas a la IA para la gestión práctica de cuestiones éticas de IA en la empresa; b) Regulación legal vs. autorregulación de cuerpos y colegios profesionales; c) ¿Cómo afectan las diferentes visiones sobre regulación y ética de la IA al desarrollo del talento y la responsabilidad de los profesionales? d) ¿ética cosmopolita necesaria (o herramientas globales) vs. ética estatal-cultural imprescindible (o herramientas reales)?…

También necesita la empresa analizar la "ética como factor de integración":

- Integración mecánica, aplicamos la ética porque es una obligación o por presión externa: social, legal, europea…
- Integración postmoderna, la ética es un asunto privado y en la vida de las organizaciones el profesional debe limitarse a cumplir la ley y ajustarse a los mínimos exigibles supeditado al beneficio empresarial.
- Integración responsable o propiamente moral: el profesional de IA (o de ingeniería informática en general) plantea la ética en clave relacional como posibilidad para dinamizar y proponer una organización propiamente ética, no sólo "funcional", "mecánica" o calculadora, sino como una "organización servicial". Es decir, la actividad profesional (los fines, el sentido de su trabajo) es parte del crecimiento personal (libertad, responsabilidad personal) y desarrollo comunitario (justicia y bien común como claves de solidaridad y responsabilidad social corporativa)

Esta comunicación tiene el objetivo de analizar la ética profesional digital como factor de integración en la empresa para una visión ética y sostenible de la IA, en particular proponiendo herramientas particularizadas a la IA que permitan a las empresas materializar una ética aplicada de la IA. Y finalmente promover una cultura corporativa de la ética de la IA como una ventaja competitiva

Palabras clave: Ética empresarial, inteligencia artificial, ética profesional, ética digital, herramientas éticas.

Professional ethics and tools to promote AI ethics in business

Abstract

There are different regulatory and ethical visions of artificial intelligence (AI): EU, USA, China… But neither companies nor society will wait for desirable regulatory or ethical consensus before using AI. It is therefore necessary to provide mechanisms that allow companies to start walking the way of AI ethics. Especially related to the role of professional ethics of AI systems developers (and digital systems developers in general), and practical tools for AI ethics.

The objective of this paper is to analyse informatics professional ethics as corporate integration element for an ethical and sustainable vision of AI, in particular by proposing AI-specific tools that allow companies to materialise applied AI ethics. And finally to promote a corporate culture of AI ethics as a competitive advantage.

Keywords: Business ethics, artificial intelligence, professional ethics, digital ethics, ethics tools.

¿Inteligencia sin conciencia?: Claves éticas en la implicación del reglamento de la IA

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Resumen

El objetivo de la presente comunicación es proporcionar claves éticas que faciliten la lectura del Reglamento Europeo de la IA (REIA). Recientemente aprobado por el Parlamento Europeo (13/03/2024), el citado documento tiene un **valor ético y normativo** que desborda el derecho de la UE, razón por la cual no puede entenderse como un documento rutinario. Distingo entre valor ético y normativo para diferenciar entre la arquitectura intrínseca del documento y la arquitectura extrínseca que ha intervenido en su promulgación y que seguirá siendo determinante en su aplicación.

Respecto a la **arquitectura intrínseca** señalemos que el documento se compone de casi 500 páginas, 113 artículos y 13 capítulos precedidos por 180 consideraciones introductorias para facilitar la comprensión del cuerpo de los capítulos. Aunque estos datos de la arquitectura extrínseca son importantes, el documento es valioso por el **esfuerzo pedagógico, administrativo y reglamentista** que muestra. Además de clarificar con detalle los términos que se utilizan, tiene un orden lógico fácilmente perceptible y establece enumeraciones precisas, sin miedo alguno a la repetición porque el tema lo merece. Está en juego la **"confiabilidad" en el desarrollo y la aplicación de la IA en la Unión Europea**. Recordemos que junto a los siete principios que condicionan el carácter "ético" de la IA debemos contar con la "confiabilidad" de esta nueva tecnología. En este punto, la UE coincide con otros organismos internacionales que apuntan hacia **la confianza como regla de oro que debe presidir la relación entre la sociedad y la innovación tecnológica.**

Respecto a la **arquitectura extrínseca**, debemos tener en cuenta varias consideraciones: (a) El valor internacional del documento, busca **una tercera vía** entre el modelo IA de EE.UU y el modelo IA de China. Será importante analizar la originalidad de esta tercera vía para comprobar si se trata de una **vía intermedia, mediadora o conciliadora**. Difícil de precisar, no sólo por el poder que el reglamento concede a los estados de la UE y la selva burocrática que anuncia, sino por la mala conciencia de los redactores que en todo momento se ven obligados a dejar claro que **no están en contra de la innovación.** (b) El valor comunitario del documento, ha sido fruto de un proceso deliberado de discusiones de carácter **inter y transdisciplinares.** La robustez administrativa del reglamento está condicionada por la amplitud epistemológica de los

expertos que han colaborado. (c) El valor antropológico de un texto que **condicionará el futuro de la ética cívica de las sociedades europeas porque considera elementos importantes de la vida íntima, privada y comunitaria** de los ciudadanos. Aunque el documento muestra la gran preocupación por los datos biométricos, la identificación biométrica y el señalamiento discriminador, el documento deja de lado el poder que la IA tiene para **"inferir y predecir emociones e intenciones"**. ¿Qué sucederá cuando no seamos dueños de nuestras emociones e intenciones? ¿A qué tipo de ciudadanía nos encaminan los sistemas de IA?¿Se anuncian sociedades con **robustos sistemas de IA pero débiles personas con vida moral**?

Los desafíos para la ética de la empresa son grandes, entre otras, por las siguientes razones: (a) la responsabilidad que asigna el reglamento a las empresas y la comercialización de sistemas de IA, (b) las dificultades para delimitar los "altos" riesgos en sistemas "críticos", (c) la burocratización deshumanizadora de estos reglamentos, (d) la responsabilidad en la elaboración de códigos éticos y de buenas prácticas, (e) la aplicación del imperativo de "alfabetización digital", (f) la aceleración y rapidez que condiciona el desamparo de organizaciones de reducido tamaño en la aplicación del reglamento, (f) el laberinto institucional que se crea entre autoridades competentes en IA, los respectivos estados (que terminan siendo gobierno), (g) la función esencial que tendrán los códigos de buenas prácticas, (h) la vulnerabilidad de los ciudadanos para exigir el cumplimiento del reglamento.

Palabras clave: Ética aplicada, confiabilidad, alfabetización digital, riesgos, proporcionalidad, conciencia, emociones, intenciones, identificación biométrica, códigos éticos, buenas prácticas.

Intelligence without conscience?: Ethical keys to apply the European AI regulation

Abstract

The objective of this communication is to provide some ethics keys that facilitate the reading of the European AI Regulation (REIA). Recently approved by the European Parliament (03/13/2024), the aforementioned document has an ethical and regulatory value that goes beyond EU law, which is why it cannot be understood as a routine document. I distinguish between ethical and normative value to differentiate between the intrinsic architecture of the document and the extrinsic architecture that has intervened in its promulgation and that will continue to be decisive in its application.

Regarding the intrinsic architecture, we should point out that the document is made up of almost 500 pages, 113 articles and 13 chapters preceded by 180 introductory considerations to facilitate understanding of the body of the chapters. Although these

extrinsic architecture data are important, the document is valuable for the pedagogical, administrative and regulatory effort it shows. In addition to clarifying in detail the terms used, it has an easily perceptible logical order and establishes precise enumerations, without any fear of repetition because the topic deserves it. "Trustworthiness" in the development and application of AI in the EU is at stake. Let us remember that along with the seven principles that determine the "ethical" nature of AI, we must have the "reliability" of this new technology. On this point, the EU agrees with other international organizations that point towards trust as the golden rule that must govern the relationship between society and technological innovation.

Regarding extrinsic architecture, we must take into account several considerations. (a) The international value of the document, seeks a third way between the US AI model and the Chinese AI model. It will be important to analyze the originality of this third way to verify whether it is an intermediate, mediating or conciliatory way. Difficult to specify, not only because of the power that the regulation grants to the EU states and the bureaucratic jungle that it announces, but because of the bad conscience of the drafters who at all times are forced to make it clear that they are not against the innovation. (b) The community value of the document has been the result of a deliberate process of inter- and transdisciplinary discussions. The administrative robustness of the regulation is conditioned by the epistemological breadth of the experts who have collaborated. (c) The anthropological value of a text that will condition the future of civic ethics in European societies because it considers important elements of the intimate, private and community life of citizens. Although the document shows the great concern about biometric data, biometric identification and discriminatory signaling, the document leaves aside the power that AI has to "infer and predict emotions and intentions." What will happen when we are no longer masters of our emotions and intentions? What type of citizenship are AI systems leading us to? Are societies announced with robust AI systems but weak people with moral lives?

The challenges for company ethics are great, among others, for the following reasons: (a) the responsibility that the regulations assign to companies and the commercialization of AI systems, (b) the difficulties in delimiting the "highs" risks in "critical" systems, (c) the dehumanizing bureaucratization of these regulations, (d) the responsibility in the development of codes of ethics and good practices, (d) the application of the imperative of "digital literacy", (e) the acceleration and speed that conditions the helplessness of small organizations in the application of the regulation, (f) the institutional labyrinth that is created between competent authorities in AI, the respective states (which end up being the government), (g) the vulnerability of the citizens to demand compliance with the regulations, etc.

Keywords: AI ethics, digital literacy, algorithmic risks, awareness, emotions, intentions, biometric identification, ethical codes, good practices.

Practical rationality in Alasdair MacIntyre's moral philosophy: its scope and its limits in decision-making processes

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Abstract

This paper contrasts two important models in Business Ethics from the concept of practical rationality in Alasdair MacIntyre's moral philosophy, i.e., the model of practical rationality from the standpoint of the dominant economic and political order and the model of practical rationality from a Neo Aristotelian standpoint.

The objective of this paper has been to try to connect both models of practical rationality and to delve into whether the model of practical rationality from a Neo Aristotelian standpoint constitutes an advance to explain in a comprehensive way the decision-making processes, which takes into consideration the ethical dimension of decision-making processes.

But unlike most of the contributions related to this issue emphasize empirical methodology and end up omitting the ethical dimension, this article is focused on the conceptual level and examines the ethical dimension of the decision-making processes. Likewise, this dimension would come expressed in the tradition of ethics of virtue that, sustained by MacIntyre, have undergone renewed interest in recent decades. This tradition, as its name suggests, places special emphasis on people's virtues practices (and not so much on a mere adhesion to principles or compliance with legal standards).

However, it may seem surprising that MacIntyre's work influenced the field of business ethics. MacIntyre has written rather little directly on business ethics, and he has been very critical of both the ethos of advanced capitalism and the efforts of philosophers who work in applied ethics, including the mainstream approach to business ethics. For almost a generation after the publication of After virtue in 1981, most writers who put MacIntyre in conversation with the growing field of business ethics drew the conclusion that MacIntyre and his moral philosophy have nothing positive to contribute to business ethics. However, a later generation of scholars has had a significant impact on the conversation within business ethics by drawing out of MacIntyre's moral philosophy positive resources for reframing how to do business ethics.

The aim of this paper is not easy to achieve because both the definition and the contours of the decision-making processes have been affected in recent years by game theory, in such a way that its nature of and its projection are questioned, i.e., in such a way that the artificial construct devised by analytical philosophy is dominant.

In this context, the two research questions in this article are the following: (1) Whether practical rationality from the standpoint of the dominant economic and political order presupposes an ideally rational agent, that does not move according to unconditional commitments, and therefore is alien to moral premises; and (2) Whether practical rationality from a Neo Aristotelian standpoint is based on the following statement defended by Alasdair MacIntyre: "To be a good practical reasoner is closely related to being a good human being" (MacIntyre 2016, p. 190).

The result of this contribution is that good practical reasoning is closely related to the practice of virtues, although the mere invocation of the practice of virtues requires appealing to the fundamentals of Business Ethics.

The author concludes that the premises of Neo Aristotelian practical reasoning are of two different kinds. There are, on the one hand, those that identify the particular good to be achieved or the particular evil to be averted by me acting here and now in one way rather than another, the end to which I am to direct my action. There are, on the other, the facts as to how I must act, if I am to achieve that end, including the constraints under which I must act, if I am not to be the author of unfortunate unintended consequences.

Keywords: Practical rationality, decision-making, virtues, dominant economic and political order, Neo Aristotelian standpoint.

La axiología como filosofía moral para una estrategia empresarial sostenible

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Resumen

La literatura gerencial de las últimas décadas resulta elocuente a la hora de resaltar la importancia de los valores compartidos como elementos intangibles, capaces de aportar ventaja competitiva a la empresa.

En definitiva, toda organización tiene su propia cultura, su idiosincrasia y sus valores. Son éstos, fruto del pasado; con realidad objetiva, observable en el presente; y configuradores del futuro. En tal sentido, cabe afirmar que toda organización estable y con cierta historia, más allá de que explicite un código ético, es siempre susceptible de ser analizada como encarnando unas determinadas opciones morales.

La relevancia de la autoconciencia y de la autocomprensión, unida a la necesidad de definir y liderar el camino enmarcado por los valores adecuados, aportarán -más allá de las herramientas al uso: PESTEL, DAFO, Cinco fuerzas Competitivas, CANVAS, etc.- claves profundas para un diseño estratégico alineado con el verdadero *telos* que da sentido y que constituye lo que no puede sino ser conceptuado como el auténtico propósito organizativo, situado en el plano meta-económico.

Supuesto lo que va indicado, y buscando conectar de manera más estrecha la *dimensión moral* de la gestión de empresas y organizaciones, la Ética Empresarial, *stricto sensu*, y la opción estratégica por el Valor que en cierta manera representa -siquiera de forma implícita- la Sostenibilidad en su triple ámbito - Económica, Social y Medioambiental-, resulta pertinente tratar de alinear el pensamiento estratégico y la cultura organizativa con la dimensión ética de la empresa y la gestión; y al fondo, con el discurso axiológico y la Filosofía de los Valores, que es lo que ofrecemos con esta propuesta: Un marco filosófico- moral de enfoque axiológico que podría cristalizar en diseños organizativos sostenibles, responsables y bien fundamentados.

Por consiguiente, la comunicación que se ofrece para, en caso de ser aceptada, poder ser presentada en el XXXI Congreso de Ética, Economía y Dirección (EBEN-España), habría de ceñirse a los siguientes apartados:

1. Relevancia de los valores para una gestión estratégica.

2. Aproximación a la génesis, el auge y el declive de la Axiología como corriente filosófica en general; y como Ética y Filosofía Moral, más en concreto. Una brevísima panorámica que, viniendo de Hume y Kant, aterrizara en Scheler y Hartmann, podría ayudar a entender la pertinencia de la reflexión sobre realidad axiológica y los valores, entendidos como lo que debe ser, sea o no sea.

3. Una distinción conceptual y práctica entre ámbitos y distintas realidades del valor: el Económico –lo útil-; el Ético –lo bueno-; el Estético –lo bello-; el Ascético –lo santo.

4. Deducción lógica de una tabla de valores éticos, que permita una aproximación fructífera no sólo a la narrativa implícita en la planificación estratégica, sino que también pueda impulsar una praxis que complemente y oriente la actividad desplegada desde las herramientas al uso en las disciplinas propias en el área de conocimiento del Management -PESTEL, CANVAS, Cinco Fuerzas Competitivas, DAFO, etc.-.

5. Identificación y sugerencia de líneas futuras de investigación con metodología empírica analizando los valores explicitados por las empresas, tratando de arrojar luz interpretativa y buscando obtener algún tipo de conclusiones que pudieran tener interés, tanto para la Ética Empresarial, cuanto para una gestión más justa, responsable y sostenible.

Palabras clave: Valores, axiología, filosofía moral, ética empresarial, propósito de empresa.

Axiology as moral philosophy for a sustainable business strategy

Abstract

The management literature of recent decades is eloquent in highlighting the importance of shared values as intangible elements capable of providing a competitive advantage to the company.

Ultimately, every organization has its own culture, idiosyncrasy, and values. These are the result of the past, with objective reality observable in the present, and shaping the future. In this sense, it can be affirmed that every stable organization with a certain history, beyond explicitly stating an ethical code, is always susceptible to being analyzed as embodying certain moral choices. The relevance of self- awareness and self-understanding, combined with the need to define and lead the path framed by the right

values, will provide -beyond the commonly used tools: PESTEL, SWOT, Five Competitive Forces, CANVAS, etc.- deep insights for a strategic design aligned with the true telos that gives meaning and constitutes what can only be conceptualized as the authentic organizational purpose, situated at the meta-economic level. Given the above, and seeking to more closely connect the moral dimension of business and organizational management, Business Ethics, *stricto sensu*, and the strategic choice of Value that in a way represents -even if implicitly- Sustainability in its triple scope -Economic, Social, and Environmental-, it is pertinent to try to align strategic thinking and organizational culture with the ethical dimension of the company and management; and ultimately, with the axiological discourse and Philosophy of Values, which is what we offer with this proposal: A philosophical-moral framework of axiological approach that could crystallize in sustainable, responsible and well-founded organizational designs. Therefore, the communication offered, if accepted, to be presented at the XXXI Congress of Ethics, Economics and Management (EBEN-Spain), should adhere to the following sections:

Relevance of values for strategic management.

Approach to the genesis, rise, and decline of Axiology as a philosophical current in general; and as Ethics and Moral Philosophy, more specifically. A brief overview that, coming from Hume and Kant, landing on Scheler and Hartmann, could help understand the relevance of reflection on axiological reality and values, understood as what should be, whether or not it is.

A conceptual and practical distinction between areas and different realities of value: the Economic -the useful-; the Ethical -the good-; the Aesthetic -the beautiful-; the Ascetic -the holy.

Logical deduction of a table of ethical values, which allows a fruitful approach not only to the implicit narrative in strategic planning but also can drive a praxis that complements and guides the activity deployed from the commonly used tools in the disciplines within the field of Management knowledge - PESTEL, CANVAS, Five Competitive Forces, SWOT, etc.-.

Identification and suggestion of future lines of research with empirical methodology analyzing the values expressed by companies, trying to shed interpretive light and seeking to obtain some kind of conclusions that could be of interest, both for Business Ethics and for a more just, responsible, and sustainable management.

Keywords: Values, axiology, moral philosophy, business ethics, organizational purpose.

Corrupción en la empresa, buen gobierno corporativo y rendición de cuentas: Factores determinantes de la divulgación sobre corrupción en las empresas del IBEX-35

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Resumen

Esta investigación analiza cómo los cambios en el entorno afectan a la divulgación de información sobre la lucha contra la corrupción por parte de un conjunto de empresas que operan en un mismo contexto económico, político, social y cultural. En concreto, hemos analizado los factores determinantes de la divulgación de información sobre corrupción por las empresas que componen el selectivo español Ibex 35 entre los años 2005 y 2011, periodo en el que en España se produce un cambio de ciclo económico y afloran numerosos casos de corrupción. A partir del año 2008 el país se ve sumido en una profunda crisis económica y la percepción de la corrupción en la ciudadanía crece exponencialmente: de acuerdo con el Centro de Investigaciones Sociológicas la "Corrupción y fraude" pasa del puesto 25 en 2005 al 7 en 2011 dentro de los principales problemas, España es el país de la Unión Europea donde más creció la percepción de corrupción como problema en este periodo, y el país escala 8 puestos en el índice de la percepción de la corrupción de Transparencia Internacional. Ante la evidencia de falta de integridad corporativa, el regulador introduce nuevos requerimientos de buen gobierno.

Para contrastar las hipótesis planteadas, hemos elaborado dos índices sintéticos: divulgación RSC y divulgación en Corrupción. La información se ha extraído de la base de datos del Observatorio de RSC, tomando como base para el análisis longitudinal los indicadores utilizados por esta organización para el periodo 2005-2011. De las investigaciones sobre divulgación de información no financiera, la referencia en España en los años de estudio es el Observatorio de la RSC.

Los resultados de la investigación nos permiten conocer si en el caso español, y en línea con estudios anteriores, existe relación entre las variables nivel de divulgación de la corrupción e incremento en la percepción de la corrupción en la ciudadanía, y el nivel de exposición a riesgos de las empresas basándonos en su actividad y presencia geográfica (teoría de la legitimidad) o si, por el contrario, la información responde a factores institucionales. También aportan luz sobre si las cuestiones asociadas a la divulgación de información en corrupción están influenciadas por un mayor compromiso con aspectos de buena gobernanza e integridad por parte de la empresa y con los cambios normativos

impulsados por el supervisor. Los resultados de la investigación contribuyen con 3 aportaciones a dar algo de luz a la escasa investigación académica sobre divulgación de información en corrupción en la que solamente 5 artículos analizan la información emitida por las empresas a través de análisis longitudinales y en su mayoría (3 trabajos) se basan en casos específicos de empresas que se han visto involucradas en graves casos de corrupción: profundiza en la conexión entre buen gobierno y lucha contra la corrupción, más concretamente, a través del análisis de la influencia de la aprobación de normativa por parte de las instituciones públicas; abre una nueva línea de investigación siendo la teoría de agencia a través del vínculo existente entre información en buen gobierno y corrupción la que explicaría la divulgación en corrupción; y, por último, establece una vinculación entre información en RSC y divulgación de lucha contra la corrupción. Desde un plano práctico, el resultado de la investigación puede ser de utilidad para reguladores e inversores. En el primer caso, proporciona información relevante sobre el papel del gobierno corporativo en las decisiones de divulgación en corrupción, fenómeno de gran trascendencia política, económica y social. En el caso de los inversores, puede servir de orientación a la hora de adoptar decisiones de inversión y evaluar el riesgo de corrupción a partir de la información proporcionada en los informes de buen gobierno.

Palabras clave: Anticorrupción, información no financiera, rendición de cuentas, RSC, Buen Gobierno.

Corruption in the company, good corporate governance and accountability. Determinants of disclosure on corruption: Evidence from Spain

Abstract

This research analyzes how changes in the environment affect the disclosure of information on anti-corruption by a set of companies operating in the same economic, political, social and cultural context. Specifically, we have analyzed the determinants of the disclosure of information on corruption by the companies that make up the Spanish selective Ibex 35 between 2005 and 2011, a period in which Spain underwent a change in the economic cycle and numerous cases of corruption surfaced. Beginning in 2008, the country entered a deep economic crisis and citizens' perceptions of corruption increased exponentially: According to the Spanish National Sociological Research Center "corruption and fraud" goes from 25th place in 2005 to 7th place in 2011 among the main problems, Spain is the country in the European Union where the perception of corruption as a problem grew the most in this period 2005-2011 and climbs 8 places in the index of the perception of corruption of Transparency International. Given the evidence of a lack of corporate integrity, the regulator introduces new requirements for good governance.

To test the hypotheses put forward, we have developed two synthetic indexes: CSR disclosure and Corruption Disclosure. The information was extracted from the CSR Observatory database, taking as a basis for the longitudinal analysis the indicators used by this organization for the period 2005-2011. Of the research on disclosure of non-financial information, the reference in Spain in the years under study is the CSR Observatory.

The results of the research allow us to know whether in the Spanish case, and in line with previous studies, there is a relationship between the variables level of disclosure of corruption and increase in the perception of corruption among citizens, and the level of exposure to risks of companies based on their activity and geographical presence (theory of legitimacy) or whether, on the contrary, the information responds to institutional factors. They also shed light on whether disclosure issues related to corruption are influenced by a greater commitment to good governance and integrity issues on the part of the company and regulatory changes driven by the regulator. The results of the research contribute with 3 contributions to shed some light on the scarce academic research on corruption disclosure in which only 5 articles analyze the information issued by companies through longitudinal analysis and most of them (3 papers) are based on specific cases of companies involved in serious cases of corruption: The study explores the link between good governance and the fight against corruption, more specifically by analyzing the influence of the approval of regulations by public institutions; it opens a new line of research here agency theory explains the link between information on good governance and corruption; and finally, it establishes a link between information on CSR and disclosure of information on the fight against corruption. From a practical point of view, the result of the research can be useful for regulators and investors. In the first case, it provides relevant information on the role of corporate governance in corruption disclosure decisions, a phenomenon of great political, economic and social significance. In the case of investors, it can provide guidance when making investment decisions and assessing the risk of corruption based on the information provided in good governance reports.

Keywords: Anti-corruption, disclosure, accountability, CSR, Good Governance.

Gap y disonancia cognitiva entre la ética cristiana y el modelo estandar económico

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Resumen

Justificación: Desde una mirada crítica al modelo ortodoxo económico y a los resultados por este generados, especialmente en el ámbito de la desigualdad, cabe preguntarse hasta que punto existe una tensión entre el modelo económico comúnmente aceptado, con sus consecuencias en la gobernanza de las empresas, y el mensaje de Jesús en relación con el Reino. Aún más, cabe preguntarse por la percepción que de este posible GAP tienen los propios directivos cristianos, y hasta que punto las estrategias utilizadas para disminuir la disonancia cognitiva están alineadas tanto con el mensaje de Jesús, como con la enseñanza de los doctores y doctoras de la Iglesia y con la propia Doctrina Social de esta.

Metodología: La metodología contará con dos momentos, el primero será una aproximación concreta al pensamiento de los directivos cristianos a través de un cuestionario respondido por un número significativo, donde se indaga sobre los principales aspectos de este supuesto GAP, la posible disonancia cognitiva y las formas de superación de la misma. El segundo consistirá un análisis hermenéutico ahistórico de la coherencia de dichas soluciones con los tres corpus de enseñanzas más significativas de la Iglesia católica en relación al tema: 1) Evangelios (más otros textos del Nuevo Testamento); 2) Escritos de los/as Doctores/as de la Iglesia (también conocido como Patrística y Escolástica); 3. Doctrina Social de la Iglesia (más ampliamente, Pensamiento social cristiano).

Contribución: El análisis, tanto teórico como práctico, desarrollado en fases previas permite identificar distintos marcos de pensamiento en relación con la teoría económica; al incrementar las posibles perspectivas, se incrementan también los grados de libertad en las decisiones de los directivos cristiano en su función de gobernanza. Lo cual permite y exige la introducción explícita de una ética del discernimiento; sobre la cual se realiza una propuesta de reflexión sistemática.

Resultados: Incrementar los grados de libertad del directivo cristiano en el ámbito de decisión empresarial. Priorizar la reflexión ética sobre la decisión tecno-económica. Facilitar la alineación de la reflexión económica con la reflexión cristiana, decrementando el GAP percibido. Cuestionar la reducción de la disonancia cognitiva mediante la

expulsión de la ética (teoría normativa) de la economía (teoría positiva) mediante la tesis de la separación.

Palabras clave: GAP, disonancia cognitiva, ética del discernimiento, reino, doctrina social de la Iglesia, directivos cristianos, economía cristiana.

Gap and cognitive dissonance between christian ethics and the standard economic model

Abstract

Justification: From a critical view of the orthodox economic model and the results generated by it, especially in the area of inequality, it is worth asking to what extent there is a tension between the commonly accepted economic model, with its consequences in corporate governance, and the message of Jesus in relation to the Kingdom. Furthermore, it is worth asking about the perception that Christian managers themselves have of this possible GAP, and to what extent the strategies used to reduce cognitive dissonance are in line with the message of Jesus, the teachings of the doctors of the Church and the Church's own Social Doctrine.

Methodology: The methodology will have two moments, the first will be a concrete approach to the thinking of Christian managers through a questionnaire answered by a significant number, where the main aspects of this supposed GAP, the possible cognitive dissonance and the ways of overcoming it will be investigated. The second will consist of an ahistorical hermeneutic analysis of the coherence of these solutions with the three most significant corpuses of teachings of the Catholic Church on the subject: 1) Gospels (plus other New Testament texts); 2) Writings of the Doctors of the Church (also known as Patristics and Scholasticism); 3) Social Doctrine of the Church (more broadly, Christian Social Thought).

Contribution: The analysis, both theoretical and practical, developed in previous phases allows the identification of different frameworks of thought in relation to economic theory; by increasing the possible perspectives, the degrees of freedom in the decisions of Christian managers in their governance function are also increased. This allows and demands the explicit introduction of an ethics of discernment, on which a proposal for systematic reflection is made.

Results: To increase the degrees of freedom of the Christian manager in the field of business decision making. To prioritize ethical reflection over techno-economic decisions. To facilitate the alignment of economic reflection with Christian reflection, decreasing the perceived GAP. To challenge the reduction of cognitive dissonance by expelling ethics (normative theory) from economics (positive theory) through the separation thesis.

Keywords: GAP, cognitive dissonance, discernment ethics, kingdom, social doctrine of the Church, christian managers, christian economics.

GESTIÓN DE ENTIDADES SIN ÁNIMO DE LUCRO

An essential factor in NGO management: Reputation. A systematic literature review

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Abstract

NPO reputation is a multifaceted intangible asset that goes beyond the scope of previous studies. Put differently, the reputation of a NPO encompasses much more than just how the public views the work that the organization does. Furthermore, no fundamental definition of NPO reputation has been provided by all the study efforts done to date.

At this point, it is necessary to point out that the nonprofit sector is broad and includes organisations working in a range of fields, including health care, education, and environmental challenges. This is why reaching a consensus over the description and classification of the entities that comprise the so-called Third Sector has proven to be so challenging. Having a formal structure, receiving funding from the state, operating independently of the government, pursuing goals other than maximising profit, and not sharing any profits they make with their members are some of the traits that define this kind of organisation. In addition, they are often self-governing and mostly depend on volunteer labour to fulfil their goals, which include meeting the needs of the social groups they serve.

Since the majority of research on reputation in the for-profit sector has been done thus far, it is evident that the study of NPO reputation is still in its early stages; hence, it requires a shifted and increased emphasis to establish a conceptual framework that specifies its structure and the elements that comprise it. Indeed, although in recent years a few papers have focused on NPO reputation, there is an ongoing need for more studies to examine how to create a tool that allows an improvement in NPO management.

The research contributions analysed in this systematic literature review (SLR) verify that the understanding of NPO reputation is insufficient and, in particular, that there is no general and standardized definition that allows us to effectively assess NPO reputation. Thus, the primary objective of our research was this aspect, with the intention of bridging the information gaps in this field of study. Moreover, this SLR is structured in 5 steps: (1) Defining the research question; (2) Identifying the studies; (3)

selection and evaluation of the most relevant studies; (4) analysis and synthesis; and (5) reporting of research results. The research questions proposed are focused on the characteristics, determinants, and consequences of the NPO reputation.

In particular, even though a precise definition of reputation is complex to analyse, our framework offers an analysis of NPO reputation from a different perspective based on three pillars: its main characteristics, the effects of NPOs on several factors, and the elements that NPO reputation depends on. Furthermore, we propose that NPO reputation may be regarded as an intangible asset with a number of qualities, including sustained creation. Moreover, we further demonstrate the multifaceted nature of NPO reputation, encompassing management, stakeholders, and the media.

In light of the aforementioned, and given the importance of reputation, this study contributes to helping nonprofit practitioners and public regulators by serving as a tool to assess and improve NPO reputation. Lastly, this SLR may pave the way for future study on other subjects, such how to quantify the role of each component in the concept of NPO reputation.

Keywords: Reputation, intangible asset, nNonprofit organizations (NPOs); Systematic Literature Review (SLR).

The importance of social impact in the management of non-profit organizations: A systematic literature review

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Abstract

Organizations now view corporate sustainability and business ethics as critical components in accomplishing their mission and goals due to shifts in social trends in recent years. The reason for this is that both allow organizations to show how their actions have affected society. It should be highlighted in this regard that measuring an organization's social impact is just as important as identifying it if it hopes to enhance the management of its corporate sustainability and business ethics.

Thus, the organizations that comprise the non-profit sector are concentrating their efforts on proving and quantifying the social impact that results from how they operate. The rationale for this is the conviction that among the most valuable contributions these kinds of organizations can offer to the advancement of good governance and the creation of a better world is a validated assessment of social effect.

Therefore, social impact is an area that needs further research in the nonprofit sector, even though it may be understood as an open idea that extends beyond having a limit to being an inventive way to collect financing. Because of this, the area needs thorough research on the idea and its measurement, which is especially important in the context of NPOs.

Hence, the goal of this systematic literature review (SLR) is to close the knowledge gap that exists about the non-profit sector's lack of comprehensive study on the idea of social impact. It also gives an explanation of the elements that have the greatest impact on this idea. By using this data, it can be created their own NPO measurement method and demonstrate the scope of their work and its effect on their intended audiences. Additionally, this SLR is structured in 5 steps: (1) Defining the research question; (2) Identifying the studies; (3) selection and evaluation of the most relevant studies; (4) analysis and synthesis; and (5) reporting of research results. The research questions proposed are focused, on the one hand, on the motives and factors of this term and, on the other hand, on the methods that have already been used.

The many attributes that social impact possesses—such as being integrated into organizational strategy and having a direct bearing on responsibility and transparency—indicate the urgent need for a method of measurement. Since the techniques employed thus far have been exclusive to the for-profit industry, this approach should be specifically tailored to the unique needs of non-profit organizations. Moreover, it should be mentioned at this point that NPOs may create a portfolio impact policy based on effective management if they knew how to concentrate on social impact and its monitoring. Moreover, the societal influence of non-profit organizations (NPOs) can be indeterminate at times, impacting the way donors see them when deciding how much to donate, which in turn affects the amount of money these organizations raise.

Considering the aforementioned, there are two purposes for which our study is relevant. First off, it provides a more comprehensive and helpful understanding of the social impact of NPOs for the scientific community. Second, we provide guidance to NPOS practitioners regarding the fundamental concepts behind this term and the considerations that should be made in the event that they decide to create their own measurement method.

Keywords: Non-profit Organizations (NPOs), social impact, social return, impact assessment, impact measurement, Systematic Literature Review (SLR), sustainability.

GESTIÓN DE RECURSOS HUMANOS

Los sistemas de trabajo de alto rendimiento: Una revisión sistemática

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Resumen

El objetivo de este estudio es realizar en base a una revisión sistemática, una investigación actualizada de la literatura científica que permita mostrar el estado del arte sobre las prácticas de recursos humanos englobadas dentro de los sistemas de trabajo de alto rendimiento (STAR, o HPWS, por sus siglas en inglés) y comprender, la posible relación entre los STAR y la rotación del personal, el absentismo, la productividad y la accidentabilidad mediante el estudio de las variables que median en tal relación siendo dichas variables las que se encuentran dentro de la denominada blackbox.

Teniendo en cuenta el objetivo planteado, se realizó una revisión sistemática conforme a una clasificación de los estudios publicados en el periodo comprendido entre los años 2013 y 2023 (N=11), aplicando diferentes indicadores bibliométricos, aportando información sobre el estado actual de la temática e identificando a los investigadores o grupos que trabajan en esta temática.

Los trabajos identificados fueron posteriormente analizados y filtrados. Entre los hallazgos de este estudio destaca el interés académico y la discusión latente sobre los diferentes enfoques a la hora de abordar las diferentes prácticas de recursos humanos. Este estudio sirve como punto de partida para futuras investigaciones en este ámbito, tanto teóricas como empíricas, que servirían para desarrollar una teoría más robusta y ampliar el interés del tema por su impacto tanto para las empresas como para los trabajadores.

Palabras clave: Alto rendimiento, black box, recursos humanos, turismo, variables organizacionales, variables personales.

High performance work systems: a systematic review

Abstract

The objective of this study is to carry out, based on a systematic review, an updated investigation of the scientific literature that allows showing the state of the art on human resources practices included within high-performance work systems (STAR). , or HPWS, for its acronym in English) and understand the possible relationship between STAR and personnel turnover, absenteeism, productivity and accident rate by studying the variables that mediate such relationship, these variables being those that are found within the so-called blackbox.

Taking into account the stated objective, a systematic review was carried out according to a classification of the studies published in the period between 2013 and 2023 (N=11), applying different bibliometric indicators, providing information on the current state of the subject. and identifying the researchers or groups that work on this topic.

The identified works were subsequently analyzed and filtered. Among the findings of this study, the academic interest and latent discussion on the different approaches when addressing different human resources practices stands out. This study serves as a starting point for future research in this area, both theoretical and empirical, which would serve to develop a more robust theory and expand the interest in the topic due to its impact on both companies and workers.

Keywords: High performance, black box, human resources, tourism, organizational variables, personal variables.

Ética del cuidado e inteligencia artificial al servicio de una gestión responsable de las personas en las empresas

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Resumen

El avance tecnológico, particularmente en el campo de la inteligencia artificial (IA), ha revolucionado la forma en que las empresas operan y gestionan sus recursos humanos. Sin embargo, esta transformación plantea desafíos éticos significativos en términos de cómo se utilizan estas tecnologías para gestionar a las personas dentro de las organizaciones. La ética del cuidado, un enfoque centrado en las relaciones interpersonales y la responsabilidad hacia los demás, emerge como un marco crucial para guiar el desarrollo y la implementación de sistemas de IA en el contexto empresarial.

Esta propuesta de comunicación tiene como objetivo llevar a cabo una reflexión innovadora y creativa, desde la Filosofía Moral, con respecto a una posible intersección epistemológica entre la Ética del Cuidado y la Inteligencia Artificial para el análisis de los riesgos psicosociales en la organización. Para ello, tras la pertinente presentación del marco teórico en el que se inscribe nuestra investigación, se llevará a cabo un estudio de caso sobre cómo la aplicación de una herramienta basada en la IA, permite la prevención de riesgos psicosociales y la detección de la enfermedad mental en la plantilla de una empresa industrial.

Este enfoque enlaza el bienestar de los trabajadores con la gestión sostenible de la empresa, y la nueva narrativa determinada por los Objetivos de Desarrollo Sostenible, en la que la atención a las necesidades y expectativas de la plantilla, a través de un estudio de materialidad, determina las actuaciones pertinentes para el cuidado de los trabajadores. El estudio se llevará a efecto en la empresa Hiperbaric. Esta empresa es referente internacional en tecnología de altas presionas y líder mundial en equipos industriales de tecnología HPP. La herramienta utilizada será la aplicación HEALTHY MINDS, desarrollada por uno de los comunicantes: el profesor Raúl Alelú Paz.

La estructura de la presente comunicación se estructura en los siguientes apartados:

1. Descripción de la pertinencia de analizar los riesgos psicosociales en la empresa.
2. La Ética del Cuidado como fundamento sólido y marco adecuado para una gestión de personas ética, responsable y sostenible.
3. Descripción del estilo de gestión de la compañía objeto de estudio.
4. Descripción de la herramienta HEALTHY MINDS
5. Caso de estudio: Aplicación de Healthy Minds a la plantilla de Hiperbaric para la prevención de Riesgos Psicosociales y detección de la enfermedad mental para la creación de un programa de bienestar de la plantilla, enmarcado en la apuesta por la gestión sostenible de empresa.
6. Conclusiones

Consideramos que un abordaje desde esta triple perspectiva teórica podría redundar en una praxis en la gestión de personas más responsable, sostenible y, sobre todo, respetuosa con la dignidad y que contribuya al bienestar de las personas.

Palabras clave: Ética del cuidado, inteligencia artificial, HEALTHY MINDS, hiperbaric, gestión responsable.

Care ethics and artificial intelligence for responsible people management in business

Abstract

The technological advancement, particularly in the field of artificial intelligence (AI), has revolutionized the way companies operate and manage their human resources. However, this transformation poses significant ethical challenges in terms of how these technologies are used to manage people within organizations. The ethics of care, an approach focused on interpersonal relationships and responsibility towards others, emerges as a crucial framework to guide the development and implementation of AI systems in the business context.

This communication proposal aims to carry out an innovative and creative reflection, from Moral Philosophy, regarding a possible epistemological intersection between the Ethics of Care and Artificial Intelligence for the analysis of psychosocial risks in the organization. To this end, after the relevant presentation of the theoretical framework in which our research is situated, a case study will be conducted on how the application of an AI-based tool allows for the prevention of psychosocial risks and the detection of mental illness in the workforce of an industrial company.

This approach links the well-being of workers with the sustainable management of the company and the new narrative determined by the Sustainable Development Goals,

in which attention to the needs and expectations of the workforce, through a materiality study, determines the relevant actions for worker care. The study will be carried out at Hiperbaric, an international reference in high-pressure technology and a world leader in HPP industrial equipment. The tool used will be the HEALTHY MINDS application, developed by one of the communicators: Professor Raúl Alelú Paz.

The structure of this communication is as follows:

1. Description of the relevance of analyzing psychosocial risks in the company.
2. The Ethics of Care as a solid foundation and appropriate framework for ethical, responsible, and sustainable people management.
3. Description of the management style of the company under study.
4. Description of the HEALTHY MINDS tool.
5. Case study: Application of Healthy Minds survey to the workforce of Hiperbaric for the prevention of Psychosocial Risks and detection of mental illness, to create a workforce well-being program, framed within the commitment to sustainable business management.
6. Conclusions.

We believe that an approach from this triple theoretical perspective could result in a more responsible, sustainable, and above all, a respectful management practice that contributes to the well-being of individuals.

Keywords: Care ethics, artificial intelligence, HEALTHY MINDS, hiperbaric, responsible management.

Desempenho e liderança inovadora: Superando a alienação através da apredizagem organizacional

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Resumo

Justificativa da pesquisa: No cenário da transformação digital, a gestão de recursos humanos enfrenta o desafio de harmonizar inovação com ética, visando humanizar o trabalho futuro. Este estudo explora estratégias que aliam avanços tecnológicos a práticas laborais éticas, promovendo ambientes de trabalho inclusivos e respeitadores da dignidade humana. A relevância desta pesquisa decorre da necessidade urgente de adaptar as dinâmicas laborais à era digital, assegurando que a tecnologia sirva ao bem-estar dos colaboradores e ao desenvolvimento sustentável das organizações. Este trabalho visa contribuir para o debate académico e prático, oferecendo diretrizes para uma gestão de recursos humanos eticamente orientada e inovadora.

Breve resumo do conteúdo: A pesquisa analisa a fusão de ética e inovação na gestão de recursos humanos em tempos de transformação digital, visando a humanização do trabalho. Avalia práticas de RH como políticas de diversidade e inclusão, programas de desenvolvimento profissional ético, iniciativas de bem-estar e liderança transformacional, que promovem valores humanísticos. Estas práticas demonstram como a digitalização pode suportar um ambiente de trabalho justo e inclusivo. Os resultados sugerem que a harmonização entre eficiência tecnológica e compromissos éticos é essencial para uma transição digital eficaz, ressaltando a necessidade de modelos de gestão que valorizem o bem-estar e a sustentabilidade organizacional.

Contribuição: Este estudo salienta estratégias éticas e inovadoras na gestão de recursos humanos face à transformação digital, realçando práticas que promovem ambientes de trabalho humanizados. Revela como a inovação tecnológica, alinhada com o bem-estar dos trabalhadores, pode direcionar políticas de RH que preservam valores humanísticos. Ao oferecer orientações para ambientes laborais justos e inclusivos, este trabalho enriquece o campo da gestão de RH, providenciando perspetivas valiosas para académicos e profissionais empenhados em desenvolver culturas de trabalho éticas e ajustadas à era digital.

Metodologia: A metodologia incluiu a recolha de dados por meio de um questionário online respondido por 312 participantes entre março e abril de 2023. O questionário abordou Gestão de Recursos Humanos, Intraempreendedorismo e Liderança, com 19 itens em escala Likert e questões sociodemográficas. A análise utilizou

o SPSS versão 27.0, seguida de Análise Fatorial com rotação Varimax para identificar fatores. Esta técnica estatística permitiu identificar padrões nos dados, condensando a informação em fatores menores sem perder a integridade das variáveis originais. A análise fatorial destacou dois fatores principais que foram interpretados como: Liderança Responsável e Ética na Gestão de Recursos Humanos, e Transformação na Gestão de Pessoas na Era da Digitalização. Essa metodologia detalhada proporcionou uma compreensão aprofundada das dinâmicas organizacionais em jogo e ofereceu uma base sólida para a discussão dos resultados. A estrutura do questionário, juntamente com a análise fatorial, permitiu uma investigação das hipóteses propostas e uma interpretação clara dos fatores que influenciam a gestão de recursos humanos na era digital.

Resultados: Este estudo destaca a importância das estratégias éticas e inovadoras na gestão de recursos humanos durante a transformação digital. Analisando respostas de 312 participantes, revelou-se que práticas como políticas de diversidade, programas de ética profissional e iniciativas de bem-estar são cruciais. A liderança transformacional promove uma cultura de inovação e aprendizagem, essencial para adaptação na era digital. A aprendizagem organizacional mostrou-se vital para mitigar a alienação laboral e melhorar o desempenho. O estudo propõe um modelo de gestão que combina inovação tecnológica com ética, focando no bem-estar dos colaboradores e na sustentabilidade organizacional.

Discussão-Conclusões: A conclusão deste estudo sublinha a vital importância de incorporar estratégias éticas e inovadoras na gestão de recursos humanos, especialmente num contexto de rápida transformação digital. As análises revelaram que práticas focadas no bem-estar e na inclusão dos colaboradores não só melhoram o ambiente laboral, mas também impulsionam a produtividade e a satisfação no trabalho. Enfatiza-se a liderança transformacional como chave para fomentar uma cultura de inovação e aprendizagem contínua.

Este trabalho sugere que, para prosperar na era digital, as organizações devem aliar tecnologia e humanismo, promovendo assim ambientes de trabalho que são ao mesmo tempo inovadores e profundamente humanizados.

Palavras chave: Transformação digital, ética na gestão de recursos humanos, inovação tecnológica, ambientes de trabalho humanizados, liderança responsável.

Performance and innovative leadership: Overcoming alienation through organisational learning

Abstract

Research Justification: In the context of digital transformation, human resource management is faced with the challenge of balancing innovation with ethics to humanize future work. This study explores strategies that combine technological advances with ethical labour practices, promoting inclusive work environments that respect human dignity. The importance of this research lies in the necessity to adjust workplace dynamics to the digital age, ensuring that technology benefits both employee well-being and sustainable organizational development. This work aims to contribute to the academic and practical debate by providing guidelines for ethically oriented and innovative human resource management.

Summary: The research examines the relationship between ethics and innovation in human resource management during digital transformation, with the aim of humanising future working dynamics. It analyses innovative and ethical HR practices, demonstrating how digitalisation can promote humanistic values in work environments. The study emphasises the potential for creating fair and humanised work dynamics through HR policies that prioritise ethics, inclusion, and equality. Preliminary results suggest that balancing technological efficiency with ethical commitments is crucial for a successful digital transition. This emphasises the importance of management models that prioritise workers' well-being and organisational sustainability.

Contribution: This study highlights ethical and innovative strategies in human resource management in the face of digital transformation. It reveals how technological innovation, aligned with workers' well-being, can drive HR policies that preserve humanistic values. This work enriches the field of HR management by offering guidelines for fair and inclusive work environments. It provides valuable insights for academics and practitioners committed to developing ethical work cultures fit for the digital age.

Methodology: The methodology involved the collection of data via an online questionnaire completed by 312 participants between March and April 2023. The questionnaire addressed three key areas: Human Resource Management, Intrapreneurship and Leadership. It comprised 19 Likert scale items and sociodemographic questions. The analysis was conducted using SPSS version 27.0, with Factor Analysis with Varimax rotation employed to identify factors. This statistical technique enabled the identification of patterns in the data, resulting in the condensation of information into smaller factors while maintaining the integrity of the original variables. The factor analysis highlighted two main factors, which were interpreted as follows: Responsible Leadership and Ethics in Human Resources Management, and Transformation in People Management in the

Age of Digitalisation. This detailed methodology provided an in-depth understanding of the organisational dynamics at play and offered a solid basis for discussing the results. The structure of the questionnaire, in conjunction with the factor analysis, permitted an investigation of the proposed hypotheses and a clear interpretation of the factors influencing human resource management in the digital age.

Results: This study emphasises the significance of ethical and innovative strategies in human resource management during the digital transformation. An analysis of responses from 312 participants revealed that practices such as diversity policies, professional ethics programmes and well-being initiatives are of paramount importance. Transformational leadership fosters a culture of innovation and learning, which is essential for adapting in the digital age. Organisational learning was demonstrated to be vital for mitigating work alienation and improving performance. The study proposes a management model that combines technological innovation with ethics, with a particular focus on employee wellbeing and organisational sustainability.

Discussion-Conclusions: The findings of this study underscore the crucial significance of integrating ethical and innovative strategies into human resources management, particularly in the context of rapid digital transformation. The analyses revealed that practices focused on employee well-being and inclusion not only enhance the working environment but also enhance productivity and job satisfaction. Transformational leadership is emphasised as the key to fostering a culture of innovation and continuous learning. This study suggests that in order to flourish in the digital age, organisations must integrate technology and humanism, thus creating work environments that are both innovative and deeply humanised.

Keywords: Digital transformation, ethics in human resources management, technological innovation, humanised work environments, responsible leadership.

Tecnologia nos RH: O papel do marketing interno para a inclusão e diversidade nas IES

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Resumo

Justificativa da pesquisa: A presente investigação fundamenta-se na necessidade de compreender a integração entre tecnologia e os valores éticos e humanísticos nas estruturas organizacionais das instituições educativas. Abordando a sinergia entre tecnologia, marketing interno e a gestão de Recursos Humanos (RH), este estudo visa elucidar estratégias através das quais as Instituições de Ensino Superior (IES) podem eficazmente promover a inclusão e a diversidade. Estes elementos são identificados como cruciais para garantir não apenas o sucesso, mas também a resiliência e sustentabilidade das instituições no atual panorama digital.

Breve resumo do conteúdo: Este estudo explora a influência da tecnologia nas estratégias de marketing interno de RH para promover inclusão e diversidade nas IES, em resposta à revolução digital. Visa-se entender como a tecnologia pode contribuir para uma cultura organizacional mais inclusiva e diversificada, alinhando-se ao conceito de "humanismo empresarial". Este conceito enfatiza a centralidade das pessoas num contexto tecnológico, vendo a tecnologia como ferramenta para o bem comum e desenvolvimento humano. A pesquisa destaca o potencial da tecnologia em personalizar comunicações, reconhecer diversidade de talentos e criar um ambiente de trabalho acolhedor, fundamentais para as instituições de ensino superior.

Contribuição: Este estudo contribui para a compreensão de como a tecnologia no RH e no marketing interno pode promover inclusão e diversidade numa IES, alinhando-se com o objetivo do congresso de integrar humanismo empresarial e ética na era digital. Através de um estudo de caso numa IES, a pesquisa oferece insights sobre a aplicação da tecnologia para reforçar práticas inclusivas e diversificadas. Realça a importância da ética na utilização da tecnologia, garantindo que a tecnologia promova a equidade e respeite a dignidade humana. Este trabalho evidencia como a tecnologia nos RH pode ser um veículo para o desenvolvimento humano, oferecendo um modelo replicável que une ética, tecnologia e gestão de pessoas, contribuindo assim para uma cultura organizacional mais inclusiva e diversificada nas IES.

Metodologia: A metodologia deste estudo baseia-se num caso qualitativo numa IES escolhida por conveniência para explorar o impacto da tecnologia em Recursos Humanos e marketing interno na inclusão e diversidade. A escolha desta IES foi motivada pelo seu acesso facilitado e pela disponibilidade em partilhar dados, bem como pelas suas práticas inovadoras em tecnologia. Os dados serão recolhidos através de análise de conteúdo de documentos institucionais e entrevistas com gestores e académicos, realizada manualmente. Esta abordagem manual é justificada pela natureza específica da IES e pelo caráter ainda evolutivo do conteúdo analisado, permitindo uma adaptação contínua à medida que novos dados emergem. O método assegura um controle detalhado do processo analítico, ideal para captar a dinâmica e as particularidades da instituição, revelando padrões e temas cruciais que proporcionam insights sobre como a tecnologia influencia a inclusão e a diversidade.

Resultados: Espera-se que este estudo revele como a implementação da tecnologia no RH e no marketing interno numa IES, selecionada por conveniência, contribui para a promoção de inclusão e diversidade. Antecipa- se a identificação de práticas inovadoras e desafios associados ao uso da tecnologia, bem como o impacto destas tecnologias na cultura organizacional. Pretende-se também compreender a perceção da comunidade académica sobre estas iniciativas. Os resultados esperados incluem recomendações para instituições similares sobre a adoção ética e eficaz da tecnologia nos RH, visando reforçar a inclusão e a diversidade no ambiente educacional.

Discussão-Conclusões: The discussion in this study emphasises the crucial importance of integrating technology ethically and effectively into the Human Resources and Internal Marketing departments of Higher Education Institutions (HEIs), with a view to promoting inclusion and diversity. Despite the operational and ethical challenges, it can be seen that technology has significant potential to improve talent management and internal communication in an inclusive way. It is hoped that the conclusions of this study will reinforce the need to combine technological innovation with humanistic values. It is therefore recommended that HEIs should lead by example in adopting technologies that foster a more welcoming and diverse academic environment.

Palavras chave: Tecnologia, inclusão, diversidade, recursos humanos, marketing interno.

Technology in HR: The role of internal marketing for inclusion and diversity in HEis

Abstract

Justification for the research: This research is based on the need to understand the integration between technology and ethical and humanistic values in the organizational structures of educational institutions. By addressing the synergy between technology, internal marketing, and Human Resources (HR) management, this study aims to elucidate strategies through which Higher Education Institutions (HEIs) can effectively promote inclusion and diversity. These elements are essential to ensuring the success, resilience, and sustainability of institutions in today's digital landscape.

Summary: The study explores the impact of technology on HR internal marketing strategies to promote inclusion and diversity in HEIs in response to the digital revolution. It aims to understand how technology can contribute to a more inclusive and diverse organizational culture, aligning with 'corporate humanism'. This concept highlights the importance of people in a technological context, viewing technology as a means to promote the common good and human development. The research underscores the potential of technology to personalize communication, recognize diverse talents, and create a welcoming work environment, which is essential for higher education institutions.

Contribution: This study aims to enhance the understanding of how technology in HR and internal marketing can promote inclusion and diversity in a Higher Education Institution (HEI), in line with the Congress objective of integrating business humanism and ethics in the digital age. The research provides detailed insights into the application of technology to reinforce inclusive and diverse practices, based on a case study conducted at a HEI. It emphasizes the importance of ethics in the use of technology, ensuring that technology promotes equity and respects human dignity. This work highlights how technology in HR can be a vehicle for human development, offering a replicable model that unites ethics, technology, and people management, thus contributing to a more inclusive and diverse organizational culture in HEIs.

Methodology: The methodology of this study is based on a qualitative case study at a Higher Education Institution (HEI) chosen for convenience to explore the impact of technology in Human Resources and internal marketing on inclusion and diversity. The choice of this HEI was motivated by its accessibility and willingness to share data, as well as its innovative practices in technology. Data will be collected through content analysis of institutional documents and interviews with managers and academics, carried out manually. This manual approach is justified by the specific nature of the HEI and the still evolving nature of the content analysed, allowing for continuous adaptation as new data emerges. The method ensures detailed control of the analytical process, ideal for

capturing the dynamics and particularities of the institution, revealing crucial patterns and themes that provide insights into how technology influences inclusion and diversity.

Results: This study aims to reveal how the implementation of technology in HR and internal marketing at a HEI, selected for convenience, contributes to the promotion of inclusion and diversity. This study aims to identify innovative practices and challenges associated with the use of technology, as well as to examine the impact of these technologies on organizational culture. Additionally, we aim to understand the academic community's perception of these initiatives. The expected results of this study include recommendations for similar institutions on the ethical and effective adoption of technology in HR, to strengthen inclusion and diversity in the educational environment.

Discussion-Conclusions: The study highlights the importance of integrating technology ethically and effectively in HR and internal marketing to promote inclusion and diversity in HEIs. It shows that technology has significant potential to improve talent management and internal communication inclusively, despite operational and ethical challenges. The findings support the idea that a thoughtful approach combining technological innovation with humanistic values is necessary. This suggests that HEIs can set an example by adopting technologies that promote a more inclusive and diverse academic environment.

Keywords: Technology, inclusion, diversity, human resources, internal marketing.

Aplicación de la inteligencia artificial en la gestión de los recursos humandos y su consideración ética: Una revisión bibliográfica

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Resumen

La incursión de la inteligencia artificial (IA) en el entorno laboral presenta desafíos y oportunidades que demandan una consideración ética y social. Si bien la IA puede potenciar la productividad, la creatividad, la seguridad y la calidad de vida en el trabajo, también conlleva riesgos de desempleo, discriminación, deshumanización y pérdida de control. Por lo tanto, es crucial adoptar un enfoque responsable que coloque a las personas en el centro de esta transformación tecnológica, asegurando el respeto por los derechos de los empleados y la dignidad del trabajo. La gestión del talento en un entorno saturado de inteligencia artificial plantea preguntas fundamentales sobre equidad, seguridad laboral y ética. Además, la necesidad de una adaptación continua y el desarrollo de nuevas habilidades se vuelven elementos críticos para mantener la competitividad en este complejo entorno laboral en constante evolución.

El objetivo de la revisión bibliográfica, es conocer los estudios previos sobre la aplicación de la inteligencia artificial en el entorno laboral y su consideración ética. Cómo puede afectar a los recursos humanos y las relaciones laborales y cómo afecta a los intereses de las empresas y de los empleados.

En cuanto a la metodología, se ha realizado una búsqueda bibliográfica sobre el tema de investigación de este trabajo, utilizando términos como "ética", "inteligencia artificial" y "recursos humanos". Temas de importancia para la investigación. Además, las fuentes de búsqueda se centraron en las dos bases de datos más importantes: 1) Web of Science (WoS) y 2) Scopus. Siguiendo con el diagrama de flujos para revisiones sistemáticas y metaanálisis (PRISMA), se descartaron aquellos artículos que tenían términos inadecuados o no concluyentes para nuestro estudio. Para la obtención de los resultados de la investigación, se utilizó el software Vosviewer con el objeto de construir y visualizar redes bibliométricas, a través de la coocurrencia de los términos.

De los documentos iniciales encontrados finalmente se han analizado 15. Para acotar la búsqueda se han tenido en cuenta criterios como: título del artículo, resumen o palabra clave, año de publicación (2020-2024), área temática, tipo de documento artículo. Y se han omitido los documentos duplicados (5).

Entre los resultados arrojados en el estudio, se encuentran análisis previos que tratan la preocupación por los derechos de los empleados, privacidad, confidencialidad, transparencia y protección con la utilización de la IA en el departamento de RRHH (3). La toma de decisiones de gestión de los recursos humanos, la capacidad potencial de utilizar la IA y los procedimientos de gestión es otro de los temas tratado (8). Otros tratan la utilización de la IA en la vigilancia del comportamiento de los empleados (1), transparencia y opacidad en la gestión (1), propuestas de principios éticos en la gestión de RRHH con IA (1) y aspectos financieros de la aplicación IA en RRHH y su importancia ética (1).

En conclusión, uno de los desafíos o preocupaciones de incorporar la inteligencia artificial en las áreas de recursos humanos y relaciones laborales, se centran en la gestión y en los procedimientos, junto con la seguridad y la protección de datos, así como en la posibilidad de sesgos involuntarios en los procesos de entrenamiento de la IA.

Palabras clave: Inteligencia artificial, recursos humanos, ética, relaciones laborales, gestión.

Application of artificial intelligence in human resources management and ethical consideration: A literature review

Abstract

The incursion of artificial intelligence (AI) into the workplace presents challenges and opportunities that demand ethical and social consideration. While AI can enhance productivity, creativity, safety and quality of life at work, it also carries risks of unemployment, discrimination, dehumanisation and loss of control. It is therefore crucial to adopt a responsible approach that puts people at the centre of this technological transformation, ensuring respect for employees' rights and the dignity of work. Talent management in an AI-saturated environment raises fundamental questions about fairness, job security and ethics. In addition, the need for continuous adaptation and the development of new skills become critical elements to remain competitive in this complex and constantly evolving work environment.

The aim of the literature review is to learn about previous studies on the application of artificial intelligence in the workplace and its ethical consideration. How it can affect human resources and labour relations and how it affects the interests of companies and employees.

In terms of methodology, a literature search was carried out on the research topic of this paper, using terms such as "ethics", "artificial intelligence" and "human resources". Topics of relevance to the research. In addition, the search sources focused on the two most important databases: 1) Web of Science (WoS) and 2) Scopus. Following the flow

chart for systematic reviews and meta-analyses (PRISMA), articles with inappropriate or inconclusive terms for our study were discarded. To obtain the results of the research, Vosviewer software was used to construct and visualise bibliometric networks through the co-occurrence of terms.

Of the initial documents found, 15 were finally analysed. To narrow down the search, criteria such as: title of the article, abstract or keyword, year of publication (2020-2024), subject area, type of document and article were taken into account. Duplicate documents were omitted (5).

Among the findings of the study are previous analyses that address concerns about employee rights, privacy, confidentiality, transparency and protection with the use of AI in the HR department (3). Human resource management decision making, the potential ability to use AI and management procedures is another issue (8). Others deal with the use of AI in monitoring employee behaviour (1), transparency and opacity in management (1), proposals for ethical principles in HR management with AI (1) and financial aspects of AI application in HR and its ethical relevance (1).

In conclusion, one of the challenges or concerns of incorporating artificial intelligence in the areas of human resources and labour relations focus on management and procedures, along with security and data protection, as well as the possibility of unintentional biases in AI training processes.

Keywords: Artificial intelligence, human resources, ethics, labor relations, management.

De la gestión responsable a la gestión sostenible de los recursos humanos: Evolución del concepto y mapeo científico

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Resumen

Las empresas se han dado cuenta que el bienestar de los trabajadores y su salud, tanto física como emocional, son elementos que deben que tener en cuenta si quieren una baja rotación de personal y alcanzar estándares elevados de reputación empresarial. La gestión sostenible y responsable de los recursos humanos es una herramienta que las empresas han de conocer e implementar para conseguir incrementar su capital humano. Para realizar un mapeo científico, la metodología empleada ha sido la búsqueda de los conceptos "Socia* responsible human resource management", "SR-HRM", "Sustaina* Human Resource Management" and "S-HRM". Las búsquedas han sido llevadas a cabo durante el periodo comprendido entre 2000 y 2024, de artículos originales indexados en la principal base de datos Web of Science.

Entre los principales hallazgos destacar en primer lugar, la evolución del concepto de gestión responsable de los recursos humanos hacia la gestión sostenible de recursos humanos en los últimos años, donde encontramos mayor número de trabajos que abordan este tema. Por tanto, es evidente un cambio de paradigma pasando de una gestión más responsable a una gestión más sostenible.

En segundo lugar, encontramos un número creciente de estudios empíricos que analizan tanto distintos factores influyentes en la gestión responsable y/o sostenible y también en las repercusiones que tienen en distintas dimensiones que afectan a la competitividad de las pymes. Entre los principales factores influyentes encontramos el liderazgo, y ética empresarial, bienestar y salud para los empleados; mejores resultados empresariales y satisfacción de los stakeholders.

Palabras clave: Gestión de sostenible de recursos humanos, gestión responsable de recursos humanos, responsabilidad social corporativa.

From responsible management to sustainable human resources management: Concept evolution and scientific mapping

Abstract

Companies have realised that the well-being of workers and their health, both physical and emotional, are elements that must be taken into account if they want to achieve low staff turnover and high standards of business reputation. Sustainable and responsible human resource management is a tool that companies need to be aware of and implement in order to increase their human capital.

In order to carry out a scientific mapping, the methodology used was a search for the concepts "Socia* responsible human resource management", "SR-HRM", "Sustaina* Human Resource Management" and "S-HRM". The searches were carried out during the period from 2000 to 2024, of original articles indexed in the main Web of Science database.

The main findings include, firstly, the evolution of the concept of responsible human resource management towards sustainable human resource management in recent years, where we found a greater number of papers addressing this topic. Therefore, a paradigm shift from more responsible management to more sustainable management is evident.

Secondly, we find a growing number of empirical studies that analyse both different factors influencing responsible and/or sustainable management and the impact they have on different dimensions affecting the competitiveness of SMEs. Among the main influencing factors are leadership, and business ethics, employee wellbeing and health, improved business performance and stakeholder satisfaction.

Keywords: Sustainable human resource management, responsible human resource management, corporate social responsibility.

GOBIERNO CORPORATIVO

Gobierno corporativo en mercados emergentes: El caso de las empresas ecuatorianas

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Resumen

Justificación: Cada vez hay más investigaciones sobre la pertinencia de diseñar estrategias de gobierno corporativo orientadas a actuar bajo los cuatro principios en los que se basa: transparencia, rendición de cuentas, responsabilidad y equidad. Sobre la base de estos principios, los procedimientos de gobierno corporativo están llamados a desarrollar mecanismos de control para crear y mejorar tanto el valor para los accionistas como la satisfacción de los grupos de interés. En las últimas décadas, Ecuador ha experimentado un cambio significativo en su estructura empresarial y gubernamental, lo que motivó la creación de las Normas Ecuatorianas de Buen Gobierno Corporativo (Superintendencia de Empresas, Valores y Seguros, 2020), emitidas por las instituciones de control de las empresas ecuatorianas: la Superintendencia de Sociedades, Valores y Seguros, en su resolución No. SCVS-INC-DNCDN-2020-0013. Por tanto, examinar el contexto de las empresas ecuatorianas ayuda a comprender mejor los desafíos y oportunidades a los que se enfrentan las empresas en entornos en vías de desarrollo, así como también cómo se relacionan con la sostenibilidad a largo plazo.

Objetivo: El propósito de este estudio es encontrar evidencia empírica sobre el comportamiento de las empresas ecuatorianas en el marco de las prácticas de gobierno corporativo, para determinar qué factores y características empresariales influyen las relaciones entre la junta directiva, el consejo de administración, los accionistas y el resto de las partes interesadas.

Diseño/ metodología /enfoque: Para lograr nuestros objetivos de investigación y responder las preguntas planteadas, realizamos un estudio exploratorio, descriptivo, inferencial. La metodología de investigación se centra en una muestra de 347.299 empresas ecuatorianas, cuyos datos fueron obtenidos de la página web de la Superintendencia de Compañía Valores y Seguros, para el periodo 2016 a 2021, correlaciones paramétricas y modelos de regresión logística no lineal (logit) para demostrar si los factores como el tamaño de la empresa, la contratación de auditoría financiera externa, el volumen de ventas y el volumen de activos, son predictores de la existencia de un gobierno corporativo en la estructura corporativa.

Resultados: Los resultados muestran que un aumento en el nivel de activos, así como un aumento en el nivel de ventas, aumenta la probabilidad de predecir si una empresa

tiene un órgano de gobierno corporativo. Por otro lado, la contratación de un auditor externo y la pertenencia a un grupo de grandes empresas también son factores que aumentan la predicción de empresas con un órgano de gobierno corporativo.

Implicaciones prácticas y sociales: Estos hallazgos ayudan a explicar cómo y por qué las empresas ajustan sus prácticas de transparencia y divulgación de información corporativa, lo que afecta la credibilidad y eficacia de los informes corporativos. Los resultados sobre la implementación del gobierno corporativo enriquecerán la literatura y revelarán nuevas líneas de investigación sobre gobierno corporativo y los factores que son determinantes en los mercados emergentes. Este estudio es uno de los pocos que examina qué factores son determinantes o afectan al conjunto de estructuras y procesos para la dirección y control de las empresas, que busca mejorar su desempeño e incrementar su acceso al capital externo, para así contribuir al desarrollo económico sostenible.

Además, este estudio tiene implicaciones teóricas que contribuyen a un cuerpo de literatura emergente alineado con la presentación de informes sobre gobierno corporativo e información no financiera en el contexto poco estudiado de los mercados emergentes. Busca detectar brechas de gobernanza que puedan explicar el mal cumplimiento por parte de los consejos de administración. Nuestros hallazgos también tienen implicaciones significativas para la práctica. Para los stakeholders muestra la relación entre la declaración del presidente y las reglas de gobierno corporativo aplicadas a las empresas ecuatorianas. Para los inversores, demostramos que relacionar el desempeño financiero y las características del consejo de administración es importante para interpretar la información financiera de las empresas. Para los responsables de la formulación de políticas, los resultados mejoran la comprensión de cómo y por qué las empresas cambian sus prácticas de información y transparencia, lo que afecta la credibilidad y eficacia de los informes corporativos.

Palabras clave: Gobierno corporativo, mercados emergentes, sostenibilidad, auditorías externas, valor para el accionista.

Corporate governance in emerging markets: The case of Ecuadorian companies

Abstract

Justification: There is more and more research on the relevance of designing corporate governance strategies aimed at acting under the four principles on which it is based: transparency, accountability, responsibility, and equity. Based on these principles, corporate governance procedures are called to develop control mechanisms to create and improve both shareholder value and stakeholder satisfaction. In recent decades, Ecuador

has experienced a significant change in its business and government structure, which motivated the creation of the Ecuadorian Good Corporate Governance Standards (Superintendencia de Empresas, Valores y Seguros, 2020), issued by the control institutions of Ecuadorian companies: the Superintendency of Companies, Securities, and Insurance, in its resolution No. SCVS-INC-DNCDN-2020-0013. Therefore, examining the context of Ecuadorian companies helps to better understand the challenges and opportunities that companies face in developing environments, as well as how they relate to long-term sustainability.

Objective: The purpose of this study is to find empirical evidence on the behavior of Ecuadorian companies within the framework of corporate governance practices, to determine what factors and business characteristics influence the relationships between the board of directors, the board of directors, shareholders, and the rest of the interested parties

Design/methodology/approach: To achieve our research objectives and answer the questions posed, we conducted an exploratory, descriptive, inferential study. The research methodology focuses on a sample of 347,299 Ecuadorian companies, whose data were obtained from the website of the Superintendency of Compañía Valores y Seguros, for the period 2016 to 2021, parametric correlations and non-linear logistic regression models (logit). to demonstrate whether factors such as the size of the company, the hiring of an external financial audit, the volume of sales and the volume of assets are predictors of the existence of corporate governance in the corporate structure.

Results: The results show that an increase in the level of assets, as well as an increase in the level of sales, increases the probability of predicting whether a company has a corporate governance body. On the other hand, hiring an external auditor and belonging to a group of large companies are also factors that increase the prediction of companies with a corporate governance body.

Practical and social implications: These findings help explain how and why companies adjust their corporate information transparency and disclosure practices, which affects the credibility and effectiveness of corporate reporting. The results on the implementation of corporate governance will enrich the literature and reveal new lines of research on corporate governance and the factors that are determining in emerging markets. This study is one of the few that examines what factors are determining or affect the set of structures and processes for the management and control of companies, which seeks to improve their performance and increase their access to external capital, to contribute to sustainable economic development.

Furthermore, this study has theoretical implications that contribute to an emerging body of literature aligned with corporate governance reporting and non-financial information in the understudied context of emerging markets. It seeks to detect governance gaps that may explain poor compliance by boards of directors. Our findings

also have significant implications for practice. For stakeholders, it shows the relationship between the president's statement and the corporate governance rules applied to Ecuadorian companies. For investors, we show that relating financial performance and board characteristics is important for interpreting firms' financial information. For policymakers, the results improve understanding of how and why companies change their reporting and transparency practices, affecting the credibility and effectiveness of corporate reporting.

Keywords: Corporate governance, emerging markets, sustainability, external audits, shareholder value.

La inteligencia artificial en los consejos de administración de compañías españolas, 2024

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Resumen

El órgano de administración societario, especialmente en el caso de los consejos de administración, carga y lidera la Estrategia Corporativa entre sus responsabilidades más importantes.

El ejercicio de previsión de los miembros del consejo, para trabajar sobre la empresa que será en lugar de en la empresa que todavía es, no tiene como instrumento una bola de cristal, sino una recolección, procesamiento, y análisis de los datos adecuados, con el interés de enfocar el comportamiento de la organización a la supervivencia, al crecimiento, a la generación de mayor valor y a una más efectiva mitigación de los riesgos. Ésta es una de las labores esenciales de los consejeros.

Años atrás comenzaron a aparecer, entre los puntos del orden de día de las reuniones de consejo, conceptos como "Ciberseguridad", "Data", quizás y dependiendo del giro de la empresa "Nuevas tecnologías", "Metaverso", "necesidad de incorporación de talento tecnológico".

Progresivamente, la Inteligencia Artificial se ha ido filtrando en áreas intuitivamente afines, como la mercadotecnia, formación o servicio al cliente, pero ya resulta evidente su avance a otros dominios en los que, desde una visión tradicionalista, pudiera parecer que no hace tanto sentido, incluso se aprecia riesgo: legal, *compliance*, recursos humanos.

Ante los avances en el desarrollo de la IA, esta investigación trata de valorar qué relevancia tienen en este momento los diferentes tipos de inteligencia artificial en la elaboración de la estrategia de los consejos de administración de empresas españolas: hasta qué punto es considerada una herramienta o un factor a considerar, es vista como un nuevo escenario del mercado o finalmente se prevé que será quien determine la estrategia de la propia compañía en un horizonte más o menos cercano.

Aparentemente no existe una solución sencilla para dar respuesta a la irrupción de la inteligencia artificial en el mercado. La guía para conducirse en esta situación vuelve a ser los principios y los valores éticos de la sociedad y de la compañía en concreto. Esta guía debe poder propiciar el equilibrio entre la oportunidad y las ventajas competitivas que pueda ofrecer la IA, como un trampolín para la mayor eficiencia, productividad y generación de valor y el riesgo de deshumanización, evitándolo o mitigándolo.

Para este análisis se obtienen datos históricos sobre la introducción de la consideración de la IA en los consejos de administración y datos recientes, de modo directo, a través de publicaciones de diferentes fuentes y de la información directa mediante entrevistas con miembros de consejos de administración de compañías españolas, tanto grandes empresas como pymes.

Los resultados permitirán discusiones y conclusiones sobre la dirección que están tomando las compañías en cuanto a la IA y la medida en que la ética está siendo considerada como timón en las necesarias nuevas estrategias.

Palabras clave: Inteligencia artificial, consejo de gobierno, estrategia corporativa.

Artificial intelligence in the boards of directors of Spanish companies, 2024

Abstract

The corporate management body, especially in the case of boards of directors, bears among its most important duties the leading and shaping of the company's Corporate Strategy.

The foresight exercised by the board members about the future share of the company does not rely on a crystal ball. Instead, it involves collecting, processing, and analyzing relevant data with the aim of aligning the organization's behavior toward survival, growth, increased value generation, and more effective risk mitigation.

Lately new concepts like "Cybersecurity," "Data," "New Technologies," "Metaverse," and the "need to incorporate technological talent" have made their way into the board meeting's agendas.

Gradually, Artificial Intelligence (AI) has been included in discussions about other general areas such as marketing, training, or customer service. Moreover, its progress into other domains—ones that might not seem immediately liked to each other from a traditional perspective, including legal, compliance, and human resources—is now evident.

This research work aims to assess the current relevance of different types of artificial intelligence in shaping the strategies of Spanish corporate boards and answer questions as to what extent AI is considered a tool or a factor to be taken into account or if it is considered as a new market scenario, or it is ultimately expected to determine the company's strategy in the short or mid/long term.

The guiding principles and ethical values of society and individual companies remain essential in navigating the current state of affairs. The guiding principles on the matter should foster a balance between the opportunities and competitive advantages that AI can offer—such as increased efficiency, productivity, and value generation—and the risk of dehumanization, which should be avoided or mitigated.

Historical and recent data from different sources regarding the incorporation of AI's considerations into board discussions has been collected for this analysis. Additionally, interviews with board members from Spanish companies, both large corporations and small businesses, have provided firsthand information.

The findings of this research work will facilitate discussions and conclusions about the direction that companies are taking regarding AI and the extent to which ethics serve as a compass to shape new corporate strategies.

Keywords: Artificial intelligence, governing council, corporate Strategy.

HUMANIZACIÓN EN LA EMPRESA Y CLIMA ORGANIZACIONAL

Inteligencia emocional en la gestión hotelera: Impacto en el bienestar laboral

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Resumen

La inteligencia emocional (IE) se ha destacado como un factor crucial en la gestión y el liderazgo dentro de la industria hotelera. Durante décadas, los estudios han explorado cómo los gerentes lidian con diferentes tipos de jefes y cómo la inteligencia emocional influye en su capacidad para comprender y gestionar las emociones propias y ajenas (Matejka et al., 1988; Matejka & Dunsing, 1989). A pesar de que los gerentes, en promedio, muestran una inteligencia emocional más alta que aquellos sin experiencia gerencial, la necesidad de comprender y gestionar las emociones sigue siendo fundamental en el entorno hotelero (Vyatkin et al., 2019).

En el marco de la toma de decisiones, la inteligencia emocional juega un papel crucial, aunque tradicionalmente se haya considerado que el juicio es más efectivo cuando se separa de las emociones. Sin embargo, la investigación ha demostrado que las emociones son esenciales para el pensamiento racional y el buen juicio (Damasio & Damasio, 1994). La IE permite acceder a la memoria emocional, que guía al gerente en la toma de decisiones y complementa su juicio racional a través del conocimiento tácito adquirido por la experiencia (Sayegh et al., 2004). Además, la IE está estrechamente relacionada con la capacidad de los gerentes para comprender y gestionar el estrés en el lugar de trabajo, lo que influye en su propia salud mental y en la de sus empleados (Choi et al., 2019; Teoh et al., 2019). Los trabajadores del sector hotelero enfrentan una alta demanda emocional debido al estrés asociado con su labor diaria, y se ha encontrado una relación inversa entre la IE y el estrés en estos trabajadores (Jung y Yoon, 2016; Kim y Agrusa, 2011). El estrés en la toma de decisiones gerenciales, especialmente en entornos inciertos y de riesgo, es común en la industria hotelera. La gestión efectiva del estrés es fundamental para mantener un buen estado de salud mental y garantizar decisiones acertadas (Vyatkin et al., 2019). La inteligencia emocional, junto con otras habilidades cognitivas como la tolerancia a la incertidumbre y la empatía, son factores importantes en la regulación del estrés y la toma de decisiones en condiciones desafiantes en la gestión organizacional de un hotel (Sayegh et al., 2004).

En términos de gestión organizacional, la IE se vincula con la capacidad de los trabajadores para gestionar sus propias emociones y comprender las de los demás, lo que contribuye al pensamiento y la comprensión de las dinámicas interpersonales (Guy et al., 2008; Mayer et al., 2008). Los gerentes de hotel deben combinar la inteligencia emocional

con las prácticas de gestión para comprender y satisfacer las necesidades de sus empleados, mejorando así el ambiente laboral y la calidad del servicio.

El propósito de esta investigación es explorar cómo la inteligencia emocional influye en la gestión hotelera y su impacto en el bienestar emocional y profesional de los empleados. El objetivo es identificar la relación entre la inteligencia emocional de los gerentes de hotel y el clima organizacional, evaluando cómo afecta esta relación al estrés laboral y la calidad del servicio. La variable dependiente, el bienestar emocional y profesional de los empleados, es entendida como un estado psicológico en el que los trabajadores se sienten satisfechos con su trabajo, experimentan emociones positivas y tienen un sentido de propósito y realización en su labor. Esto incluye la satisfacción laboral, el nivel de estrés percibido, la percepción de apoyo organizacional, la autoeficacia laboral y la sensación de pertenencia a la empresa.

Palabras clave: Gestión hotelera, inteligencia emocional, empleados, bienestar laboral.

Emotional intelligence in hotel management: Impact on well-being in the workplace

Abstract

Emotional Intelligence (EI) has emerged as a crucial factor in management and leadership within the hotel industry. For decades, studies have explored how managers deal with different types of leaders and how emotional intelligence influences their ability to understand and manage both their own and others' emotions (Matejka et al., 1988; Matejka & Dunsing, 1989). Despite managers, on average, displaying higher emotional intelligence than those without managerial experience, the need to understand and manage emotions remains fundamental in the hotel environment (Vyatkin et al., 2019).

Within the decision-making framework, emotional intelligence plays a crucial role, although it has traditionally been considered that judgment is more effective when separated from emotions. However, research has shown that emotions are essential for rational thinking and good judgment (Damasio & Damasio, 1994). EI allows access to emotional memory, guiding managers in decision-making and complementing their rational judgment through tacit knowledge acquired through experience (Sayegh et al., 2004). Furthermore, EI is closely related to managers' ability to understand and manage stress in the workplace, influencing their own mental health and that of their employees (Choi et al., 2019; Teoh et al., 2019). Workers in the hotel sector face high emotional demands due to the stress associated with their daily work, and an inverse relationship between EI and stress has been found in these workers (Jung & Yoon, 2016; Kim & Agrusa, 2011). Stress in managerial decision-making, especially in uncertain and risky

environments, is common in the hotel industry. Effective stress management is crucial to maintaining good mental health and ensuring sound decisions (Vyatkin et al., 2019). Emotional intelligence, along with other cognitive skills such as tolerance for uncertainty and empathy, are important factors in stress regulation and decision-making in challenging conditions in hotel management (Sayegh et al., 2004).

In terms of organizational management, EI is linked to workers' ability to manage their own emotions and understand those of others, contributing to the thought and understanding of interpersonal dynamics (Guy et al., 2008; Mayer et al., 2008). Hotel managers must combine emotional intelligence with management practices to understand and meet the needs of their employees, thereby improving the work environment and service quality.

The purpose of this research is to explore how emotional intelligence influences hotel management and its impact on employees' emotional and professional well-being. The objective is to identify the relationship between hotel managers' emotional intelligence and organizational climate, evaluating how this relationship affects job stress and service quality. The dependent variable, the emotional and professional well-being of employees, is understood as a psychological state in which workers are satisfied with their work, experience positive emotions, and have a sense of purpose and fulfillment in their work. This includes job satisfaction, perceived stress level, perception of organizational support, job self-efficacy, and sense of belonging to the company.

Keywords: Hotel management, emotional intelligence, employees, workplace well-being.

El sector artesanal como generador de oportunidades para fomentar la inclusión laboral de personas con discapacidad: Estudio de buenas prácticas

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Resumen

El volumen de producción en el sector artesanal ha disminuido gradualmente durante el último siglo y ha sido reemplazado progresivamente por la producción industrial. Sin embargo, en las últimas décadas ha habido un resurgimiento de las artesanías y los procesos artesanales, a medida que han surgido nuevos mercados, particularmente entre los consumidores urbanos, quienes han atribuido valor ético, ambiental y sociocultural a las artesanías.

Y es que, una de las aportaciones fundamentales de la artesanía a la sostenibilidad social es ser un sector generador de oportunidades para la inclusión laboral de personas con discapacidad, así como también contribuye a la promoción de la diversidad y la inclusión en el ámbito laboral. Al brindar oportunidades de trabajo significativas, se fomenta el empoderamiento y la autonomía de estas personas, contribuyendo así a una sociedad más equitativa y justa. Por tanto, el objetivo de esta ponencia es identificar las buenas prácticas del sector en la inclusión laboral de personas con discapacidad al mercado laboral. ¿Cuáles son estas buenas prácticas? ¿Cómo se implementaron? ¿Qué valor generaron? ¿Qué tecnologías se han desarrollado o aplicado para facilitar esta inclusión laboral? Para conseguir este objetivo, aplicamos una metodología de revisión de contenido, fundamentalmente de memorias, webs, informes y redes sociales, para identificar las buenas prácticas y cómo se desarrollaron. Nuestros resultados permiten identificar cuáles son las buenas prácticas que se desarrollaron, qué empresas y en qué contexto las desarrollaron, cuáles fueron las herramientas y técnicas implementadas para el éxito de la estrategia, las tecnologías que se implementaron y cómo facilitaron el proceso de inclusión laboral de las personas con discapacidad, así como cuál fue el valor generado en términos organizacionales y sociales. En consecuencia, nuestros hallazgos tienen importantes implicaciones en múltiples direcciones. En primer lugar, para los reguladores de políticas, los cuáles deben ampliar el marco normativo para ser más

ambiciosos en la generación de oportunidades laborales para las personas con discapacidad. En segundo lugar, para los responsables de las organizaciones y tomadores de decisiones, quiénes pueden conocer cómo se implementaron los procesos, cuáles fueron las motivaciones y reducir los estigmas y miedos en la incorporación laboral de personas con discapacidad. Y, por último, para los propios consumidores, que deben ser conscientes del valor de las organizaciones del sector artesanal en la mejora de las condiciones sociales de determinados segmentos de la sociedad, con el fin último de tomar decisiones de compra informadas para contribuir a la continuidad de organizaciones con valores e impactos sociales.

Palabras clave: Sector artesano, inclusión laboral, personas con discapacidad, buenas prácticas.

The craft sector as a generator of opportunities to promote the labor inclusion of people with disabilities: Study of good practices

Abstract

The volume of production in the artisanal sector has gradually decreased over the last century and has been progressively replaced by industrial production. However, in recent decades there has been a resurgence of crafts and artisanal processes, as new markets have emerged, particularly among urban consumers, who have attributed ethical, environmental and sociocultural value to crafts.

And one of the fundamental contributions of crafts to social sustainability is being a sector that generates opportunities for the labor inclusion of people with disabilities, as well as contributing to the promotion of diversity and inclusion in the workplace. By providing meaningful work opportunities, the empowerment and autonomy of these people is encouraged, thus contributing to a more equitable and just society.

Therefore, the objective of this presentation is to identify good practices in the sector in the labor inclusion of people with disabilities in the labor market. What are these good practices? How were they implemented? What value did they generate? What technologies have been developed or applied to facilitate this labor inclusion? To achieve this objective, we apply a content review methodology, mainly of reports, websites, reports and social networks, to identify good practices and how they were developed. Our results allow us to identify which are the good practices that were developed, which companies and in what context developed them, which were the tools and techniques implemented for the success of the strategy, the technologies that were implemented and how they facilitated the labor inclusion process of people with disabilities, as well as what was the value generated in organizational and social terms.

Consequently, our findings have important implications in multiple directions. Firstly, for policy regulators, they must expand the regulatory framework to be more ambitious in generating job opportunities for people with disabilities. Secondly, for those responsible for the organizations and decision makers, who can know how the processes were implemented, what the motivations were and reduce the stigmas and fears in the labor incorporation of people with disabilities. And, finally, for consumers themselves, who must be aware of the value of organizations in the craft sector in improving the social conditions of certain segments of society, with the ultimate goal of making informed purchasing decisions to contribute to the continuity of organizations with social values and impacts.

Keywords: Handicraft, labor inclusion, people with disabilities, good practices.

La imagen de marca de las empresas turísticas orientada a la incorporación de personas con algún grado de discapacidad: El efecto de la humanización hacia el interior y exterior de la empresa

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Resumen

La incorporación de personas con discapacidad en las plantillas de empresas turísticas puede tener un impacto positivo en la empresa gracias a la Inteligencia Artificial (IA), tanto hacia el interior como hacia el exterior. Al promover la inclusión y la diversidad, aumentando la rentabilidad de la compañía.

Las personas con discapacidad que se incorporan a las plantillas de empresas turísticas pueden tener un impacto significativo que se relaciona estrechamente con el desarrollo de la empresa, además de convertirse en una entidad comprometida con la inclusión y el respeto por la diversidad.

Al integrar a personas con discapacidad en sus equipos de trabajo con la ayuda de la IA, las empresas turísticas envían un mensaje claro de inclusión y diversidad. Esto refuerza la imagen de la empresa como un lugar que valora y respeta a todos sus empleados, independientemente de sus capacidades físicas o mentales. Esta demostración de compromiso con la igualdad de oportunidades y la inclusión social puede mejorar la rentabilidad de la empresa al atraer a clientes y empleados que valoran estos principios.

Al promover un ambiente laboral inclusivo y diverso, se fomenta un sentido de pertenencia y colaboración entre los empleados. Esto puede mejorar el clima laboral y la satisfacción de los trabajadores, lo que a su vez puede traducirse en un mejor desempeño y una mayor rentabilidad económica y social.

Además, la inclusión de personas con discapacidad en la plantilla puede tener un impacto positivo en la creatividad y la innovación basada en la IA dentro de la empresa. La diversidad de experiencias y perspectivas que aportan estas personas puede enriquecer los procesos de toma de decisiones y la resolución de problemas, lo que puede conducir a nuevas ideas y enfoques que beneficien a la empresa en su conjunto.

Desde el punto de vista externo, la incorporación de personas con discapacidad en la plantilla con a ayuda de la IA, puede mejorar el compromiso de la empresa ante los clientes y la comunidad en general. Las empresas turísticas que demuestran un compromiso genuino con la inclusión y la diversidad son percibidas como más éticas y socialmente responsables, lo que puede generar una mayor confianza y lealtad por parte

de los clientes que potencien la rentabilidad económica (Benjamín et al., 2021; Hon & Gamor, 2022; Köseoglu et al., 2021).

Por ello, al promover la inclusión de personas con discapacidad en sus equipos de trabajo, las empresas turísticas pueden aprovechar un mercado potencialmente desatendido. Las personas con discapacidad y sus familias representan un segmento importante de la población que busca destinos y servicios turísticos accesibles y adaptados a sus necesidades. Al satisfacer estas demandas, las empresas pueden abrir nuevas oportunidades de negocio y diferenciarse de la competencia mediante programas basados en la IA. Así, este trabajo aborda aplicaciones de la IA en la promoción de la diversidad y la inclusión en la industria del turismo, conceptuando previamente los aspectos técnicos de la IA y los tipos de tecnología IA de este ámbito, como el aprendizaje automático, el procesamiento del lenguaje natural o el nivel de interacción "humano-humano-AI" (Ivanov & Umbrello, 2021).

Así, este artículo desarrolla un marco conceptual basado en el diseño y despliegue de sistemas de IA para los empleados con discapacidad del sector turístico El modelo propuesto trata de demostrar cómo las tecnologías de IA pueden facilitar la inclusión de personas con discapacidad en el sector turístico, analizando los datos obtenidos para comprender las oportunidades y preferencias de las personas con discapacidad en un entorno IA. El artículo aborda en la metodología una propuesta de investigación empírica. El marco teórico partió de un cuestionario estructurado facilitado a gerentes de hoteles. La primera parte contenía preguntas sobre las características sociodemográficas de los encuestados. Los ítems de la segunda parte evaluaban las distintas variables incluidas en el modelo teórico basado en la IA en una escala de Likert. El modelo teórico presentado en el trabajo se evaluó mediante la técnica de modelización de trayectorias por mínimos cuadrados parciales (PLS) utilizando Smart PLS. El estudio se basa en el modelo de Hon y Gamor (2022).

Resultados esperados: La inteligencia artificial se está introduciendo en una gran variedad de ámbitos empresariales, como el turismo. Los resultados del estudio deben contribuir a la igualdad de oportunidades de empleo de personas con discapacidad, y a la mejora del desarrollo económico y social de las empresas turísticas utilizando aplicaciones basadas en IA.

A luz de los resultados esperados, la convergencia entre IA y las personas con discapacidad en el ámbito de los empleados del sector es sostenible y beneficiosa para todas las partes implicadas, ya que aporta integración personal y eficiencia económica para las empresas. Como conclusión esperada, el diseño de IA puede mejorar la labor de las empleados con discapacidad en el sector del turismo, si se le aplica un marco automatizado de tareas.

El resultado del modelo propuesto lleva a la conclusión de que el diseño de la IA en el contexto estudiado, tiene una asociación predictiva entre la IA y sus implicaciones para la inclusión de la discapacidad y la integración social.

Como nuevas contribuciones o técnicas innovadoras en este campo, destacamos la aplicación de estos modelos de IA en el turismo de congresos y ferias, donde la IA puede ayudar a los empleados con discapacidad a impulsar las actividades diarias, y a lograr un mejor sistema de control.

Futuras investigaciones podrían encaminarse a examinar las tendencias futuras de la IA y en el turismo, y evaluar qué peligros pueden derivarse de su uso por parte de los empleados con discapacidad.

Palabras clave: Negocios y empresas, marca de empresa, innovación, personal discapacitado, inclusión.

Artificial intelligence oriented towards the inclusion of people with disabilities in the tourism sector: Applications for economic and social development

Abstract

The incorporation of people with disabilities in the workforces of tourism companies can have a positive impact on the company thanks to Artificial Intelligence (AI), both internally and externally. By promoting inclusion and diversity, increasing the company's profitability.

People with disabilities joining the workforce of tourism companies can have a significant impact that is closely related to the development of the company, in addition to becoming an entity committed to inclusion and respect for diversity.

By integrating people with disabilities into their work teams with the help of AI, tourism companies send a clear message of inclusion and diversity. This reinforces the company's image as a place that values and respects all its employees, regardless of their physical or mental abilities. This demonstration of commitment to equal opportunity and social inclusion can improve the company's profitability by attracting customers and employees who value these principles.

Promoting an inclusive and diverse work environment fosters a sense of belonging and collaboration among employees. This can improve the work climate and employee satisfaction, which in turn can translate into better performance and higher economic and social returns.

In addition, the inclusion of people with disabilities in the workforce can have a positive impact on creativity and AI-based innovation within the company. The diversity of experiences and perspectives they bring can enrich decision-making and problem-

solving processes, which can lead to new ideas and approaches that benefit the company as a whole.

Externally, incorporating people with disabilities into the workforce with the help of AI can improve the company's engagement with customers and the wider community. Tourism businesses that demonstrate a genuine commitment to inclusion and diversity are perceived as more ethical and socially responsible, which can lead to greater customer trust and loyalty that can boost economic profitability (Benjamin et al., 2021; Hon & Gamor, 2022; Köseoglu et al., 2021).

Therefore, by promoting the inclusion of people with disabilities in their work teams, tourism companies can tap into a potentially underserved market. People with disabilities and their families represent an important segment of the population seeking accessible tourism destinations and services tailored to their needs. By meeting these demands, companies can open up new business opportunities and differentiate themselves from the competition through AI-based programmes. Thus, this paper addresses applications of AI in promoting diversity and inclusion in the tourism industry by first conceptualising the technical aspects of AI and the types of AI technology in this field, such as machine learning, natural language processing or the "human-human-AI" level of interaction (Ivanov & Umbrello, 2021).

Thus, this article develops a conceptual framework based on the design and deployment of AI systems for employees with disabilities in the tourism sector. The proposed model seeks to demonstrate how AI technologies can facilitate the inclusion of people with disabilities in the tourism sector by analysing the data obtained to understand the opportunities and preferences of people with disabilities in an AI environment. The methodology of the article is based on an empirical research proposal. The theoretical framework was based on a structured questionnaire provided to hotel managers. The first part contained questions on the socio-demographic characteristics of the respondents. The items in the second part assessed the different variables included in the theoretical model based on AI on a Likert scale. The theoretical model presented in the paper was evaluated using the partial least squares (PLS) path modelling technique using Smart PLS. The study is based on the model of Hon and Gamor (2022).

Expected results: Artificial intelligence is being introduced in a wide range of business fields, such as tourism. The results of the study should contribute to equal employment opportunities for people with disabilities, and to the improvement of the economic and social development of tourism businesses using AI-based applications.

In light of the expected results, the convergence between AI and people with disabilities in the field of employees in the sector is sustainable and beneficial for all parties involved, as it brings personal integration and economic efficiency for companies. As an expected conclusion, AI design can improve the work of disabled employees in the tourism sector, if an automated task framework is applied to it.

The outcome of the proposed model leads to the conclusion that AI design in the studied context has a predictive association between AI and its implications for disability inclusion and social integration.

As new contributions or innovative techniques in this field, we highlight the application of these AI models in congress and trade fair tourism, where AI can help employees with disabilities to drive daily activities, and to achieve a better control system.

Future research could be aimed at examining future trends in AI and in tourism, and assessing what dangers may arise from its use by disabled employees.

Keywords: Business and company, company branding, innovation, disabled staff, inclusion.

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Artificial intelligence as an organizational climate agent in the organization

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Abstract

Artificial Intelligence (AI) means an intelligence without biological intervention without natural chemical and neuronal procedures, an evolutive process that search computer systems that can realize human tasks that want big efforts of human intelligence and many work hours, which in an arbitrary world will cope not worse than a human (Dobrev, 2012). In this context, the concept of AI as an agent within companies and organizational climates is gaining prominence.

In practical terms, an AI system comprises an agent and its environment. The agent perceives its surroundings through sensors and acts upon them using actuators. It moves through stages of perception, cognition, and action. By integrating AI, organizations can achieve several benefits:

Organizational Agility: AI-powered systems enable swift adaptation to changing circumstances. They enhance responsiveness, allowing companies to navigate dynamic environments effectively.

Decision-Making Enhancement: AI assists decision-makers by providing data-driven insights. It augments human judgment, leading to more informed and precise choices.

Process Optimization: AI automates repetitive tasks, freeing up human resources for strategic endeavours. From recruitment to data management, AI streamlines operations.

Employee Experience: When AI acts as an ally rather than a competitor, it contributes positively to the organizational climate. Employees perceive AI as a tool that empowers them, leading to higher job satisfaction.

Ethical Considerations: Organizations must address ethical implications related to AI deployment. Ensuring transparency, fairness, and accountability is crucial.

We want to know, considering the above benefits, if AI is a cultural agent on organizational climate. For that we use a survey considering all aspects of this condition and a sample of 150 people that work with AI of several organizations, according with an aleatory choose through WhatsApp contacts and using the Statistic package for Social Sciences.

In summary, according to the results, AI serves as a catalyst for organizational growth, fostering a harmonious balance between technology and human agency.

Keywords: Artificial intelligence, culture, organization, change, development.

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IA Y FUTURO DEL TRABAJO

A inteligência artificial na contabilidade: Uma revisão teórica

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Resumen

A integração de tecnologias de Inteligência Artificial (IA) na Contabilidade estimulou avanços e alterações significativas quer nas práticas, quer nas metodologias de forma a operacionalizar esta ciência. A literatura tem destacado cada vez mais uma utilização híbrida da Contabilidade, na medida em que o profissional assume cada vez mais funções de análise e interpretação da informação, sendo as ferramentas de IA poderosos instrumentos para a obtenção de mais outputs que permitem robustecer essa análise.

Este artigo apresenta uma revisão abrangente da presença atual da IA na Contabilidade, evidenciando o seu potencial transformador e as suas implicações. Exploramos várias ferramentas de IA, como o ChatGPT e as suas aplicações nas funções contabilísticas, como relatórios financeiros e deteção de fraudes. O ChatGPT é um modelo de linguagem desenvolvido pela OpenAI, e tem o potencial de revolucionar a forma como profissionais de contabilidade trabalham, proporcionando maior eficiência, aumento de produtividade e insights valiosos. No entanto, a implementação bem-sucedida do ChatGPT na Contabilidade também requer uma série de desafios, incluindo a integração com sistemas e processos existentes, questões de privacidade e segurança de dados, garantindo precisão e consistência nas respostas de forma a gerar expectativas positivas e confiança do cliente. Além disso, discutimos os desafios e as oportunidades inerentes à adoção da IA na Contabilidade, abordando preocupações relacionadas com a privacidade dos dados, considerações éticas e alterações no trabalho dos profissionais de Contabilidade.

Em termos metodológicos, recorremos à revisão de literatura de forma a aprofundar conceitos e explorar em que medida os estudos realizados evidenciam resultados significativos da IA na Contabilidade. Examinamos a evolução do papel dos profissionais de contabilidade na era da IA, enfatizando a importância da qualificação e da adoção da inovação tecnológica.

Como resultados deste estudo destacamos os benefícios obtidos pelas organizações que utilizam a IA nos processos contabilísticos, incluindo uma maior precisão, os ganhos de eficiência e insights estratégicos. Este artigo apresenta assim um contributo para a crescente literatura sobre IA na Contabilidade, oferecendo insights sobre o seu estado atual, desafios e caminhos promissores para o desenvolvimento futuro.

Nesse sentido, propomos futuras direções de investigação que acreditamos contribuírem para avançar na compreensão e utilização da IA na contabilidade, enfatizando a necessidade de colaboração interdisciplinar e de quadros éticos para garantir a implantação responsável da IA.

Palavras chave: ChatGPT, contabilidade, inteligência artificial.

Artificial intelligence in accounting: A theoretical review

Abstract

Integrating Artificial Intelligence (AI) technologies in Accounting has stimulated important advances and changes in both practices and methodologies to operationalize this science. The literature has increasingly highlighted a hybrid use of Accounting, as the professional increasingly assumes functions of analyzing and interpreting information, with AI tools being powerful instruments to provide more results that allow this analysis to be strengthened.

This article presents a comprehensive review of the current presence of AI in Accounting, highlighting its transformative potential and implications. We explore various AI tools such as ChatGPT and their applications in accounting functions such as financial reporting and fraud detection. ChatGPT is a language model developed by OpenAI and has the potential to revolutionize the way accounting professionals work, providing greater efficiency, increased productivity, and valuable insights. However, the successful implementation of ChatGPT in Accounting also requires several challenges, including integration with existing systems and processes, privacy and data security issues, and ensuring accuracy and consistency in responses to generate positive expectations and trust. of the customer. Furthermore, we discuss the challenges and opportunities inherent in adopting AI in Accounting, addressing concerns related to data privacy, ethical considerations, and changes in the work of Accounting professionals.

In methodological terms, we used a literature review to deepen concepts and explore the extent to which the studies showed significant results from AI in Accounting. We examine the evolving role of accounting professionals in the age of AI, emphasizing the importance of upskilling and adopting technological innovation.

As results of this study, we highlight the benefits obtained by organizations that use AI in accounting processes, including greater accuracy, efficiency gains, and strategic insights. This article thus contributes to the growing literature on AI in Accounting, offering insights into its current state, challenges, and promising paths for future development.

In this sense, we propose future research directions that we believe will contribute to advancing the understanding and use of AI in accounting, emphasizing the need for

interdisciplinary collaboration and ethical frameworks to ensure the responsible implementation of AI.

Keywords: ChatGPT, accounting, artificial intelligence.

Aportaciones de la inteligencia computacional a la mejora de la producción laboral y la salud mental

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Resumen

La evolución de la humanidad se desarrolla en torno a la búsqueda de soluciones a los problemas que la vida real nos enfrenta. Para resolver estos problemas utilizamos fuentes de información de las que extraemos datos de utilidad para entender el problema y configurar una solución. Estas fuentes pueden ser diversas, pero hoy en día son especialmente útiles las relacionadas con redes sociales y sistemas sensores. Son especialmente importantes en la era de la Inteligencia Artificial porque su recolección y tratamiento pueden automatizarse e independizarse del control humano. Las aplicaciones inteligentes se nutren de estos datos para, por ejemplo, determinar cuánto tiempo estará en rojo un semáforo, controlando de manera dinámica el tránsito para evitar aglomeraciones o regular el tráfico.

Así, los datos recogidos mediante sensores y otras fuentes, constituyen la materia prima de las aplicaciones informáticas y más concretamente de las aplicaciones inteligentes. Estos datos son en su gran mayoría cuantitativos y miden valores exactos (como el número de personas que cruzan un paso de peatones en una hora concreta de un día concreto). Sin embargo, son las variables cualitativas (belleza, esfuerzo, cansancio, etc.) las que mejor representan la perspectiva y el sentimiento, y por ello son muy utilizadas en inteligencia artificial para simular el comportamiento humano. Para poder realizar cálculos computacionales con estas variables cualitativas, habitualmente se aplica un procedimiento de discretización a variables numéricas con las que se puede operar fácilmente. Por ejemplo, decimos que la belleza de Las Meninas es de 10 en un rango de 0 a 10, o que nuestro nivel de cansancio tras una noche de sueño reparador es de 2 en una escala de 0 a 10. Estos ejemplos prueban la falta de rigor en el proceso, ya que en muchos casos el valor consignado corresponde a la opinión expresada en un rango numérico de una persona concreta y no tiene por qué ajustarse a la percepción de la realidad de otro sujeto.

La inteligencia computacional es un área de la IA constituida por la lógica difusa, el soft computing y las redes neuronales entre otros. La lógica difusa permite crear modelos matemáticos y medir la incertidumbre del proceso. Esto permite modelar matemáticamente las variables cualitativas y manejar su información mediante reglas algebraicas de forma que se ajusten mejor a la realidad.

La contribución de esta comunicación es el análisis del uso de la inteligencia computacional en procesos productivos de las empresas. Así, se analiza la evolución del uso de sensores en los modelos producidos a lo largo del tiempo y respecto a la transformación digital de las empresas.

La segunda contribución es la detección de problemas éticos en el proceso y la propuesta de actuaciones para resolverlos.

Respecto a la metodología empleada, se ha basado en la búsqueda de referencias bibliográficas, bases de datos y realización de estadísticas descriptivas de la evolución de los sistemas sensores en la medición de la producción de los empleados en las empresas.

Resulta necesario orientar las investigaciones futuras sobre los efectos de la IA en los individuos especialmente en el lugar de trabajo y ayudar a los responsables de las empresas a usarla adecuadamente para mejorar sus resultados. No es fácil controlar el estrés en los empleados especialmente aquéllos que se ven sometidos a evaluaciones por encuesta y mediciones automáticas o semiautomáticas de su rendimiento en el trabajo.

Los resultados obtenidos revelan la necesidad de inclusión de un comité de ética en los procesos, y en las conclusiones se realizan propuestas en esta línea.

Palabras clave: Inteligencia computacional, inteligencia artificial, lógica difusa, sistemas de evaluación.

Contributions of computational intelligence to enhancing ethics in AI applications

Abstract

The evolution of humanity unfolds around the search for solutions to the problems that real life presents us. To solve these problems, we use sources of information from which we extract useful data to understand the problem and configure a solution. These sources can be diverse, but nowadays those related to social networks and sensor systems are especially useful. And particularly important in the era of Artificial Inteligencia because their collection and processing can be automated and independent of human control. Intelligent applications draw from this data to, for example, determine how long a traffic light will be red, dynamically controlling traffic to avoid congestion or regulate traffic flow.

In this way, data collected through sensors and other sources constitute the raw material of computer applications, and more specifically, of intelligent applications. These data are mostly quantitative and measure exact values (such as the number of people crossing a pedestrian crossing in a specific hour of a specific day). However, qualitative variables (beauty, effort, tiredness, etc.) better represent perspective and

sentiment, and are therefore widely used in artificial intelligence to simulate human behavior. In order to perform computational calculations with these qualitative variables, a discretization procedure is usually applied to numerical variables with which one can easily operate. For example, we might say that the beauty of Las Meninas is a 10 on a scale of 0 to 10, or that our level of tiredness after a restful night's sleep is a 2 on a scale of 0 to 10. These examples demonstrate the lack of rigor in the process, as in many cases the assigned value corresponds to the opinion expressed within a specific numerical range by a particular individual and may not necessarily align with another individual's perception of reality.

Computational intelligence is an area of AI comprised of fuzzy logic, soft computing, neural networks, among others. Fuzzy logic enables the creation of mathematical models and the measurement of process uncertainty. This allows for the mathematical modeling of qualitative variables and the handling of their information through algebraic rules in a manner that better fits reality.

The contribution of this communication is the analysis of the use of computational intelligence in the production processes of companies. Thus, it examines the evolution of sensor usage in the models produced over time and in relation to the digital transformation of companies.

The second contribution is the detection of ethical issues in the process and the proposal of actions to address them.

Regarding the methodology used, it has been based on literature search, database exploration, and the performance of descriptive statistics on the evolution of sensor systems in measuring employee production in companies.

It is necessary to guide future research on the effects of AI on individuals, especially in the workplace, and assist business leaders in using it appropriately to improve their outcomes. Controlling stress in employees, especially those subjected to survey evaluations and automatic or semi-automatic performance measurements at work, is not easy.

The results obtained reveal the need for the inclusion of an ethics committee in the processes, and proposals in this line are made in the conclusions.

Keywords: Computational intelligence, artificial intelligence, fuzzy logic, evaluation systems.

How artificial intelligence can be helpful to stop the brain drain in Iraq in only on paragraph

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Abstract

Artificial Intelligence (AI) offers a multifaceted approach to combat the brain drain in Iraq, addressing various factors contributing to talent emigration while fostering sustainable development and prosperity. Firstly, AI-driven remote work opportunities serve as a pivotal tool to retain skilled professionals within the country's borders. By leveraging AI-enabled telecommuting platforms and digital collaboration tools, Iraqi professionals can seamlessly contribute to domestic projects from anywhere in the world, eliminating geographical barriers and fostering a sense of connection and belonging to their homeland. This not only retains valuable expertise within Iraq but also promotes knowledge transfer and collaboration among local talents, thereby bolstering the country's workforce and intellectual capital.

Moreover, AI-driven e-learning platforms play a crucial role in upskilling and reskilling the Iraqi workforce, providing accessible and affordable education and training opportunities regardless of geographical location. By harnessing AI technologies such as personalized learning algorithms, adaptive assessments, and virtual reality simulations, these platforms offer tailored educational experiences tailored to individual learning styles and needs, empowering Iraqis to acquire new competencies and stay competitive in the global job market. Additionally, AI-driven education analytics tools enable educators and policymakers to gain insights into learning outcomes, identify areas for improvement, and design targeted interventions to enhance educational quality and relevance, ultimately nurturing a skilled workforce capable of driving economic growth and innovation.

Furthermore, AI-powered talent matching and networking platforms serve as a bridge between Iraqi professionals abroad and job opportunities within the country, facilitating talent retention and diaspora engagement. These platforms leverage AI algorithms to match candidates with suitable job openings based on their skills, experiences, and preferences, thereby streamlining the recruitment process and maximizing the chances of successful placements. Additionally, AI-driven networking tools enable Iraqi expatriates to connect with local businesses, organizations, and entrepreneurs, fostering knowledge exchange, mentorship, and collaboration opportunities that contribute to Iraq's economic development and competitiveness on the global stage.

In the healthcare sector, AI-driven innovations hold the potential to revolutionize medical service delivery and mitigate the brain drain by improving access to quality healthcare services within Iraq. Telemedicine platforms powered by AI algorithms enable remote consultations, diagnosis, and treatment monitoring, expanding access to medical expertise and specialist care in underserved areas. AI-powered medical imaging and diagnostic systems enhance the accuracy and efficiency of disease detection and diagnosis, enabling healthcare providers to deliver timely and effective interventions that improve patient outcomes and reduce the need for medical professionals to seek opportunities abroad. Additionally, AI-driven predictive analytics tools enable proactive healthcare management and resource allocation, optimizing healthcare delivery and minimizing the burden on healthcare professionals, thereby contributing to the retention of skilled talent within the country's healthcare system.

In the realm of entrepreneurship and innovation, AI technologies fuel the growth of local startups and enterprises, creating opportunities for economic empowerment and talent retention. AI-driven innovation hubs, startup incubators, and accelerator programs provide aspiring entrepreneurs with access to mentorship, funding, and technical resources needed to develop and scale innovative solutions to societal challenges. By nurturing a vibrant ecosystem of startups and technology-driven enterprises, Iraq can harness the entrepreneurial potential of its workforce, create job opportunities, and retain talent within the country's borders, thereby mitigating the brain drain and fostering economic growth and prosperity.

Additionally, AI technologies have the potential to optimize government services and infrastructure, enhancing efficiency, transparency, and citizen engagement. AI-powered governance solutions, such as predictive analytics for resource allocation, chatbots for citizen services, and smart city initiatives, enable governments to deliver public services more effectively, respond to citizen needs in real-time, and promote inclusive and sustainable development. By leveraging AI to modernize governance and public service delivery, Iraq can build trust in public institutions, strengthen social cohesion, and create an enabling environment for talent retention and national development.

In conclusion, Artificial Intelligence presents a transformative opportunity for Iraq to address the brain drain challenge comprehensively while fostering sustainable development and prosperity. By leveraging AI-driven solutions across sectors such as remote work, education, healthcare, entrepreneurship, and governance, Iraq can retain its skilled workforce, empower its citizens, and build a brighter future for generations to come. Through strategic investments in AI research, infrastructure, and capacity building, Iraq can unlock its full potential and position itself as a leader in the global AI landscape, driving innovation, economic growth, and social progress.

Keywords: Artificial intelligence, brain drain, Iraq.

Ética en la investigación de inteligencia artificial en los recursos humanos: Una revisión sistemática de la literatura y direcciones para futuras líneas de investigación

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Resumen

La Inteligencia Artificial (IA) está siendo cada vez más asumida por todo tipo de organizaciones sobre todo en el área de los recursos humanos, específicamente en los procesos de reclutamiento y selección, capacitación y desarrollo, gestión del desempeño, compensación y retención de empleados. Sin embargo, la literatura plantea que la IA puede poner en situación de riesgo a los empleados a través de las distintas prácticas de manipulación algorítmica, relacionadas con la vigilancia institucional y el control. Por ello, este trabajo se plantea un doble objetivo; en primer lugar, realizar una revisión sistemática de la literatura (SLR) que permita identificar los principales trabajos publicados en las bases de datos Web of Science (WOS) y Elsevier Scopus que aborden la conexión entre la ética en la inteligencia artificial con los recursos humanos. Y en segundo lugar, realizar un análisis bibliométrico para identificar las tendencias y oportunidades de investigación asociadas con el tema analizado que nos permita crear una agenda de investigación. La muestra final del estudio ha quedado conformada por 25 artículos publicados en el periodo 2019-2024, poniendo de manifiesto la actualidad del tema y analizando años de productividad, autores, países y principales instituciones que investigan en la temática. El análisis bibliométrico, con ayuda de VOSviewer, mapeó el campo objeto de investigación e identificó los temas dominantes, así como su evolución en el tiempo. Por otro lado, el análisis de coocurrencias de palabras clave y de acoplamiento bibliográfico permitió aportar conocimiento sobre la literatura científica que interrelaciona la ética en la IA y los recursos humanos. Los resultados muestran un rápido crecimiento de la producción académica analizada. El país con mayor número de publicaciones es Estados Unidos, seguido de Reino Unido. No se han encontrado estudios bibliométricos previos que analicen este vínculo, por lo que nuestro análisis aporta información relevante y actualizada de la investigación científica actual que está abordando esta temática, así como sus principales gaps. Ofrecemos una visión más amplia de los importantes desafíos que enfrenta la ética en la IA y los recursos humanos. Por otro lado, descubrimos en el análisis la problemática existente relacionada con la ética en el ámbito de la gestión de recursos humanos al poner de manifiesto la explotación de la información de los empleados a través de la tecnología digital para beneficio de las organizaciones. El trabajo

concluye con la creación de una agenda sobre ética en IA y gestión de recursos humanos para futuras investigaciones.

Palabras clave: Inteligencia artificial, ética, recursos humanos, revisión sistemática de la literatura, VOSviewer.

Ethics in artificial intelligence research in human resources: A systematic review of the literature and an agenda of future lines of research

Abstract

Artificial Intelligence (AI) is increasingly being adopted by all types of organizations, especially in the area of human resources (HR), specifically in recruitment and selection processes, training and development, performance management, compensation and employee retention. However, the literature suggests that AI can put employees at risk through different algorithmic manipulation practices, related to institutional surveillance and control. For this reason, this work has a double objective; first of all, to offer a Systematic Literature Review (SLR) that allows identifying the main works published in the Web of Science (WOS) and Elsevier Scopus databases that address the connection between ethics in artificial intelligence and human resources; secondly, carry out a bibliometric analysis that allows identifying the trends and research opportunities associated with the topic analyzed to create a research agenda. The final sample of the study was made up of 25 articles published between 2019 and 2024, highlighting the current topic and analyzing years of productivity, authors, countries and main institutions that research the topic. The bibliometric analysis, with the help of VOSviewer, mapped the field under investigation and identified the dominant themes, as well as their evolution over time. On the other hand, the analysis of keyword co-occurrences and bibliographic coupling allowed us to provide knowledge about the scientific literature that interrelates ethics in AI and human resources. The results show rapid growth in the academic production analyzed. The country with the highest number of publications is the United States, followed by the United Kingdom. We did not find previous bibliometric studies that analyze this link, so our analysis provides relevant and updated information on current scientific research that addresses the topic, as well as its main gaps. We offer a broader view of the important challenges facing ethics in AI and HR. On the other hand, we discovered in the analysis the existing problems related to ethics in the field of human resources management by highlighting the exploitation of employee information through digital technology for the benefit of organizations. We conclude this article by developing an agenda for future research about ethics and human resource management.

Keywords: Artificial intelligence, ethics, human resources, systematic literature review, VOSviewer.

Artificial intelligence (AI) in the hiring process within human resources (HR)

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Abstract

The rapid evolution of Artificial Intelligence (AI) technologies presents a unique opportunity to enhance the efficacy and efficiency of hiring processes in the human resources (HR) sector. This research is justified by the growing complexity of job markets, the increasing volume of job applications, and the need for more objective and efficient hiring practices. As such, the study explores how AI can automate and improve various stages of the hiring process, from screening candidates to aiding in final decision-making.

The contribution of this exploratory study lies in its detailed examination of AI's role in transforming traditional hiring methods. It provides empirical evidence on the effectiveness of AI in reducing biases, increasing efficiency, and improving the quality of hire. Furthermore, the paper proposes a set of best practices for integrating AI into HR processes, addressing ethical considerations and potential challenges.

The methodology for this exploratory study involves an approach, based in observation of AI based systems that can help in hiring processes and qualitative interviews from HR professionals across industries. This allows for a comprehensive understanding of AI's impact on hiring practices.

The results indicate that AI applications in HR can significantly enhance the hiring process's speed and accuracy, leading to more qualified candidates and a more diverse workforce. However, the effectiveness of AI tools depends on their design, implementation, and the quality of the data they are trained on.

In conclusion, the discussion emphasizes that while AI holds the potential to revolutionize hiring practices by making them more efficient and equitable, its success is contingent upon careful integration, ongoing monitoring, and ethical considerations. The study advocates for a balanced approach that leverages AI's strengths while remaining vigilant about its limitations and potential biases. By doing so, organizations can harness AI to support more informed, fair, and effective hiring decisions.

Keywords: Artificial intelligence, human resources, hiring, candidates.

Brechas digitales desde la inteligencia artificial en los docentes universitarios: Caso Colombia

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Resumen

Los estudios de inteligencia artificial han detectado una brecha desde la enseñanza universitaria. Sin embargo, las tendencias promueven que el docente debe incorporar la inteligencia artificial como herramienta de aprendizaje y no como un fenómeno de reproducción de contenidos teóricos que no aportan al desarrollo del discernimiento del estudiante. El objetivo es identificar las brechas digitales dentro de la comunidad universitaria, comprendiendo las disparidades en el acceso, habilidades y uso de la tecnología. La necesidad de esta investigación se fundamenta en las brechas digitales que se presentan en la comunidad universitaria en relación con el uso de la inteligencia artificial (IA), como herramienta que permita promover el desarrollo del pensamiento crítico en los estudiantes, para lo cual, es esencial comprender y abordar las disparidades en acceso, habilidades y uso de la tecnología. Por consiguiente, se requiere diseñar estrategias que fomenten la inclusión digital y optimicen el potencial transformador de la IA en el ámbito educativo, contribuyendo así a un sistema educativo equitativo y adaptado a las demandas actuales. La metodología fue cuantitativa con cuestionario semiestructurado de 30 preguntas dirigida a docentes de diferentes facultades, durante enero y febrero de 2024 y analizada con estadística descriptiva. Las contribuciones de ello, permitieron identificar la deficiencia de uso de la inteligencia artificial y el desconocimiento de sus beneficios; además, se descubrió que tiene miedo a la aplicación de la IA en el contexto educativo. A su vez, permite capacitar a los docentes en diversos temas de pedagogía y didáctica apoyada en la inteligencia artificial. Los principales resultados son: el 73,65% manifiesta tener miedo al uso de ella, el 77,38% expresa proactividad a aprender el uso de las herramientas tecnológicas, el 36,36% expuso que tiene aptitud de liderazgo para impulsar el uso de las tecnologías en relación la IA. En conclusión, los docentes tienen miedo al fracaso del desconocimiento y uso de la inteligencia artificial, ligadas a la tecnología al creer que tienen una desventaja con los estudiantes. Además, los docentes requieren capacitaciones en torno a las didácticas en el uso de la IA con ejemplos en la realidad académica.

Palabras clave: Inteligencia artificial, tecnología, docentes, pedagogía, didáctica.

Digital gaps from artificial intelligence in university teachers: The case of Colombia

Abstract

The studies on artificial intelligence have identified a gap since university education. However, trends promote that educators should incorporate artificial intelligence as a learning tool rather than as a phenomenon for reproducing theoretical content that does not contribute to the development of students' discernment. The objective is to identify digital gaps within the university community, understanding the disparities in access, skills, and use of technology. The need for this research is based on the digital gaps present in the university community regarding the use of artificial intelligence (AI) as a tool to promote the development of critical thinking in students. Therefore, it is essential to understand and address disparities in access, skills, and technology use. Consequently, strategies need to be designed to promote digital inclusion and optimize the transformative potential of AI in education, thereby contributing to an equitable educational system adapted to current demands.

The methodology was quantitative, using a semi-structured questionnaire with 30 questions directed at teachers from different faculties, conducted during January and February of 2024, and analyzed using descriptive statistics. The contributions allowed identifying the deficiency in the use of artificial intelligence and the lack of awareness of its benefits. Additionally, it was discovered that there is fear of implementing AI in the educational context. Furthermore, it enables the training of teachers in various pedagogical and didactic topics supported by artificial intelligence.

The main results are as follows: 73.65% express fear of using AI, 77.38% show proactivity in learning to use technological tools, and 36.36% stated having leadership aptitude to promote the use of technologies related to AI. In conclusion, teachers fear failure due to their lack of knowledge and use of artificial intelligence, coupled with technology, believing they are at a disadvantage compared to students. Additionally, teachers require training in didactics regarding the use of AI with examples in academic reality.

Keywords: Artificial intelligence, technology, teachers, pedagogy, didactics.

IA generativa en el aula de economía y empresa: Metodologías, competencias digitales y percepciones del alumno

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Resumen

La necesidad de formar a los estudiantes de los estudios de economía y empresa y enseñanzas afines, en el uso de herramientas de inteligencia artificial generativa (IA o AI generativa, indistintamente , en adelante) aplicadas a los ámbitos de trabajo futuros, de cara a facilitarles su transición al mercado de trabajo, constituye la razón de ser de esta investigación. Desde una perspectiva práctica, se ofrece una posible solución práctica basada en el desarrollo de metodologías de enseñanza-aprendizaje activas con integración las aplicaciones de inteligencia artificial generativa ('AI apps' en adelante). A tal fin, se recurre a la implementación en el aula de metodologías de aprendizaje activas, como son las de "Aprendizaje Colaborativo" y el "Aprendizaje basado en Problemas/Aprendizaje basado en Proyectos". En esta investigación, desarrollada en el marco de un proyecto de innovación docente, se incorporaron en distintas fases (introducción y fundamentos de uso de las 'AI apps'; aplicación de la 'AI apps' a los trabajos; y evaluación de los trabajos y valoración de la influencia del uso de las herramientas de IA generativa) aplicaciones de inteligencia artificial generativa en los procesos de enseñanza-aprendizaje. Mediante la aplicación de cuestionarios anónimos a estudiantes de tres asignaturas distintas impartidas por otros tantos profesores, en dos momentos temporales, al comienzo y al final de la asignatura, con el Marco Europeo de Competencias Digitales para la Ciudadanía DIGCOMP como referencia, se obtuvieron resultados sobre la valoración sobre el uso, conocimiento, confianza en las posibilidades, retos, requisitos, habilidades y ámbitos de aprendizaje, de aplicación de estas herramientas en el logro de los objetivos de aprendizaje definidos en las asignaturas. Los principales resultados ofrecen una percepción de mejora del conocimiento y el nivel de uso de las 'AI apps', un incremento notable de la confianza mostrada en sus posibilidades para el desarrollo de planes de empresa en las distintas áreas (planes de negocio, planes de ventas, etc.), un cambio de percepción sobre los retos y habilidades necesarias, y un aumento tanto de los requisitos necesarios para interactuar con las herramientas de IA generativa como de sus ámbitos de aprendizaje de utilidad. Por último, un tercer cuestionario permitió recoger ejemplos de instrucciones o 'prompts' utilizados por los alumnos en sus trabajos, donde se constató el uso principal de 'prompt' de tipo argumental. En conjunto y a la vista de los resultados obtenidos, y en línea con las recomendaciones prácticas instituciones y

organismos internacionales de referencia y los resultados obtenidos por estudios recientes precedentes, se constata la idoneidad de la aplicación de metodologías de aprendizaje activo en el aula que fomenten actividades de colaboración e interacción, en particular las de "Aprendizaje Colaborativo" y el "Aprendizaje basado en Problemas/ Aprendizaje basado en Proyectos", ofreciéndose referencias prácticas al objeto de disminuir las barreras de aprendizaje en los procesos de alfabetización en inteligencia artificial de los alumnos.

Palabras clave: Estudios de administración y dirección de empresas, universidad, aprendizaje colaborativo, aprendizaje basado en proyectos/aprendizaje basado en problemas, inteligencia artificial generativa.

Generative IA in the business and economics classroom: Methodologies, digital competencies and student perceptions

Abstract

The need to prepare students of economics and business studies and related disciplines in the use of generative artificial intelligence (IA or generative IA, indistinctly, hereafter) tools applied to future work scenarios, in order to facilitate their transition to the labor market, is the underlying motivation of this research. From a practical perspective, a possible approach based on the development of active teaching-learning methodologies with the integration of generative artificial intelligence applications (hereinafter referred to as 'AI apps') is offered. To this end, the implementation in the classroom of active learning methodologies, such as "Collaborative Learning" and "Problem Based Learning/Project Based Learning" is applied. In this work, developed within the framework of a teaching innovation project, artificial intelligence tools were incorporated in different phases (introduction and fundamentals of the use of 'AI apps'; application of IAG to the work; and evaluation of the work and assessment of the influence of the use of 'AI apps') in the teaching-learning processes. Through the administration of anonymous questionnaires to students in three different subjects taught by three different professors, at two separate times, at the beginning and at the end of the class period, with the European Framework of Digital Competences for Citizenship DIGCOMP as reference, results were obtained on the appraisal of the use, knowledge, confidence in the possibilities, challenges, requirements, skills and areas of learning, of the application of these 'AI apps' in the achievement of the learning objectives defined in the syllabus of the subjects. Overall, results reveal a perception of improvement in the knowledge and level of use of the 'AI apps', a notable increase in the confidence shown in their possibilities for the development of business plans in the different functional areas (business plans, sales plans, etc.), a change in the perception of the challenges and skills required, and an increase in both the requirements needed to

interact with the 'AI apps' and their useful learning areas. Finally, a third questionnaire allowed us to collect examples of instructions or prompts used by students in their work, where the main use of argumentative prompts was observed. In view of the results obtained, and in line with the practical recommendations of international reference institutions and organizations and the results of recent previous studies, the suitability of the application of active learning methodologies in the classroom that promote collaborative and interactive activities, in particular those of "Collaborative Learning" and "Problem Based Learning/Project Based Learning", is confirmed, offering practical references in order to reduce learning barriers in the literacy processes in artificial intelligence of the students.

Keywords: Business administration and management studies, university, collaborative learning, project-based/problem-based learning, generative artificial intelligence.

Cómo sacar partido a la IA para la docencia en empresa

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Resumen

Hoy en día la inteligencia artificial (IA) está en boca de todos. Nuestros estudiantes harán uso de ello en su día a día al estar al frente de áreas de la empresa. Por ello, entendemos que es muy apropiado enseñarles a utilizarlas. Es recomendable "imitar" el contexto que vivirán en sus trabajos, lo cual puede ser una ventaja competitiva para su formación en capacidades, habilidades y competencias. Por ello, se ha diseñado esta investigación en el marco de un proyecto de innovación docente. A través de esta investigación se pretende examinar el uso que ya hacen los estudiantes de la IA, a la vez que integrar su uso "correcto" y "ético" en el desarrollo de diferentes asignaturas relacionadas con la gestión de empresas. Para el desarrollo de la investigación se realizaron dos encuestas a estudiantes, una al inicio de la asignatura y otra al final de la misma. El objetivo de la primera era analizar el conocimiento que tienen de las herramientas de IA, su formación previa y los objetivos con los que utilizan éstas. Se obtuvieron un total de 81 encuestas válidas a estudiantes de tres asignaturas diferentes. En el caso de la segunda encuesta, con 73 respuestas válidas y realizada tras las explicaciones, consejos y prácticas (realización de proyectos y trabajos), el objetivo era conocer los avances que habían percibido los estudiantes en cuanto a su manejo de las herramientas de IA generativa, así como su percepción de utilidad. Se plantean modelos que relacionan diferentes constructos, con el Marco Europeo de Competencias Digitales para la Ciudadanía, 'DIGCOMP *framework*', como referencia, relacionados con el desarrollo y el método de aprendizaje, como pueden ser el uso, conocimiento, confianza en las posibilidades, retos, requisitos, habilidades y ámbitos de aprendizaje, de aplicación de estas herramientas en el logro de los objetivos de aprendizaje definidos en las asignaturas. Para analizar estos resultados, se utilizan ecuaciones estructurales y regresiones lineales.

Los principales resultados indican el bajo conocimiento de los estudiantes sobre las herramientas de IA generativa y su utilidad. Estos que ya la habían utilizado tenían una formación escasa y no se habían planteado cómo optimizar su uso, con falta de consideraciones suficientes sobre las cuestiones éticas. Tras el análisis, se puede observar que la percepción de los estudiantes sobre la IA cambia drásticamente. El desarrollo del estudio destaca la importancia de abordar no solo el conocimiento técnico y ético de la IA, sino también la confianza del estudiante en su aplicación, el reconocimiento de los

desafíos percibidos y las habilidades necesarias para su uso efectivo. Además, permite identificar áreas específicas donde la enseñanza de la IA puede mejorar para adaptarse mejor a las necesidades y expectativas de los estudiantes y del mercado laboral.

Por último, este estudio proporciona una visión holística de cómo los estudiantes pueden desarrollar competencias en IA en el ámbito de la educación superior, en particular, ofrece referencias de mejora de los itinerarios formativos recogidos en los programas de estudio en administración y dirección de empresas, de cara a abordar eficazmente los desafíos y oportunidades asociados con la integración de la IA en la educación superior y preparar a los ciudadanos ante los desafíos del futuro con IA incorporada a sus vidas.

Palabras clave: DIGCOMP *framework*, estudios de economía y empresa, educación superior, inteligencia artificial, inteligencia artificial generativa.

How to take advantage of IA for in-company teaching

Abstract

Artificial intelligence (AI) is on everyone's lips nowadays. Our students will make use of it in their day-to-day work when they are in charge of areas of the company. Therefore, we understand that it is very appropriate to teach them how to use them. It is advisable to "imitate" the context they will experience in their jobs, which can be a competitive advantage for their training in skills, abilities and competences. For this reason, this research has been designed within the framework of a teaching innovation project. The aim of this research is to examine the use that students already make of AI, while integrating its "correct" and "ethical" use in the development of different subjects related to business management. The aim of the first one was to analyze their knowledge of AI tools, their previous knowledge and the purposes for which they use them. A total of 81 valid responses were obtained from students in three different subjects. In the case of the second survey, with 73 valid answers and carried out after the class presentations, guidance and praxis (carrying out projects), the aim was to find out what progress the students had perceived in terms of their handling of the generative AI tools, as well as their perception of their usefulness. Models are proposed that relate different constructs, with the European Framework of Digital Competences for Citizenship, 'DIGCOMP framework', as a reference, related to the development and method of learning, such as the use, knowledge, confidence in the possibilities, challenges, requirements, skills and areas of learning, of the application of these tools in the achievement of the learning objectives defined in the subjects. Structural equations and linear regressions are used to analyze these results.

Key findings indicate the low knowledge of students about generative AI tools and their usefulness. Those who had already used it had little training and had not considered how to optimise its use, with insufficient consideration of ethical issues. After analysis, it can be seen that the students' perception of AI changes dramatically. The development of the study highlights the importance of addressing not only technical and ethical knowledge of AI, but also student confidence in its application, recognition of perceived challenges and the skills needed for its effective use. Furthermore, it allows for the identification of specific areas where AI teaching can be improved to better match the needs and expectations of students and the labour market.

Furthermore, this study provides a holistic view of how students can develop AI competences in higher education, in particular, it offers references for improving the learning pathways in business and management curricula in order to effectively address the challenges and opportunities associated with the integration of AI in higher education and to prepare citizens for the challenges of the future with AI embedded in their lives.

Keywords: DIGCOMP framework, economics and business studies, higher education, artificial intelligence, generative artificial intelligence.

IA E INCLUSIÓN SOCIO-LABORAL

IA+IGUAL: Como evitar el impacto de los sesgos en la IA aplicada al mercado laboral para garantizar la igualdad de oportunidades

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Resumen

Justificación de la investigación: Un sesgo cognitivo es una interpretación errónea y sistemática de la información disponible, que ejerce influencia en la manera de procesar los pensamientos, emitir juicios y tomar decisiones. En el ámbito sociolaboral, los sesgos están en el trasfondo de la discriminación. Se incrustan de forma inconsciente en la toma de decisiones e impiden llevar a cabo, de manera objetiva, procesos como la selección de personal, el diseño de itinerarios formativos y de carrera profesional, las evaluaciones de desempeño, etc.

La irrupción de la IA supone una oportunidad para implantar procesos que se basen en el talento, habilidades y conocimientos para un puesto, descartando características personales que frenan la inclusión sociolaboral.

La nueva normativa europea sobre IA ha calificado como de "alto riesgo" el uso de esta tecnología en los procesos del mercado laboral. Y por tanto, se establece la necesidad de desarrollar modelos de control y supervisión eficientes, que garanticen el uso confiable, explicable y ético de la IA, y garanticen la inclusión sociolaboral de todas las personas.

Contribución: IA+Igual es un proyecto de innovación social, financiado con fondos Next Generation a través del plan de Transformación y Resiliencia del Gobierno de España, que investiga empíricamente el impacto de los sesgos en herramientas de IA aplicadas a procesos de RRHH. Para ello, está auditando 10 algoritmos de IA aplicada a procesos de RRHH para detectar los sesgos incrustados en sus modelos de entrenamiento.

Ha desarrollado un modelo de auditoría propio, supervisado por un Consejo Asesor multidisciplinar y diverso que, además, se implica en todo el proceso.

El Partner Académico del proyecto (DATAI-Universidad de Navarra) elaborará un Libro Blanco de recomendaciones para el desarrollo de una norma de certificación algorítmica en el ámbito de RH.

Metodología: A partir del modelo Éticas, el equipo auditor de IA+Igual ha desarrollado cinco cuestionarios para recoger información sobre el modelo de entrenamiento y su resultado.

Una vez analizada la información se elabora un informe "soft" que se pasa a consideración del consejo asesor; y un informe "técnico" que evalúa el Partner académico. Una vez realizada la supervisión, se incorporan las aportaciones y se realiza el "Informe técnico de auditoria" que, una vez visado por Consejo Asesor y Partner Académico, se entrega al cliente (empresa desarrolladora o usuaria) para su análisis.

Resultados

- Identificar los sesgos en la IA favorece la objetividad de los procesos laborales y facilita la inclusión sociolaboral.
- Los sesgos son el principal freno para la inclusión sociolaboral. Si estos sesgos se transmiten a las herramientas de selección, formación, retribución o carrera profesional, retrocederemos en los avances conseguidos en las dos últimas décadas.
- La nueva normativa europea establece que los representantes de los trabajadores deben tener conocimiento de las herramientas de IA aplicadas a procesos laborales. Esto no se está produciendo.

Discusión y conclusiones

- Solo algunas grandes empresas están llevando a cabo desarrollos propios de IA aplicada a procesos de RRHH. Esto descarta la eficacia de un sistema de auto certificación.
- Para impulsar la inclusión socio laboral a través de la IA hay que definir un modelo de supervisión algorítmico que detecte sesgos inconscientes que pueden "infiltrarse" en el modelo.
- Los sesgos, cómo determinan nuestra toma de decisiones y cómo se incrustan en la IA aplicada a procesos de RRHH, son un total desconocido para el ámbito e RRHH.
- Agentes sociales, profesionales de recursos humanos y asistentes sociales necesitan con urgencia actualizar sus conocimientos de digitalización para saber qué preguntar a la hora de tomar decisiones sobre el uso de herramienta de IA en el ámbito laboral.

Palabras clave: Sesgos, certificación, empírico, innovación social.

IA+EQUAL: How to avoid the impact of biases in AI applied to HR to ensure social and labour inclusion

Abstract

Justification of the research: A cognitive bias is a systematic misinterpretation of available information, which influences the way thoughts are processed, judgements are made and decisions are made. In the socio-occupational domain, biases are at the root of discrimination. They are unconsciously embedded in decision-making and prevent processes such as personnel selection, the design of training and career paths, performance appraisals, etc. from being carried out in an objective manner.

The irruption of AI represents an opportunity to implement processes based on talent, skills, and knowledge for a position, discarding personal characteristics that hinder social and labour inclusion.

The new European regulation on AI has qualified the use of this technology in labour market processes as "high risk". Therefore, it establishes the need to develop efficient control and supervision models that guarantee the reliable, explainable and ethical use of AI, and ensure the social and labour inclusion of all people.

Contribution: IA+Igual is a social innovation project, financed with Next Generation funds through the Transformation and Resilience plan of the Government of Spain, which empirically investigates the impact of biases in AI tools applied to HR processes. To this end, it is auditing 10 AI algorithms applied to HR processes to detect the biases embedded in their training models.

It has developed its own audit model, supervised by a multidisciplinary and diverse Advisory Board, which is also involved in the whole process.

The project's Academic Partner (DATAI-University of Navarra) will draw up a White Paper of recommendations for the development of an algorithmic certification standard in the field of HR.

Methodology: Based on the Ethics model, the IA+Igual audit team has developed five questionnaires to collect information on the training model and its results.

Once the information has been analysed, a "soft" report is drawn up for consideration by the advisory board; and a "technical" report is drawn up to evaluate the academic partner. Once the supervision has been carried out, the contributions are incorporated and the "Technical Audit Report" is drawn up which, once approved by the Advisory Board and the Academic Partner, is delivered to the client (developer or user company) for analysis.

Results

- Identifying biases in AI favours the objectivity of labour processes and facilitates socio- occupational inclusion.

• Biases are the main obstacle to social and labour inclusion. If these biases are transmitted to selection, training, remuneration or career tools, the progress made in the last two decades will be set back.

• The new European regulation establishes that workers' representatives must be aware of AI tools applied to work processes. This is not happening.

Discussion-conclusions

• Only a few large companies are carrying out their own developments of AI applied to HR processes. This rules, out the effectiveness of a self-certification system.

• To boost social and labour inclusion through AI, an algorithmic supervision model must be defined that detects unconscious biases that can "infiltrate" the model.

• Biases, how they determine our decision making and how they are embedded in AI applied to HR processes, are a total unknown for the HR field.

• Social agents, HR professionals and social workers urgently need to update their knowledge of digitalisation to know what to ask when making decisions about the use of AI tools in the workplace.

Keywords: Biases, certification, empirical, social innovation.

Ethical challenges using technology in sport competitions

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Abstract

AI has become a significant tool in various fields, including medicine, business, entertainment, and sports. However, the study of AI in sports is still in its infancy, particularly in terms of ethics. While AI can improve performance, it also raises ethical concerns about fairness and access to technology (Resseguier & Vfert, 2023, West et al., 2021). This research aims to evaluate the main challenges and potential drawbacks of technology introduction in sports (Carrio, 2023), focusing on measures to prevent overuse. To better understand how technology can be accessible to all participants without compromising aspects related to fairness (Serrano-Durá et al., 2021; Grady, 2023), the ethical concept of this research involves the responsible handling of data and the secure storage of sensitive information (DataProtect) (Sun et al., 2022; Grady, 2023). Our survey was inspired from research that uses a mixed methods approach, combining quantitative and qualitative methods, to provide a comprehensive understanding of how these technologies enhance operations in the sports industry. The study uses a quantitative survey of 21 sports organizations to examine their adoption rates and perceived impacts on performance, injury reduction, and operations improvement (Yufei, 2024). A descriptive quantitative study was conducted using a questionnaire, specifically designed for Romanian coaches, to understand the dynamic relationships between

technology use and performance. The study aims to improve understanding of the dynamic relationships between technology use and benefits, and promote long-term commitment through successful measures. The introduction of technologies like AI, AR, and VR in sports can improve performance, but not all athletes have access to these resources, raising ethical concerns about fairness and data protection. To promote stakeholder involvement and long-term involvement, it's crucial to understand the challenges and drawbacks of technology use in sports. Quantitative descriptive research reveals that the challenges and potential drawbacks of technology introduction influence both measures and the usefulness of these technologies.

Keywords: Technology in sport, innovative technologies, virtual reality (VR), augmented reality (AR).

Funding: this work has been supported by Research Center in Basic Education, Instituto Politécnico de Bragança, within the Project: https://doi.org/10.54499/UIDB/05777/2020, as well as by the Research Unit on Governance, Competitiveness and Public Policies (UIDB/04058/2020) + (UIDP/04058/2020), funded by national funds through FCT - Fundação para a Ciência e a Tecnologia.

Transformacion inclusiva: El papel de la inteligencia artificial en la inclusión social-laboral

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Resumen

En un mundo cada vez más digitalizado, la inteligencia artificial ha surgido como una herramienta poderosa con la capacidad de cambiar varios aspectos de nuestra sociedad, como la forma en que las personas entran y forman parte del mercado laboral. No obstante, estas posibilidades de cambio también generan dilemas éticos y desafíos que requieren ser tratados con precaución y reflexión. El propósito principal de este artículo es examinar la influencia de la inteligencia artificial (IA) en la integración socio-laboral, investigando la forma en que la IA puede ser empleada de forma eficiente para generar igualdad de oportunidades en el ámbito laboral y promover la participación activa de sectores excluidos. El objetivo es analizar de qué manera la inteligencia artificial puede servir como una herramienta para disminuir las desigualdades laborales y fomentar la inclusión de comunidades normalmente excluidas. Esto abarca a individuos con discapacidades, minorías étnicas, mujeres y otros grupos que encuentran obstáculos importantes para acceder al mercado laboral. El propósito es evaluar los beneficios potenciales de la IA en cuanto a inclusión, además de examinar de forma crítica los riesgos y desafíos éticos vinculados a su aplicación. Se ha realizado una metodología consistente en una revisión sistemática de la literatura académica e informes especializados sobre el tema. Con este análisis se logra obtener un entendimiento de las tendencias actuales, ejemplos exitosos y las preocupaciones en la intersección de IA y la inclusión socio-laboral. También se lleva a cabo entrevistas con especialistas en IA, empleo inclusivo y ética tecnológica para recopilar diversas perspectivas y opiniones fundamentadas sobre el tema. Además, se realiza un análisis de los problemas éticos vinculados al empleo de IA en la integración socio-laboral. Esto abarca asuntos como la igualdad en la disponibilidad de empleo, la claridad en los algoritmos para prevenir sesgos y la responsabilidad en las decisiones autónomas hechas por sistemas de IA. Se investigan estrategias y respuestas para enfrentar estos problemas y asegurar una aplicación ética y responsable de la IA en el ámbito de la inclusión laboral. Se espera identificar cómo la inteligencia artificial puede beneficiar la inclusión socio-laboral al crear oportunidades equitativas y superar barreras para grupos marginados como personas con discapacidades, minorías étnicas y mujeres. Además, se busca realizar un análisis detallado de los posibles riesgos éticos asociados con el uso de inteligencia artificial en la inclusión

laboral, como sesgos algorítmicos y decisiones autónomas, para proponer enfoques éticos y responsables.

Palabras clave: Inteligencia artificial, inclusión socio-laboral, equidad, sesgos algorítmicos, responsabilidad ética.

Inclusive transformation: The role of artificial intelligence in socio-labor inclusion

Abstract

In an increasingly digitalized world, artificial intelligence has emerged as a powerful tool with the capacity to change various aspects of our society, such as how people enter and become part of the labor market. However, these possibilities for change also generate ethical dilemmas and challenges that require careful consideration and reflection. The main purpose of this article is to examine the influence of artificial intelligence (AI) on socio-labor integration, investigating how AI can be efficiently employed to generate equal opportunities in the workplace and promote active participation from excluded sectors. The goal is to analyze how artificial intelligence can serve as a tool to reduce labor inequalities and foster the inclusion of normally excluded communities. This includes individuals with disabilities, ethnic minorities, women, and other groups that face significant barriers to accessing the labor market. The aim is to evaluate the potential benefits of AI in terms of inclusion, in addition to critically examining the risks and ethical challenges associated with its application. A methodology consisting of a systematic review of academic literature and specialized reports on the topic has been carried out. This analysis provides an understanding of current trends, successful examples, and concerns at the intersection of AI and socio-labor inclusion. Interviews with AI specialists, inclusive employment experts, and technological ethics are also conducted to gather diverse perspectives and well-founded opinions on the subject. Furthermore, an analysis of the ethical issues related to the use of AI in socio-labor integration is conducted. This includes issues such as equality in employment availability, transparency in algorithms to prevent biases, and accountability in autonomous decisions made by AI systems. Strategies and responses are investigated to address these problems and ensure an ethical and responsible application of AI in the field of labor inclusion. The aim is to identify how artificial intelligence can benefit socio-labor inclusion by creating equitable opportunities and overcoming barriers for marginalized groups such as people with disabilities, ethnic minorities, and women. Additionally, a detailed analysis of the potential ethical risks associated with the use of artificial intelligence in labor inclusion, such as algorithmic biases and autonomous decisions, is sought to propose ethical and responsible approaches.

Keywords: Artificial intelligence, socio-labor inclusion, equity, algorithmic biases, ethical responsibility.

IA Y DISCAPACIDAD

El rol de la IA en la mejora de la inclusión de personas con discapacidad en el deporte

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Resumen

La inteligencia artificial (IA) está emergiendo como una herramienta poderosa en la mejora de la inclusión de personas con discapacidad en el deporte. A medida que la tecnología avanza, se están desarrollando soluciones innovadoras que permiten superar barreras físicas y sociales, promoviendo la participación equitativa y la igualdad de oportunidades en el ámbito deportivo. En este ensayo, exploraremos cómo la inteligencia artificial está desempeñando un papel fundamental en este proceso de inclusión, abordando áreas clave como la accesibilidad, el entrenamiento personalizado, la tecnología asistencial y el análisis de datos.

En primer lugar, la IA está contribuyendo significativamente a mejorar la accesibilidad en el deporte para personas con discapacidad. Mediante el desarrollo de dispositivos y aplicaciones inteligentes, se están creando soluciones que facilitan la participación de personas con diferentes discapacidades en una variedad de deportes. Por ejemplo, se están utilizando algoritmos de IA para diseñar prótesis y ortesis personalizadas que se adaptan específicamente a las necesidades y capacidades de cada individuo, permitiéndoles participar en actividades deportivas de manera más efectiva y cómoda. Además, la IA se está aplicando en el diseño de instalaciones deportivas accesibles, utilizando análisis de datos y modelado computacional para optimizar el diseño y la disposición de los espacios, garantizando que sean accesibles para personas con discapacidad.

Otro aspecto importante es el uso de la inteligencia artificial para proporcionar entrenamiento personalizado a personas con discapacidad en el ámbito deportivo. Mediante el análisis de datos biométricos y el seguimiento del rendimiento, se pueden desarrollar programas de entrenamiento individualizados que se adapten a las necesidades y capacidades específicas de cada persona. Los algoritmos de IA pueden identificar patrones y tendencias en los datos recopilados, proporcionando recomendaciones precisas y personalizadas para mejorar el rendimiento deportivo y maximizar el potencial de cada atleta con discapacidad. Además, la IA también puede utilizarse para desarrollar simuladores y entornos virtuales que permitan a las personas con discapacidad practicar y mejorar sus habilidades deportivas en un entorno seguro y controlado.

La inteligencia artificial también está desempeñando un papel importante en el desarrollo de tecnologías asistenciales que ayudan a las personas con discapacidad a

participar en el deporte de manera independiente y autónoma. Por ejemplo, se están desarrollando dispositivos inteligentes que proporcionan retroalimentación en tiempo real sobre la técnica y el rendimiento deportivo, ayudando a los atletas con discapacidad a mejorar su técnica y alcanzar sus objetivos deportivos. Además, la IA se está utilizando en el diseño de sistemas de navegación y asistencia robótica que permiten a las personas con discapacidad moverse de manera segura y eficiente en entornos deportivos complejos, como pistas de atletismo o canchas de tenis.

Además de mejorar la accesibilidad y proporcionar entrenamiento personalizado, la inteligencia artificial está transformando la forma en que se analizan y utilizan los datos en el ámbito deportivo. Los algoritmos de IA pueden analizar grandes volúmenes de datos biométricos y de rendimiento para identificar patrones y tendencias que antes pasaban desapercibidos, proporcionando información valiosa para optimizar el entrenamiento, prevenir lesiones y mejorar el rendimiento deportivo. Además, la IA se está utilizando para desarrollar sistemas de análisis de video avanzados que pueden identificar y rastrear automáticamente a los atletas con discapacidad durante la competición, proporcionando datos objetivos y precisos sobre su desempeño y estrategia.

La metodología del trabajo se basa en la recogida de información a través de entrevistas a los centros de investigación que están, manera pionera, trabajando en este sector. A medida que la tecnología continúa avanzando, es fundamental seguir explorando y aprovechando el potencial de la inteligencia artificial para promover la inclusión y la igualdad de oportunidades en el deporte para todas las personas, independientemente de sus capacidades físicas o cognitivas.

Palabras clave: Inteligencia artificial, deporte, inclusión, discapacidad, IA.

The role of AI in enhancing the inclusion of people with disabilities in sports

Abstract

Artificial Intelligence (AI) is emerging as a powerful tool in enhancing the inclusion of people with disabilities in sports. As technology advances, innovative solutions are being developed that enable overcoming physical and social barriers, promoting equitable participation and equal opportunities in the sporting arena. In this essay, we will explore how artificial intelligence is playing a crucial role in this process of inclusion, addressing key areas such as accessibility, personalized training, assistive technology, and data analysis.

Firstly, AI is contributing significantly to improving accessibility in sports for people with disabilities. Through the development of smart devices and applications, solutions are being created that facilitate the participation of people with various disabilities in a range of sports. For example, AI algorithms are being used to design custom prosthetics

and orthotics that are specifically tailored to the needs and abilities of each individual, allowing them to engage in sports activities more effectively and comfortably. Additionally, AI is being applied in the design of accessible sports facilities, using data analysis and computational modeling to optimize the design and layout of spaces, ensuring they are accessible for people with disabilities.

Another important aspect is the use of artificial intelligence to provide personalized training for people with disabilities in the sports domain. Through the analysis of biometric data and performance tracking, individualized training programs can be developed that cater to the specific needs and abilities of each person. AI algorithms can identify patterns and trends in the collected data, providing accurate and personalized recommendations to enhance sports performance and maximize the potential of each athlete with disabilities. Moreover, AI can also be used to develop simulators and virtual environments that allow people with disabilities to practice and improve their sports skills in a safe and controlled setting.

Artificial intelligence is also playing a significant role in the development of assistive technologies that help people with disabilities participate in sports independently and autonomously. For instance, smart devices are being developed that provide real-time feedback on technique and sports performance, assisting athletes with disabilities in improving their technique and achieving their sports goals. Furthermore, AI is being utilized in the design of navigation systems and robotic assistance that enable people with disabilities to move safely and efficiently in complex sports environments, such as athletics tracks or tennis courts.

In addition to improving accessibility and providing personalized training, artificial intelligence is transforming the way data are analyzed and used in the sports domain. AI algorithms can analyze large volumes of biometric and performance data to identify patterns and trends that previously went unnoticed, providing valuable insights to optimize training, prevent injuries, and enhance sports performance. Moreover, AI is being used to develop advanced video analysis systems that can automatically identify and track disabled athletes during competitions, providing objective and precise data on their performance and strategy.

The methodology of the work is based on collecting information through interviews with research centers that are pioneeringly working in this sector. As technology continues to advance, it is essential to continue exploring and leveraging the potential of artificial intelligence to promote inclusion and equal opportunities in sports for all people, regardless of their physical or cognitive abilities.

Keywords: Artificial intelligence, sport, inclusion, disability, AI.

El rol que juegan las emociones en la superación de las barreras físicas y sociales en el deporte entre personas con discapacidad

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Resumen

El papel de las emociones en la superación de las barreras físicas y sociales en el deporte entre las personas con discapacidad es fundamental y multifacético. Las emociones pueden actuar como impulsores motivacionales, catalizadores de la resiliencia y facilitadores del apoyo social, todo lo cual contribuye a la capacidad de las personas con discapacidad para superar desafíos y alcanzar sus metas deportivas. El rol que juega las emociones juega un papel clave en la superación de las barreras físicas y sociales en el deporte para las personas con discapacidad, especialmente en aspectos como la motivación, la autoconfianza, la perseverancia y la conexión social.

Las emociones desempeñan un papel crucial en la motivación de las personas con discapacidad para participar en el deporte y superar las barreras físicas y sociales que puedan enfrentar. Las emociones como la pasión, el entusiasmo y el amor por el deporte pueden impulsar a las personas con discapacidad a superar obstáculos y desafíos, motivándolas a perseverar incluso cuando se enfrentan a dificultades. La emoción de sentirse inspirado por modelos a seguir con discapacidad exitosos en el deporte puede generar un sentido de determinación y compromiso en los individuos, alentándolos a esforzarse por alcanzar sus propios objetivos deportivos a pesar de las adversidades.

Estas emociones positivas, como la autoconfianza y la autoeficacia, juegan un papel crucial en la superación de las barreras físicas y sociales en el deporte para personas con discapacidad. La creencia en las propias habilidades y capacidades es fundamental para enfrentar y superar los desafíos que surgen en el camino hacia el éxito deportivo. Las emociones de confianza en sí mismo y determinación pueden ayudar a las personas con discapacidad a desarrollar la resiliencia necesaria para enfrentar la discriminación, el estigma y otras barreras sociales que pueden encontrar en el deporte, permitiéndoles perseverar y seguir adelante a pesar de las dificultades.

Emociones como la perseverancia y la determinación son fundamentales para superar las barreras físicas y sociales en el deporte para personas con discapacidad. La capacidad de persistir y seguir adelante a pesar de los obstáculos es esencial para lograr el éxito deportivo, especialmente cuando se enfrentan desafíos relacionados con la discapacidad. Las emociones de determinación y voluntad pueden impulsar a las personas con discapacidad a enfrentar desafíos de accesibilidad, adaptarse a nuevas situaciones y

superar límites físicos, permitiéndoles alcanzar niveles más altos de rendimiento deportivo y lograr sus metas personales.

Además de las emociones individuales, el apoyo social y la conexión emocional con otros también juegan un papel importante en la superación de las barreras físicas y sociales en el deporte para personas con discapacidad. Sentirse apoyado, comprendido y valorado por otros puede proporcionar una fuente invaluable de motivación, confianza y apoyo emocional para las personas con discapacidad que participan en el deporte. Las emociones de gratitud, conexión y solidaridad pueden fortalecer los lazos sociales y crear un sentido de comunidad entre personas con discapacidad y sus aliados en el deporte, proporcionando un ambiente de apoyo y aceptación que facilita la superación de barreras y la consecución de objetivos deportivos.

En resumen, las emociones desempeñan un papel fundamental en la superación de las barreras físicas y sociales en el deporte para personas con discapacidad. Desde la motivación y la autoconfianza hasta la perseverancia y la conexión social, las emociones actúan como impulsores motivacionales, catalizadores de la resiliencia y facilitadores del apoyo social, permitiendo a las personas con discapacidad enfrentar y superar desafíos, alcanzar metas deportivas y disfrutar de una experiencia deportiva gratificante y enriquecedora. Al reconocer y valorar el papel de las emociones en el deporte para personas con discapacidad, podemos crear entornos deportivos más inclusivos y accesibles que promuevan la participación equitativa y la igualdad de oportunidades para todos.

Palabras clave: Deporte, inclusión, discapacidad, emociones.

The role that emotions play in overcoming physical and social barriers in sports among people with disabilities

Abstract

The role of emotions in overcoming physical and social barriers in sports among people with disabilities is fundamental and multifaceted. Emotions can act as motivational drivers, catalysts for resilience, and facilitators of social support, all of which contribute to the ability of people with disabilities to overcome challenges and achieve their sporting goals.

The role that emotions play is key in overcoming physical and social barriers in sports for people with disabilities, especially in aspects such as motivation, self-confidence, perseverance, and social connection.

Emotions play a crucial role in motivating people with disabilities to participate in sports and overcome the physical and social barriers they may face. Emotions such as passion, enthusiasm, and love for the sport can drive people with disabilities to overcome

obstacles and challenges, motivating them to persevere even when faced with difficulties. The emotion of feeling inspired by successful role models with disabilities in sports can create a sense of determination and commitment in individuals, encouraging them to strive to achieve their own sporting goals despite adversities.

These positive emotions, such as self-confidence and self-efficacy, play a crucial role in overcoming physical and social barriers in sports for people with disabilities. Belief in one's abilities and capabilities is fundamental to facing and overcoming the challenges that arise on the path to sporting success. Emotions of self-confidence and determination can help people with disabilities develop the resilience needed to face discrimination, stigma, and other social barriers they may encounter in sports, allowing them to persevere and move forward despite difficulties.

Emotions such as perseverance and determination are fundamental to overcoming physical and social barriers in sports for people with disabilities. The ability to persist and move forward despite obstacles is essential for achieving sporting success, especially when facing challenges related to disability. Emotions of determination and will can drive people with disabilities to face accessibility challenges, adapt to new situations, and overcome physical limits, allowing them to reach higher levels of sports performance and achieve their personal goals.

In addition to individual emotions, social support and emotional connection with others also play an important role in overcoming physical and social barriers in sports for people with disabilities. Feeling supported, understood, and valued by others can provide an invaluable source of motivation, confidence, and emotional support for people with disabilities participating in sports. Emotions of gratitude, connection, and solidarity can strengthen social bonds and create a sense of community among people with disabilities and their allies in sports, providing a supportive and accepting environment that facilitates the overcoming of barriers and the achievement of sporting goals.

In summary, emotions play a fundamental role in overcoming physical and social barriers in sports for people with disabilities. From motivation and self-confidence to perseverance and social connection, emotions act as motivational drivers, catalysts for resilience, and facilitators of social support, allowing people with disabilities to face and overcome challenges, achieve sporting goals, and enjoy a rewarding and enriching sports experience. By recognizing and valuing the role of emotions in sports for people with disabilities, we can create more inclusive and accessible sports environments that promote equitable participation and equal opportunities for all.

Keywords: Sport, inclusion, disability, emotions.

¿Cuál es el rol que juegan las personas con discapacidad en la incorporación como empleados en destinos turísticos?

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Resumen

Las personas con discapacidad desempeñan un papel fundamental en la incorporación como empleados en destinos turísticos, contribuyendo a la diversificación y enriquecimiento de la fuerza laboral en la industria del turismo. Al integrar a personas con discapacidad en puestos de trabajo en hoteles, restaurantes, atracciones turísticas y otros servicios relacionados con el turismo, se promueve la inclusión social y se desafían las percepciones erróneas sobre las capacidades de las personas con discapacidad. Además, la presencia de empleados con discapacidad en destinos turísticos puede mejorar significativamente la experiencia del turista al ofrecer una atención más inclusiva y sensible a las necesidades diversas de los visitantes. Estos empleados pueden proporcionar información y asistencia adaptada a personas con discapacidad, facilitando su acceso a instalaciones y servicios turísticos. Su participación activa en la fuerza laboral turística también fomenta la sensibilización y la educación del público sobre cuestiones de accesibilidad y derechos de las personas con discapacidad. Además, al emplear a personas con discapacidad, las empresas turísticas pueden beneficiarse de una mayor diversidad de perspectivas y habilidades, lo que puede conducir a una mayor creatividad, innovación y competitividad en el mercado.

Desde la perspectiva de la humanización del destino turístico, la inclusión de personas con discapacidad como empleados puede generar múltiples ventajas. En primer lugar, al contratar a personas con discapacidad, se envía un mensaje claro de compromiso con la igualdad de oportunidades y la diversidad, lo que refuerza la imagen de la empresa como una organización inclusiva y socialmente responsable. Esta demostración de valores éticos y sociales puede resonar positivamente entre los clientes, quienes podrían percibir a la empresa como más auténtica, genuina y comprometida con el bienestar de la comunidad en general. La presencia de empleados con discapacidad en el personal de una empresa turística puede contribuir a crear un ambiente acogedor y empático, donde los turistas se sientan valorados, respetados y comprendidos, independientemente de sus diferencias o necesidades específicas. Esto puede mejorar significativamente la experiencia del cliente, ya que los visitantes se sentirán más cómodos y atendidos durante su estancia en el destino turístico. Además, al promover la inclusión y la diversidad en el lugar de trabajo, las empresas turísticas pueden inspirar a otros actores del sector a seguir

su ejemplo, lo que podría generar un cambio cultural más amplio hacia una industria turística más humanizada y equitativa en general.

Palabras clave: Discapacidad, empleo, sector turístico, inclusión social, humanismo.

What role do people with disabilities play in employment in tourist destinations?

Abstract

People with disabilities play a fundamental role in being employed at tourist destinations, contributing to the diversification and enrichment of the workforce in the tourism industry. By integrating people with disabilities into jobs at hotels, restaurants, tourist attractions, and other tourism-related services, social inclusion is promoted and misconceptions about the capabilities of people with disabilities are challenged. Moreover, the presence of employees with disabilities at tourist destinations can significantly enhance the tourist experience by providing more inclusive and sensitive attention to the diverse needs of visitors. These employees can offer information and assistance tailored to people with disabilities, facilitating their access to facilities and tourism services. Their active participation in the tourism workforce also encourages public awareness and education on accessibility issues and the rights of people with disabilities. Furthermore, by employing people with disabilities, tourism businesses can benefit from a greater diversity of perspectives and skills, which can lead to increased creativity, innovation, and market competitiveness.

From the perspective of humanizing the tourist destination, the inclusion of people with disabilities as employees can yield multiple advantages. Firstly, by hiring people with disabilities, a clear message of commitment to equal opportunities and diversity is sent, reinforcing the company's image as an inclusive and socially responsible organization. This demonstration of ethical and social values can resonate positively among customers, who may perceive the company as more authentic, genuine, and committed to the well-being of the community at large. The presence of employees with disabilities in a tourism company's staff can contribute to creating a welcoming and empathetic atmosphere, where tourists feel valued, respected, and understood, regardless of their differences or specific needs. This can significantly improve the customer experience, as visitors will feel more comfortable and cared for during their stay at the tourist destination. Additionally, by promoting inclusion and diversity in the workplace, tourism companies can inspire other sector actors to follow their example, which could lead to a broader cultural change towards a more humanized and equitable tourism industry overall.

Keywords: Disability, employment, tourism sector, social inclusion, humanism.

¿Qué rol juega la inclusion en la gestión hotelera y en la calidad de la atención al cliente?

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Resumen

Un estudio sobre cómo los elementos de la discapacidad, como la diversidad e inclusión, la sensibilización y empatía, la creatividad y adaptabilidad, el trabajo en equipo, el liderazgo inclusivo, la promoción de valores corporativos y la mejora de la accesibilidad, pueden mejorar el clima organizacional, la comunicación interna y, a su vez, la felicidad del cliente final en la relación directivo-empleado en el sector hotelero en España

La metodología se plantea de la siguiente manera: se realizarán un total de 20 entrevistas semiestructuradas no solo al personal directivo y empleados de hoteles sino también a las propias personas con diversidad funcional, bien con entrevistas on-line, y a través de focus-groups en diferentes regiones de España, con el objetivo de detectar los indicadores clave a tener en cuenta para las cuatro variables principales: discapacidad, clima organizacional, comunicación interna y atención al cliente.

En cuanto a la discapacidad, se explorarán las percepciones y prácticas relacionadas con la diversidad e inclusión, la sensibilización y empatía hacia las personas con discapacidad, la creatividad y adaptabilidad en la atención a clientes con necesidades especiales, el trabajo en equipo para fomentar un entorno inclusivo, el liderazgo inclusivo que promueva una cultura de respeto y valoración de la diversidad, la promoción de valores corporativos que reflejen un compromiso con la accesibilidad y la inclusión, y las medidas implementadas para mejorar la accesibilidad física y digital de las instalaciones y servicios.

Con respecto al clima organizacional, se indagará sobre factores como la comunicación efectiva, el trabajo colaborativo, el reconocimiento y la valoración del personal, el equilibrio entre trabajo y vida personal, y el compromiso con la diversidad e inclusión; en cuanto a la comunicación interna, se examinarán los canales y estrategias utilizados para difundir información relevante, fomentar el diálogo y la retroalimentación, y promover una cultura de transparencia y confianza.

Finalmente, en relación con la calidad en la atención al cliente, se explorará cómo la atención inclusiva, la accesibilidad y la empatía hacia las necesidades especiales de los clientes pueden influir en su satisfacción, fidelidad y experiencia general en el hotel. En este sentido se tendrá especial en cuenta el trabajo presentado por Buhalis & Michopoulou, (2011) Information-enabled tourism destination marketing: addressing the accessibility market. *Current Issues in Tourism*, 14(2), 145-168.

Los resultados y conclusiones serán presentados a mediados del mes de mayo, antes del *deadline* previsto.

Palabras clave: Discapacidad, clima organizacional, comunicación interna, felicidad del cliente final.

What role does inclusion play in hotel management and customer service quality?

Abstract

A study on how elements of disability, such as diversity and inclusion, awareness and empathy, creativity and adaptability, teamwork, inclusive leadership, promotion of corporate values, and improvement of accessibility, can enhance the organizational climate, internal communication, and ultimately, the happiness of the end customer in the manager-employee relationship in the hotel sector in Spain.

The methodology is proposed as follows: a total of 20 semi-structured interviews will be conducted not only with hotel management and employees but also with people with functional diversity themselves, either through online interviews or through focus groups in different regions of Spain. The objective is to identify key indicators to consider for the four main variables: disability, organizational climate, internal communication, and customer service.

Regarding disability, perceptions and practices related to diversity and inclusion, awareness and empathy toward people with disabilities, creativity and adaptability in serving customers with special needs, teamwork to foster an inclusive environment, inclusive leadership that promotes a culture of respect and appreciation for diversity, promotion of corporate values that reflect a commitment to accessibility and inclusion, and measures implemented to improve the physical and digital accessibility of facilities and services will be explored.

Concerning the organizational climate, factors such as effective communication, collaborative work, recognition and appreciation of staff, work-life balance, and commitment to diversity and inclusion will be investigated. Regarding internal communication, the channels and strategies used to disseminate relevant information,

encourage dialogue and feedback, and promote a culture of transparency and trust will be examined.

Finally, concerning quality in customer service, the study will explore how inclusive service, accessibility, and empathy toward customers' special needs can influence their satisfaction, loyalty, and overall experience at the hotel. In this regard, special attention will be given to the work presented by Buhalis & Michopoulou (2011) in "Information-enabled tourism destination marketing: addressing the accessibility market" (Current Issues in Tourism, 14(2), 145-168).

Keywords: Disability, organizational climate, internal communication, final customer happiness.

Guía de análisis de IA ética

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Resumen

Justificación: La creciente integración de los sistemas de Inteligencia Artificial (IA) en diversas esferas de la vida cotidiana resalta la imperiosa necesidad de un marco ético que guíe su desarrollo y aplicación. La guía elaborada por el CERMI en el marco del proyecto Metadiverso subraya la necesidad de una evaluación de la IA que no solo considere aspectos técnicos y funcionales, sino que también profundice en su impacto social, ético y en su capacidad para ser inclusiva y accesible. El CERMI es el Comité español de eepresentantes de personas con discapacidad, aunando más de 8.000 asociaciones que luchan por los derechos de más de 4 millones personas con discapacidad.

Contribución: Esta guía se presenta como una herramienta fundamental para orientar el análisis de la IA desde una perspectiva ética e inclusiva, destacando la adopción de principios éticos esenciales seleccionados por el CERMI. Su contribución es dual: primero, proporciona un marco detallado para evaluar los sistemas de IA, enfocándose en su impacto social y ético; y segundo, promueve un desarrollo tecnológico más inclusivo y accesible, alineado con los derechos humanos fundamentales y las necesidades de las personas con discapacidad. Desde nuestro conocimiento, es el primer ejercicio de análisis ético de la IA para el colectivo de personas con discapacidad.

Metodología: La metodología de la guía contempla el desarrollo de preguntas y criterios de análisis específicos para cada uno de los principios éticos propuestos por el CERMI. Este enfoque permite una evaluación detallada y personalizada de los sistemas de IA, facilitando la identificación de áreas de mejora y la conformidad con estándares éticos elevados. Además, se establece una vinculación directa entre los principios éticos de la IA y los derechos humanos, reforzando la importancia de considerar la tecnología de IA como un facilitador de derechos.

Resultados: La guía establece un cuestionario resumido y uno ampliado que abarca 5 dimensiones: inclusión y equidad, transparencia y explicabilidad, accesibilidad universal, unidad y participación.

Aunque los resultados específicos de la aplicación de esta guía dependerán de su implementación práctica en proyectos de IA específicos, el objetivo es lograr sistemas de IA más responsables, inclusivos y accesibles. Se espera que la aplicación de esta guía contribuya a mejorar significativamente la integración de la tecnología de IA en la sociedad, asegurando que sus beneficios se extiendan equitativamente entre todos los miembros de la comunidad, incluyendo especialmente a aquellos con discapacidades.

Discusión-Conclusiones: La guía de análisis de IA ética del CERMI representa un avance significativo hacia el desarrollo de tecnologías de IA que sean verdaderamente inclusivas y respetuosas con la diversidad humana. Subraya la necesidad de un cambio paradigmático en cómo se concibe, desarrolla y aplica la IA, promoviendo un enfoque que prioriza el impacto social y ético sobre los meros logros técnicos. La guía establece un marco robusto para la creación de tecnologías que no solo sean avanzadas en términos técnicos, sino que también sean justas, inclusivas y beneficiosas para todos los sectores de la sociedad.

Palabras clave: Inclusión, accesibilidad universal, personas con discapacidad, derechos humanos, equidad.

AI ethics analysis guide

Abstract

Justification: The increasing integration of Artificial Intelligence (AI) systems in various spheres of everyday life highlights the imperative need for an ethical framework to guide their development and application. The guide developed by CERMI in the framework of the Metadiverse project underlines the need for an evaluation of AI that not only considers technical and functional aspects, but also delves into its social and ethical impact and its ability to be inclusive and accessible. CERMI is the Spanish Committee of representatives of people with disabilities, bringing together more than 8,000 associations that fight for the rights of more than 4 million people with disabilities.

Contribution: This guide is presented as a fundamental tool to guide the analysis of AI from an ethical and inclusive perspective, highlighting the adoption of essential ethical principles selected by CERMI. Its contribution is twofold: first, it provides a detailed framework for evaluating AI systems, focusing on their social and ethical impact; and second, it promotes a more inclusive and accessible technological development, aligned with fundamental human rights and the needs of people with disabilities. To the best of

our knowledge, this is the first exercise of ethical analysis of AI for people with disabilities.

Methodology: The methodology of the guide contemplates the development of specific analysis questions and criteria for each of the ethical principles proposed by CERMI. This approach allows a detailed and personalized evaluation of AI systems, facilitating the identification of areas for improvement and compliance with high ethical standards. In addition, a direct linkage is established between the ethical principles of AI and human rights, reinforcing the importance of considering AI technology as an enabler of rights.

Results: The guide establishes a summary and an expanded questionnaire covering 5 dimensions: inclusion and equity, transparency and explainability, universal accessibility, unity and participation.

Although the specific outcomes of the application of this guide will depend on its practical implementation in specific AI projects, the goal is to achieve more accountable, inclusive and accessible AI systems. It is hoped that the application of this guide will contribute to significantly improving the integration of AI technology into society, ensuring that its benefits are spread equitably among all members of the community, including especially those with disabilities.

Discussion-Conclusions: CERMI's Ethical AI Analysis Guide represents significant progress toward the development of AI technologies that are truly inclusive and respectful of human diversity. It underscores the need for a paradigm shift in how AI is conceived, developed, and applied, promoting an approach that prioritizes social and ethical impact over mere technical achievement. The guide establishes a robust framework for the creation of technologies that are not only technically advanced, but also fair, inclusive and beneficial to all sectors of society.

Keywords: Inclusion, universal accessibility, people with disabilities, human rights, equity.

Autentificación biometrica como impulso de la CX

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Resumen

El Centro de Automatización y Transformación CAT 4.0 del área de Contact Center de ILUNION identifica mejoras para trasformar los procesos, consiguiendo operaciones más eficientes, logrando un modelo de excelencia que genere emociones únicas. Desde CAT 4.0 presentan una solución para el servicio ARCO, de ONCE, con interesantes resultados.

Punto de partida: El escenario que se analiza es el proceso de identificación de autenticación de usuarios de la ONCE en su servicio ARCO de atención a los vendedores, que se realizaba a través de una IVR tradicional con 3 menús y varias opciones de menú.

Para acceder a su identificación, los vendedores marcaban 8 o 9 dígitos. En este sistema, el tiempo empleado por la IVR para el reconocimiento de los usuarios era de 12 segundos en el primer intento, lo que sucedía un 70% de los casos. Si había que repetir el proceso, se demoraba de 20 a 30 segundos.

Objetivo: Proponemos una mejora para hacer el servicio más accesible y eficiente, optimizando los tiempos de autenticación y garantizando una mejora en el reconocimiento vocal.

La solución cumple con el objetivo de lograr una mayor satisfacción del usuario, en este caso, los propios vendedores de la ONCE, en su mayoría personas con discapacidad visual, muchas de ellas sin resto, y que gracias a esta tecnología realizan todo el proceso con su voz, evitando fallos de marcación en el sistema y haciéndolo totalmente accesible.

Solución: Cambiar el método de reconocimiento tradicional, por una solución de autenticación por biometría de voz. Gracias a esta solución, basada en inteligencia artificial, se crea una huella vocal única de cada uno de los vendedores, lo que asegura su identificación sin punto de fallo. La tecnología de reconocimiento de voz permite verificar la identidad de una persona en milisegundos y con tan solo 5 segundos de grabación.

Una vez creada y autentificada la huella vocal, el sistema es capaz de reconocer fehacientemente a cada persona, garantizando la identidad del llamante. Esto repercute directamente en una mayor seguridad, y mejora los tiempos de reconocimiento del vendedor, aumentando su satisfacción y favoreciendo su experiencia de usuario.

El uso de esta tecnología posiciona a ONCE como una empresa puntera e innovadora, que apuesta por la evolución tecnológica, poniendo a las personas en el centro.

Se ha dado especial importancia al cumplimiento del Reglamento General de Protección de Datos (RGPD).

Resultados: Permite reducir el tiempo dedicado a la autenticación del llamante. Favorece que el agente pueda dar resolución más ágil, ya que el sistema reconoce sin fallo a la persona y no tiene que hacer comprobaciones para verificar su identidad.

Se han mejorado en ARCO los tiempos de respuesta, aumentando la satisfacción de los vendedores que acceden a un entorno totalmente accesible, en el que el reconocimiento se realiza a través de su voz. Como consecuencia, son atendidos de forma mucho más ágil, evitando introducción de códigos pulsados y repeticiones por errores.

Estos son algunos datos que corroboran el buen avance:

- Tras un año de proyecto 12.500 vendedores, que suponen en 83.6% ya han realizado el registro de su huella de voz.
- El 46% de los usuarios que llaman a ARCO eligen autenticarse mediante la solución de Biometría de Voz.

La biometría de voz es ejemplo de la apuesta de ILUNION por tecnologías con propósito, que ayudan a "Construir un mundo mejor con tod@s incluid@s", asegurando la total accesibilidad de los sistemas, para que cualquier persona, con o sin discapacidad pueda tener las mismas facilidades en las comunicaciones.

Palabras clave: Biometría de voz, accesibilidad, seguridad, autenticación, huella vocal.

Biométricos authentification as a boost of CX

Abstract

The CAT 4.0 Automation and Transformation Center of the ILUNION Contact Center area identifies improvements to transform processes, achieving more efficient operations, achieving a model of excellence that generates unique emotions. Since CAT 4.0 they present a solution for the ARCO service, from ONCE, with interesting results.

Point: The scenery analyzed is the ONCE user authentication identification process in its ARCO service for sellers, which was carried out through a traditional IVR with 3 menus and various menu options.

To access their ID, sellers dialed 8 or 9 digits. In this system, the time used by the IVR for user recognition was 12 seconds on the first attempt, which happened in 70% of the cases. If the process had to be repeated, it took 20 to 30 seconds.

Aim: We propose an improvement to make the service more accessible and efficient, optimizing delivery times. authentication and guaranteeing an improvement in voice recognition.

The solution meets the objective of achieving greater user satisfaction, in this case, the users themselves. ONCE vendors, mostly people with visual disabilities, many of them without rest, and who.

Thanks to this technology, they carry out the entire process with their voice, avoiding dialing errors in the system and making it fully accessible.

Solution: Change the traditional recognition method for a biometric authentication solution voice.

Thanks to this solution, based on artificial intelligence, a unique voice print is created for each person. Of sellers, which ensures their identification without a point of failure. Recognition technology voice allows you to verify the identity of a person in milliseconds and with just 5 seconds of recording. Once the voice print has been created and authenticated, the system is capable of reliably recognizing each person.

Guaranteeing the identity of the caller. This has a direct impact on greater security, and improves seller recognition times, increasing their satisfaction and favoring their user experience.

The use of this technology positions ONCE as a leading and innovative company, which is committed to technological evolution, putting people at the center.

Special importance has been given to compliance with the General Data Protection Regulation (GDPR).

Results: Allows you to reduce the time spent authenticating the caller. It helps the agent to give more agile resolution, since the system recognizes the person without any error and does not have to do checks to verify your identity.

Response times have been improved at ARCO, increasing the satisfaction of sellers who may access a fully accessible environment, in which recognition is carried out through their voice.

As a consequence, they are served in a better and agile way, avoiding the introduction of pressed codes and repetitions for errors.

These are some data that corroborate the good progress:

- After one year of the project, 12,500 sellers, representing 83.6%, have already registered of your voice print.
- 46% of users who call ARCO choose to authenticate using the Biometrics solution voice.

Voice biometrics is an example of ILUNION's commitment to purposeful technologies, which helps

"To build a better world with everyone can be included", ensuring the total accessibility of the systems, so that any person, with or without disabilities, can have the same facilities in communications.

Keywords: Voice biometrics, accessibility, security, authentication, vocal print.

INTERNACIONALIZACIÓN

Can an ethical approach by Iraqi companies solve the problem of "brain drain" in Iraq?

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Abstract

An ethical approach by Iraqi businesses could potentially help mitigate the problem of brain drain in Iraq, although it would require concerted efforts and collaboration across various sectors. Brain drain, the emigration of skilled professionals from a country, particularly from developing nations like Iraq, has significant socioeconomic implications. Ethical business practices can play a crucial role in addressing this issue by fostering an environment conducive to professional growth, retaining talent, and contributing to national development.

Firstly, Iraqi businesses can prioritize ethical recruitment and retention practices to attract and retain skilled professionals. By offering competitive salaries, benefits, and career advancement opportunities, companies can incentivize local talent to stay and contribute to their organizations. Additionally, creating a supportive work environment that values employee well-being, diversity, and inclusivity can enhance job satisfaction and loyalty, reducing the likelihood of skilled workers seeking opportunities abroad.

Furthermore, investing in employee training and development programs can empower local talent and equip them with the skills needed to thrive in their roles. By providing ongoing learning opportunities, businesses not only enhance the capabilities of their workforce but also demonstrate a commitment to nurturing homegrown talent. This investment in human capital can have long-term benefits for both individuals and the broader economy by increasing productivity, innovation, and competitiveness.

In addition to internal practices, ethical businesses can also engage in initiatives that contribute to the socioeconomic development of Iraq. This could involve supporting education and skill-building programs, promoting entrepreneurship and job creation, and investing in community development projects. By actively participating in efforts to address societal challenges and improve living standards, businesses can help create a more conducive environment for professionals to pursue their careers locally.

Moreover, ethical business conduct extends beyond employee relations to encompass broader ethical considerations such as corporate social responsibility (CSR) and environmental sustainability. By integrating CSR principles into their operations, Iraqi companies can demonstrate a commitment to ethical values and social impact. This could

involve initiatives such as philanthropy, environmental conservation, and ethical sourcing practices, which contribute to the well-being of society and the environment.

However, while ethical business practices can contribute to mitigating brain drain in Iraq, addressing this complex issue requires a multi-faceted approach involving collaboration between the government, private sector, academia, and civil society. Government policies that support investment in education, infrastructure, and economic diversification are essential for creating an enabling environment for businesses to thrive and for retaining skilled professionals.

Additionally, efforts to combat corruption, improve governance, and enhance security are crucial for building trust and confidence in the country's institutions. Without stability and transparency, businesses may struggle to attract and retain talent, and professionals may continue to seek opportunities elsewhere.

In conclusion, while an ethical approach by Iraqi businesses can play a significant role in addressing brain drain, it is not a standalone solution. It requires comprehensive efforts at the national level to create an environment conducive to professional growth, economic prosperity, and social development. By fostering a culture of ethics, transparency, and social responsibility, businesses can contribute to building a brighter future for Iraq and its people.

Keywords: Brain drain, ethics, companies, professional, talents.

LIDERAZGO Y GESTIÓN EMPRESARIAL

Liderazgo e innovación: Un caso de análisis para empresas industriales de Castilla y León

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Resumen

El presente estudio aborda la relación entre los estilos de liderazgo y la innovación en el sector industrial de Castilla y León, abordando un vacío en la literatura sobre el impacto del liderazgo en diversas facetas de la innovación. A través de un análisis cuantitativo de 95 empresas manufactureras, el estudio emplea el Cuestionario de Liderazgo Multifactorial y el Constructo de Innovación Organizacional para explorar esta relación. Los hallazgos revelan una correlación significativa entre el liderazgo transformacional y la innovación, destacando los efectos desfavorables del liderazgo Laissez-Faire. Este estudio enriquece la comprensión del papel del liderazgo en la innovación, ofreciendo ideas para estrategias de liderazgo específicas de la industria.

Justificación de la investigación: Pese a que la relación entre los estilos de liderazgo y la innovación ha sido ampliamente estudiada en la literatura Kesting, et. Al. (2015), aún existe necesidad de investigar más a fondo "la relación entre los diferentes estilos de liderazgo y las distintas etapas, tipos y elementos de la innovación", proveer "investigación empírica cuantitativa para investigar la validez de las estructuras causales" o validar los constructos teóricos en diferentes ámbitos sectoriales y geográficos. Aspectos abordados en esta investigación, donde se analiza la relación entre estilos de liderazgo e innovación en el sector industrial de Castilla y León.

Breve resumen del contenido: La investigación aborda el desarrollo del marco conceptual, analizando la literatura de referencia más relevante sobre la conceptualización de la innovación, el desempeño innovador en las organizaciones y la capacidad innovadora. También se acomete en el marco la comprensión del liderazgo y sus principales teorías, las habilidades de liderazgo y su relación con el capital humano y la cultura corporativa. Es relevante el análisis de la literatura que muestra evidencias entre los estilos de liderazgo, la capacidad innovadora y el desempeño innovador de las organizaciones. La propuesta metodológica, y los detalles sobre el análisis empírico desarrollado para el sector industrial, completan los contenidos de nuestro trabajo.

Contribución: El trabajo contribuye a la investigación en el área, ampliando el ámbito de análisis a nivel industrial y geográfico, a la vez que profundiza en el conocimiento de la relación entre liderazgo e innovación. Enfrenta los modelos de liderazgo transformacional de Bass y Avolio (1990) con las tipologías o constructos de

innovación recogidos por Wang y Ahmed (2004). También aborda un análisis cuantitativo que aporta evidencias más allá de los análisis exploratorios, con una muestra consistente de empresas en el sector industrial. La investigación valida resultados de investigaciones anteriores, mostrando evidencias de las relaciones positivas entre determinados estilos de liderazgo e innovación. El análisis reseña distintos resultados atendiendo a las variables categóricas.

Metodología: Se realizado la investigación a través una metodología cuantitativa, mediante un estudio descriptivo y correlacional de las variables analizadas, para empresas de diez o más trabajadores, sobre una muestra final de 95 empresas pertenecientes al sector manufacturero de Castilla y León.

El cuestionario está compuesto por tres partes: datos de caracterización de la empresa, análisis de las prácticas de liderazgo, y análisis de la innovación. El cuestionario se fundamenta en dos modelos validados: el Multifactor leadership questionnaire de Bass y Avolio (1990) para medir siete factores de liderazgo, y el Organisational innovativeness construct de Wang y Ahmed (2004) para medir cinco dimensiones de la innovación. La metodología seleccionada ha atendido a la adecuación, objetivo del análisis, población y tipología.

Resultados: Los resultados son coherentes con investigaciones previas, mostrando correlación entre factores de liderazgo e innovación. En particular, el liderazgo transformacional, a través de la influencia idealizada, la estimulación intelectual, o la consideración individualizada muestran especial relevancia. También se recogen efectos positivos de la recompensa contingente para el ámbito de análisis en empresas industriales. Al igual que en otras investigaciones, los estilos Lassaiz-Faire son significativos con carácter negativo. Por otra parte, las innovaciones de producto, proceso, mercado, así como la de comportamiento (cultura) son las más sensibles al liderazgo. También se muestran consideraciones atendiendo a las variables categóricas.

Discusión-Conclusiones: Se validan las hipótesis de trabajo sobre la influencia del liderazgo en el desempeño innovador de las organizaciones, a la vez que se refrenda la importancia de determinadas prácticas de liderazgo. Se abre un campo para la discusión de las características particulares para sectores industriales.

Palabras clave: Innovación, liderazgo, liderazgo transformacional, desempeño innovador.

Leadership and innovation: A case analysis for industrial companies in Castilla y León

Abstract

This research investigates the relationship between leadership styles and innovation in Castilla y León's industrial sector, addressing a gap in literature regarding leadership's impact on various innovation facets. Through a quantitative analysis of 95 manufacturing companies, the study employs the Multifactor Leadership Questionnaire and the Organizational Innovativeness Construct to explore this relationship. Findings reveal a significant correlation between transformational leadership and innovation, highlighting the detrimental effects of Laissez-Faire leadership. This study enriches the understanding of leadership's role in innovation, offering insights for industry-specific leadership strategies.

Research Justification: Although the relationship between leadership styles and innovation has been extensively studied in the literature, as noted by Kesting et al. (2015), there remains a need for further investigation into "the relationship between different leadership styles and various stages, types, and elements of innovation," to provide "quantitative empirical research to investigate the validity of causal structures" or to validate theoretical constructs in different sectoral and geographical contexts. These aspects are addressed in this research, where the relationship between leadership styles and innovation in the industrial sector of Castilla y León is analyzed.

Brief Summary of Content: The research addresses the development of the conceptual framework, analyzing the most relevant literature on the conceptualization of innovation, innovative performance in organizations, and innovation capacity. It also encompasses an understanding of leadership and its main theories, leadership skills, and their relationship with human capital and corporate culture. The analysis of the literature that shows evidence of the relationship between leadership styles, innovation capacity, and organizational innovative performance is particularly relevant. The methodological proposal and details about the empirical analysis developed for the industrial sector complete the contents of our work.

Contribution: The work contributes to research in the area by expanding the scope of analysis to the industrial and geographical level, while deepening the understanding of the relationship between leadership and innovation. It contrasts the transformational leadership models of Bass and Avolio (1990) with the typologies or constructs of innovation identified by Wang and Ahmed (2004). It also includes a quantitative analysis that provides evidence beyond exploratory analyses, with a consistent sample of companies in the industrial sector. The research validates results from previous studies, showing evidence of positive relationships between certain leadership styles and innovation. The analysis highlights various results according to categorical variables.

Methodology: The research was conducted using a quantitative methodology, through a descriptive and correlational study of the analyzed variables, for companies with 10 or more employees, on a final sample of 95 companies belonging to the manufacturing sector of Castilla y León.

The questionnaire consists of three parts: company characterization data, analysis of leadership practices, and analysis of innovation. The questionnaire is based on two validated models: the Multifactor Leadership Questionnaire by Bass and Avolio (1990) to measure seven leadership factors, and the Organizational Innovativeness Construct by Wang and Ahmed (2004) to measure five dimensions of innovation. The selected methodology took into account the appropriateness, objective of the analysis, population, and typology.

Results: The results are consistent with previous research, showing a correlation between leadership and innovation. In particular, transformational leadership, through idealized influence, intellectual stimulation, or individualized consideration, shows special relevance. Positive effects of contingent reward for the analysis scope in industrial companies are also reported. As in other research, Laissez- Faire styles are significant with a negative character. On the other hand, product, process, market, and behavioral (culture) innovations are the most sensitive to leadership. Considerations are also made according to categorical variables.

Discussion-Conclusions: The working hypotheses on the influence of leadership on the innovative performance of organizations are validated, while the importance of certain leadership practices is endorsed. A field is opened for discussion of particular characteristics for industrial sectors.

Keywords: Innovation, leadership, transformational leadership, innovative performance.

E-liderazgo en la era del teletrabajo y de la inteligencia artificial: Pautas de continuidad y cambio

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Resumen

En los últimos veinte años, la modalidad del teletrabajo ha aumentado de manera proporcional a la mejora de los procesos de perfeccionamiento y generalización del uso de las tecnologías de información y comunicación e incorporación de éstas a las estructuras de gestión de las organizaciones. Tras la crisis sanitaria de 2020, este tipo de tecnologías y estructuras operativas se implantaron de manera "casi" forzosa y con carácter "solo" temporal. Años después, si bien muchas de las empresas se han replegado nuevamente hacia modalidades presenciales, lo cierto es que otras muchas han optado por sistemas híbridos y remotos, evolucionando así desde la denominada "oficina en casa" a la "oficina virtual".

Las organizaciones pudieron comprobar que este modelo de trabajo permitía ahorrar costes en los establecimientos de los puestos y en los desplazamientos, mejorar la productividad de los tiempos de trabajo y promover la conciliación laboral con la vida familiar, constituyendo un escenario positivo para trabajadores y trabajadoras y para empresarios y empresarias. Por otra parte, el teletrabajo ha permitido una mayor globalización de la fuerza laboral, permitiendo a las empresas captar talento por todo el mundo y expandir su alcance, gracias a la tecnología y las herramientas de comunicación y facilitando una mayor colaboración y coordinación entre los trabajadores remotos.

En el ámbito organizativo, una de las mayores preocupaciones era el deterioro de la dimensión informal, en su función de mantenimiento de la cultura organizativa a través de grupos nucleares, satélites y societarios, más vinculados a la presencialidad, junto al aislamiento social en la motivación de los trabajadores y trabajadoras. Igualmente, en la dimensión formal de las organizaciones, se cuestionaba si el teletrabajo contribuía, en la misma medida que el trabajo presencial, a conseguir objetivos de productividad de la empresa.

Este hecho social ha sido estudiado por la comunidad científica y académica y desde las principales escuelas de negocios y revistas empresariales y portales de gestión de recursos humanos. Un común denominador en la explicación de las claves de superación de estas preocupaciones reside en la capacidad de adaptación del liderazgo. Se han realizado diversos estudios empíricos y exploratorios que expresan las pautas de continuidad y cambio en los estilos de liderazgo. Las principales escuelas de negocios y

revistas profesionales, por su parte, han desarrollado acciones formativas y elaborado recomendaciones para gestionar el cambio hacia organizaciones en red y remotas.

Esta comunicación pretende contextualizar el denominado e-liderazgo o liderazgo electrónico, un nuevo un liderazgo de las organizaciones, donde las personas constituyan el centro de su atención, adaptando sus estilos, enfoques, habilidades y medios motivacionales, para conseguir resultados, desde la teoría del intercambio social.

Por otro lado, pretende identificar cómo a través de la Inteligencia Artificial los lideres pueden motivar a sus trabajadores y equipos remotos. En este sentido, la Inteligencia Artificial puede ayudar a los líderes a motivar a sus equipos al proporcionar datos y análisis predictivos sobre el desempeño de los empleados, identificar patrones de comportamiento y preferencias individuales, y ofrecer recomendaciones personalizadas para el desarrollo profesional. Esto permite a los líderes comprender mejor a sus equipos y tomar decisiones informadas para aumentar la motivación y el compromiso de los trabajadores remotos para cumplir con los objetivos de las organizaciones.

En consecuencia, las cuestiones de reflexión se centrarán en las organizaciones que han optado por el teletrabajo, que deben diseñar estrategias para una transformación en la cultura organizativa y adoptar una mentalidad comprensiva del valor de trabajo y del tiempo libre, un nuevo paradigma de liderazgo positivo y abierto, acorde con la transformación del valor del trabajo.

Palabras clave: Teletrabajo, trabajo remoto, inteligencia artificial, sociología del tiempo, liderazgo, e-liderazgo, teoría del intercambio social, teoría de las organizaciones, dimensión formal e informal de la organización.

E-leadership in the age of telework and artificial intelligence: Patterns of continuity and change

Abstract

In the last twenty years, teleworking has increased proportionally with the improvement of refinement processes and the widespread use of information and communication technologies, incorporating them into organizational management structures. After the health crisis of 2020, these types of technologies and operational structures were implemented in a 'almost' forced and "only" temporary manner. Years later, while many companies have reverted back to in-person modalities, many others have opted for hybrid and remote systems, evolving from the so-called 'home office' to the "virtual office".

Organizations found that this work model allowed cost savings in office spaces and commuting, improved productivity during work hours, and promoted work-life balance, constituting a positive scenario for both workers and employers. Furthermore,

telecommuting has allowed for a greater globalization of the workforce, enabling companies to attract talent from around the world and expand their reach, thanks to technology and communication tools, facilitating greater collaboration and coordination among remote workers.

In the organizational context, one of the major concerns was the deterioration of the informal dimension, in its role of maintaining organizational culture through core, satellite, and societal groups, more linked to in-person interactions, along with the social isolation affecting worker motivation. Equally, in the formal dimension of organizations, there was questioning if telework contributed, to the same extent as in-person work, to achieving company productivity goals.

This social phenomenon has been studied by the scientific and academic community, as well as by leading business schools and business magazines and human resources management portals. A common theme in overcoming these concerns lies in the leadership's adaptability. Various empirical and exploratory studies have been conducted to express continuity and change patterns in leadership styles. Leading business schools and professional journals, for their part, have developed training programs and provided recommendations to manage the shift towards networked and remote organizations.

This communication aims to contextualize the so-called e-leadership or electronic leadership, a new leadership of organizations, where people constitute the center of their attention, adapting their styles, approaches, skills and motivational means, to achieve results, from the theory of social exchange.

Furthermore, it aims to identify how through Artificial Intelligence leaders can motivate their remote workers and teams. In this sense, Artificial Intelligence can help leaders motivate their teams by providing predictive data and analysis on employee performance, identifying individual behavior patterns and preferences, and offering personalized recommendations for professional development. This enables leaders to better understand their teams and make informed decisions to increase motivation and commitment of remote workers to meet organizational goals.

Consequently, questions of reflection will focus on organizations that have opted for teleworking, which must design strategies for a transformation in organizational culture and adopt a mentality that understands the value of work and free time, a new paradigm of positive leadership. and open, in line with the transformation of the value of work.

Keywords: Teleworking, remote work, artificial intelligence, sociology of time, leadership, e-leadership, theory of social exchange, theory of organizations, formal and informal dimension of the organization.

The relationship between supervisor humor and employee organizational citizenship behavior: A justice perspective?

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Abstract

Martin (2003) characterizes supervisor humor (SH) as a crucial strategy for achieving effective leadership. This strategy is based on the SH ability to elicit laughter or smiles from oneself and one's subordinates (e.g., Kolesnikov-Jessop, 2013; McGraw, 2014; Zimmerman, 2016). Through this shared laughter or smile, SH strengthens the resilience of supervisors and their subordinates, enabling them to navigate work challenges successfully. Indeed, positive forms of SH, such as affiliative and self-enhancing humor, as defined by Martin et al. (2003), are found to enhance leadership effectiveness, trust in the leader, and overall performance (Cooper, 2005; Cooper & Sosik, 2012; Hughes & Avey, 2009; Yang et al., 2021).This study examines the role that perceptions of interpersonal justice (IJ) can play in the relationship between the various types of humor, as described by Martin et al. (2003), and subordinates' organizational citizenship behaviors (OCBs). Drawing on equity theory and Folger's deonance theory (2001, 2012), the paper hypothesizes that the extent to which subordinates perceive their supervisor's humor as interpersonally (un)just (IJ) will influence their moral obligation to engage in or withhold their OCBs towards their peers and the organization. Survey data from 220 employees across a diverse range of Indian business firms was analyzed using structural equation modeling. The results revealed a significant link between supervisor humor, interpersonal justice (IJ), and OCBs. As expected, interpersonal justice (IJ) mediated these relationships, playing a central role in how subordinates are driven by a moral imperative to respond to supervisor humor with OCBs. In particular, the results found that positive affiliative and self-enhancing SH styles were indeed positively linked to OCBIs and OCBOs, whereas aggressive and self-defeating SH styles were negatively linked through IJ. First, equity theory (1963) placed emphasis on how SH styles are perceived, thus suggesting that SH is a result of social comparisons in terms of perceptions of IJ. Then, Folger's deonance theory (2001, 2012) plays into the game; employees felt morally obligated to guard SH justice at work by responding to the perceived events of justice and injustices resulting from SH with increased or decreased

OCBs by deonance motives. Overall, then, interesting theoretical and practical implications have been obtained and will be discussed.

Keywords: Humor, interpersonal justice, supervisor humor styles, organizational citizenship behavior.

Descubriendo el capital humano femenino en el sector turístico: Análisis bibliométrico de la literatura

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Resumen

El principal objetivo de este artículo recae en identificar la literatura existente en la composición del capital humano en el sector turístico, en base a la eficiencia en el aprovechamiento de los recursos humanos en el plano laboral y a la proporción existente entre hombres y mujeres con formación específica en turismo, es decir, la competitividad con respecto a la formación que presentan. La metodología aplicada para lograr este objetivo consiste en un análisis bibliométrico, ya aplicada para estudios del sector turístico (Martín-Navarro et al., 2023) y en investigaciones con perspectiva de género (Martínez-Fierro & Lechuga, 2021) y que, permite conocer el estado del arte y realizar una radiografía de la evolución científica de determinado tema (Martínez-Fierro & Lechuga, 2021) Para tal fin, se realizó una búsqueda en Web of Science y Scopus, siendo las principales bases de datos de carácter internacional. Para conseguir obtener los resultados esperados con esta metodología, se incluyeron los criterios de inclusión y exclusión pertinentes, así como la consideración de algún estudio que no se incluía en el rango establecido, pero resultaba relevante para el estudio. Se contempló el uso del software Biblioshiny para llevar a cabo el análisis bibliométrico para el cual se revxisaron 300 artículos que permitieron reflejar la evolución del concepto capital humano en turismo en el tiempo y en sintonía con el concepto eficiencia y desde la perspectiva de género, así como las conexiones entre las personas que investigan en el tema y los países que presentan una mayor producción científica, así como su interconexión. Una segunda parte empírica que completó el análisis bibliométrico consistió en un análisis cualitativo de artículos JCR sobre la temática para lo cual se llevó a cabo un análisis de contenido. En cuanto a los principales resultados, se prevé identificar que la base del capital humano se fundamenta sobre una composición del capital humano con una mayor proporción de mujeres que de hombres. Asimismo, esta relación se presupone inversamente proporcional en lo alto de la pirámide organizacional (Burrell et al., 2017; Campos-Soria et al., 2022; Carvalho et al., 2019; Cave & Kilic, 2010; Carrasco-Santos et al., 2024; Jadnanasing et al., 2021; Jordan, 1997; Segovia-Pérez et al., 2019). No obstante, podría darse el caso de una mayor presencia de mujeres en la formación reglada de turismo

(Romo et al., 2024) y, por ende, mayores criterios de competitividad específica en turismo. Se trata de un enfoque metodológico novedoso para la temática de estudio: capital humano y competitividad en el sector turístico desde la perspectiva de género. En cuanto a la producción científica existente, si bien resulta cierto que hay numerosos estudios turísticos con perspectiva de género (Figueroa-Domecq et al., 2020) para el caso del binomio capital humano y eficiencia esta cantidad se reduce, por lo tanto, arroja luz a un campo poco explorado. De igual modo, identificar la relación existente entre capital humano, mujer y turismo puede brindar la oportunidad de diseñar estrategias en el sector que mejoren la productividad eficiente del mismo. Además, se encuentra relacionado con el Objetivo de Desarrollo Sostenible número 5, Igualdad de Género, establecido en la Agenda 2030 (ONU) (Alarcón & Cole, 2019). Asimismo, permite realizar un análisis de la evolución del capital humano en el tiempo y puede contribuir al debate de qué camino debe tomar la gestión de este en el sector, teniendo en cuenta la perspectiva de género.

Palabras clave: Competitividad, capital humano, sector turístico, mujer, análisis bibliométrico.

Discovering female human capital in the tourism sector: A bibliometric analysis of the literature

Abstract

The main objective of this article is to identify the existing literature on the composition of human capital in the tourism sector, based on the efficiency in the use of human resources at the labour level and the existing proportion between men and women with specific training in tourism, i.e. competitiveness with respect to the training they present. The methodology applied to achieve this objective consists of a bibliometric analysis, already applied in studies of the tourism sector (Martín-Navarro et al., 2023) and in research with a gender perspective (Martínez-Fierro & Lechuga, 2021), which allows understanding the state of the art and conducting a scientific evolution overview of a specific topic (Martínez-Fierro & Lechuga, 2021).For this purpose, a search was conducted in Web of Science and Scopus, being the main internationally recognized databases.The use of Biblioshiny software was considered to carry out the bibliometric analysis, for which 300 articles were reviewed to reflect the evolution of the concept of human capital in tourism over time and in line with the concept of efficiency and from a gender perspective, as well as the connections between the people who research on the subject and the countries with the greatest scientific production, as well as their interconnection. A second empirical part that completed the bibliometric analysis consisted of a qualitative analysis of JCR articles on the subject, for which a content analysis was carried out. In terms of the main results, it is expected to identify that the human capital base is based on a composition of human capital with a higher proportion

of women than men. Organizacional.This relationship is also assumed to be inversely proportional at the top of the organisational pyramid (Burrell et al., 2017; Campos-Soria et al., 2022; Carvalho et al., 2019; Cave & Kilic, 2010; Carrasco-Santos et al., 2024; Jadnanasing et al., 2021; Jordan, 1997; Segovia-Pérez et al., 2019). Nevertheless, it could be the case that there is a greater presence of women in formal tourism training (Romo et al.,2024) and thus higher criteria for tourism-specific competitiveness. This is a novel methodological approach for the subject of study: human capital and competitiveness in the tourism sector from a gender perspective. In terms of the existing scientific production, although it is true that there are numerous tourism studies with a gender perspective (Figueroa-Domecq et al., 2020) in the case of the human capital and efficiency binomial, this quantity is reduced, and therefore sheds light on a field that has been little explored. Similarly, identifying the relationship between human capital, women and tourism can provide the opportunity to design strategies in the sector that improve the efficient productivity of the sector. Furthermore, it is related to Sustainable Development Goal 5, Gender Equality, set out in the 2030 Agenda (UN) (Alarcón & Cole, 2019). It also allows for an analysis of the evolution of human capital over time and can contribute to the debate on the way forward for human capital management in the sector, taking into account the gender perspective.

Keywords: Competitiveness, human capital, tourism sector, woman, bibliometric analysis.

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IECO-integral humanistic leadership model

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Abstract

This work presents a holistic/integral model/approach for those organizations with a shared ethical purpose of promoting a humanistic culture, where companies put the good of people first without giving up maximizing their performance, productivity and competitiveness.

This is the so-called Integral Humanistic Leadership Model (IHLM) developed by the IECO (Institute for Ethics in Communication and Organizations). The IHLM-IECO model has its roots in the contributions, among other prominent academics, of Professor Manuel Guillén, who dedicated his life to promoting the ethical dimension by companies, supported by the conviction that "organizations that are moved by criteria of effectiveness or efficiency, but they forget ethics, they end up dehumanizing themselves."

The IHLM-IECO truly advocates for the centrality of the person within the organization and for considering the full development of the human being (human flourishing) as a whole. In practice, the IHLM-IECO uses the "Four Worlds or Integral Worlds model (Lessem and Schieffer 2016), which is ideal for addressing imbalances within an individual, organization, community, or society and for helping the system move towards a better more balanced and comprehensive path. The coordinates of the IHLM-IECO roadmap are four: Being, Becoming, Knowing, and Doing.

This article will show the IHLM-IECO model is a practical roadmap because it can be a practical path to finding greater meaning in our work in any organization through the desire to seek superior and transcendental goods, balancing our Being, Becoming, Knowing, and Doing to achieve personal achievement, happiness, and human flourishing for the common good.

The connection between these four coordinates (Being, Becoming, Knowing, and Doing) through our main humanistic moral core is what makes IHLM-IECO a truly holistic, comprehensive, and sustainable humanistic roadmap. This valuable legacy

proposed by Professor Guillén integrally develops leadership at three levels: personal, organizational, and environmental.

Keywords: Humanistic leadership, meaningful work, motivations, human flourishing, human dignity.

Sustentabilidade nas PMEs: O papel da liderança feminina, ambidestria organizacional e condições de trabalho

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Resumo

No cenário contemporâneo dos negócios e da sustentabilidade, os papéis da liderança feminina, da ambidestria organizacional e das condições de trabalho decentes têm recebido crescente atenção pelo seu potencial impacto nas práticas de sustentabilidade ambiental nas pequenas e médias empresas (PMEs). As PMEs frequentemente caracterizadas pela sua agilidade e flexibilidade, desempenham um papel significativo no impulsionamento do crescimento económico e da inovação, ao mesmo tempo em que enfrentam o imperativo de lidar com preocupações ambientais. A liderança feminina, com as suas perspetivas diversas, abordagens colaborativas e processos decisórios inclusivos, tem surgido como um ponto focal nas discussões sobre eficácia organizacional e sustentabilidade. Por outro lado, a ambidestria organizacional, a capacidade de simultaneamente explorar novas oportunidades e explorar recursos existentes, apresenta às PMEs um quadro estratégico para equilibrar inovação e eficiência, influenciando assim suas iniciativas de sustentabilidade. Adicionalmente, as condições de trabalho decentes, abrangendo salários justos, ambientes de trabalho seguros e oportunidades equitativas, não apenas contribuem para o bem-estar dos funcionários, mas também impactam o desempenho organizacional e as práticas de sustentabilidade.

Compreender a interação entre esses fatores torna-se fulcral para as PMEs que procuram adaptar-se ao cenário desafiador da sustentabilidade, mantendo-se competitivas nos seus respetivos mercados. Assim, este estudo tem como objetivo analisar o impacto da liderança feminina, tanto nas suas implicações diretas para as práticas de sustentabilidade ambiental quanto no seu papel na promoção da ambidestria organizacional e das condições de trabalho dignas nas PMEs. Ao examinar como esses fatores se intersectam e se influenciam mutuamente, esta investigação procura oferecer perspetivas significativas para as PMEs que pretendem integrar a sustentabilidade em

suas estratégias de negócios centrais. Compreender essa interação é crucial para que as PMEs aproveitem todo o potencial das suas capacidades organizacionais, ao mesmo tempo em que promovem práticas ambientalmente responsáveis em alinhamento com os objetivos globais de sustentabilidade.

Para responder a estes objetivos foi adotada uma abordagem quantitativo com base nos microdados do Entreprise Survey do conduzidos pelo Banco Mundial de 2019, abrangendo 5.135 PMEs de 16 países da União Europeia. Com base na estimação de um modelo de equações estruturais através dos mínimos quadrados parciais (PLS-SEM), constata-se que a liderança feminina exerce uma influência significativa tanto na sustentabilidade ambiental quanto na ambidestria organizacional e no trabalho digno. Observa-se que organizações com uma presença forte de liderança feminina tendem a adotar mais práticas sustentáveis e a promover ambientes de trabalho mais equitativos e eficientes. De igual modo a ambidestria organizacional e o trabalho digno mostraram ter efeitos positivos na sustentabilidade ambiental, corroborando a importância desses fatores para o desenvolvimento de práticas empresariais mais responsáveis e sustentáveis. Os resultados deste estudo apresentam diversas implicações teóricas e práticas. Em termos teóricos, a atenção dada à liderança feminina, à ambidestria organizacional e às condições de trabalho decentes no contexto da sustentabilidade empresarial, contribuindo para o avanço teórico sobre sustentabilidade e gestão empresarial, enfatizando a importância de considerar a interação entre liderança feminina, ambidestria organizacional e condições de trabalho decentes como um conjunto de variáveis que podem afetar diretamente as práticas de sustentabilidade. No que respeita às implicações práticas, os resultados ressaltam a necessidade de as PMEs se adaptarem ao desafio da sustentabilidade, integrando práticas sustentáveis nas suas estratégias de negócios. As políticas e práticas voltadas para a promoção da liderança feminina, da ambidestria organizacional e do trabalho digno podem contribuir para o desenvolvimento de práticas empresariais mais responsáveis e sustentáveis. A promoção de ambientes de trabalho mais equitativos e eficientes, juntamente com a adoção de práticas sustentáveis, emerge como uma estratégia viável para aprimorar o desempenho organizacional e promover a competitividade no mercado, especialmente para as PMEs.

Palavras chave: Ambidestria organizacional, liderança feminina, PLS-SEM, sustentabilidade ambiental, trabalho digno.

Sustainability in SMEs: The role of female leadership, organizational ambidexterity, and working conditions

Abstract

In the contemporary landscape of business and sustainability, the roles of female leadership, organizational ambidexterity, and decent working conditions have been increasingly acknowledged for their potential impact on environmental sustainability practices in small and medium-sized enterprises (SMEs). SMEs, often characterized by their agility and flexibility, play a significant role in driving economic growth and innovation while grappling with environmental concerns. Female leadership, with its diverse perspectives, collaborative approaches, and inclusive decision-making processes, has emerged as a focal point in discussions on organizational effectiveness and sustainability. Conversely, organizational ambidexterity, the ability to simultaneously explore new opportunities and exploit existing resources, provides SMEs with a strategic framework to balance innovation and efficiency, thus influencing their sustainability initiatives. Additionally, decent working conditions encompassing fair wages, safe working environments, and fair opportunities not only contribute to employee well-being but also affect organizational performance and sustainability practices.

Understanding the interaction between these factors becomes crucial for SMEs looking to adapt to the challenging sustainability landscape while still being competitive in their respective markets. Thus, this study aims to analyse the impact of female leadership, both in its direct implications for environmental sustainability practices and in its role in promoting organizational ambidexterity and decent working conditions in SMEs. By examining how these factors intersect and mutually influence each other, this research looks to provide meaningful insights for SMEs looking to integrate sustainability into their core business strategies. Understanding this interaction is crucial for SMEs to use the full potential of their organizational capabilities while promoting environmentally responsible practices in alignment with global sustainability goals. To address these aims, a quantitative approach was adopted based on microdata from the 2019 Enterprise Survey conducted by the World Bank, covering 5,135 SMEs from 16 European Union countries. Based on the estimation of a structural equation model using partial least squares (PLS-SEM), it is found that female leadership exerts a significant influence on both environmental sustainability and organizational ambidexterity and decent work. Organizations with a strong presence of female leadership tend to adopt more sustainable practices and promote more fair and efficient working environments. Similarly, organizational ambidexterity and decent work are found to have positive effects on environmental sustainability, corroborating the importance of these factors for the development of more responsible and sustainable business practices.

The results of this study present several theoretical and practical implications. Theoretical implications include advancing theoretical understanding of sustainability and business management by focusing on female leadership, organizational ambidexterity, and decent working conditions in the context of business sustainability. This emphasizes the importance of considering the interaction between female leadership, organizational ambidexterity, and decent working conditions as a set of variables that can directly affect sustainability practices. In terms of practical implications, the results highlight the need for SMEs to adapt to the sustainability challenge by integrating sustainable practices into their business strategies. Policies and practices aimed at promoting female leadership, organizational ambidexterity, and decent work can contribute to the development of more responsible and sustainable business practices. Promoting more fair and efficient working environments, along with the adoption of sustainable practices, emerges as a viable strategy to enhance organizational performance and promote competitiveness in the market, especially for SMEs.

Keywords: Organizational ambidexterity, female leadership, PLS-SEM, environmental sustainability, decent work.

MARKETING

¿Puede la inteligencia artificial ayudar a la mejora de la producción y venta de los productos ecológicos, así como a definir mejor los clientes?

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Resumen

La inteligencia artificial (IA) está emergiendo como una herramienta invaluable en la mejora de la producción y venta de productos ecológicos. En primer lugar, la IA puede optimizar los procesos de producción al proporcionar análisis predictivos basados en datos recopilados de diversas fuentes, como sensores ambientales, registros de cultivos y condiciones climáticas. Al utilizar algoritmos de aprendizaje automático, la IA puede predecir con precisión los patrones de demanda y las fluctuaciones del mercado, lo que permite a los productores planificar de manera más eficiente la producción de productos ecológicos y minimizar el desperdicio. Además, la IA puede ayudar a mejorar la calidad de los productos al monitorear continuamente los estándares de producción y proporcionar retroalimentación en tiempo real sobre cómo optimizar los procesos para garantizar la sostenibilidad ambiental y la seguridad alimentaria.

En términos de venta de productos ecológicos, la IA puede desempeñar un papel crucial en la identificación y segmentación precisa de los clientes objetivo. Mediante el análisis de grandes conjuntos de datos, la IA puede identificar patrones de comportamiento de compra, preferencias y tendencias del mercado. Esto permite a los vendedores personalizar estrategias de marketing y publicidad para llegar a audiencias específicas que están más inclinadas a comprar productos ecológicos. Además, la IA puede ayudar a definir mejor los clientes al proporcionar análisis detallados de datos demográficos, psicográficos y de comportamiento, lo que permite a las empresas adaptar sus mensajes y productos para satisfacer las necesidades y deseos específicos de cada segmento de mercado. Por ejemplo, la IA puede identificar grupos demográficos que valoran la sostenibilidad y el bienestar ambiental, y luego ayudar a las empresas a desarrollar estrategias de marketing que resalten los beneficios ecológicos de sus productos para atraer a esos clientes.

Otro aspecto en el que la IA puede contribuir significativamente a la venta de productos ecológicos es a través de la personalización y recomendación inteligente. Al utilizar algoritmos de recomendación avanzados, la IA puede analizar el historial de compras y las preferencias individuales de los clientes para ofrecer recomendaciones personalizadas de productos ecológicos que se adapten a sus necesidades y gustos

específicos. Esto no solo mejora la experiencia de compra del cliente, sino que también aumenta las ventas al fomentar la exploración y la compra de productos adicionales.

Además, la IA puede ser una herramienta poderosa para la optimización de precios en la venta de productos ecológicos. Al analizar datos de precios históricos, demanda del mercado, competencia y otros factores relevantes, la IA puede ayudar a las empresas a establecer precios óptimos que maximicen los ingresos y la rentabilidad sin comprometer la percepción de valor de los productos ecológicos.

El objetivo de esta comunicación sería, ofrecer al lector un conocimiento de empresas que hacen uso de estas prácticas de la IA en la producción ecológica a través de la metodología de la revisión bibliográfica para poder evidenciar el estado de la cuestión y, dependiendo de los hallazgos, se podría plantear un estudio de casos de organizaciones que han implementado tecnologías de IA en la producción y venta de productos ecológicos, lo que nos permitiría obtener una comprensión más profunda de los beneficios, desafíos y mejores prácticas asociadas con el uso de la IA en este contexto.

Palabras clave: Productos agroecológicos, venta, producción, clientes, inteligencia artificial.

Can artificial intelligence help to improve the production and sale of organic products, as well as to better define customers?

Abstract

Artificial Intelligence (AI) is emerging as an invaluable tool in enhancing the production and sale of eco-friendly products. Firstly, AI can optimize production processes by providing predictive analysis based on data collected from various sources, such as environmental sensors, crop records, and weather conditions. By utilizing machine learning algorithms, AI can accurately predict demand patterns and market fluctuations, allowing producers to plan the production of eco-friendly products more efficiently and minimize waste. Moreover, AI can help improve product quality by continuously monitoring production standards and providing real-time feedback on how to optimize processes to ensure environmental sustainability and food safety.

In terms of the sale of eco-friendly products, AI can play a crucial role in the precise identification and segmentation of target customers. Through the analysis of large data sets, AI can identify purchasing behavior patterns, preferences, and market trends. This enables sellers to tailor marketing and advertising strategies to reach specific audiences more inclined to buy eco-friendly products. Furthermore, AI can help better define customers by providing detailed analyses of demographic, psychographic, and behavioral data, allowing companies to adapt their messages and products to meet the specific needs and desires of each market segment. For example, AI can identify demographic groups

that value sustainability and environmental wellbeing, and then assist businesses in developing marketing strategies that highlight the ecological benefits of their products to attract those customers.

Another aspect in which AI can significantly contribute to the sale of eco-friendly products is through intelligent personalization and recommendation. By using advanced recommendation algorithms, AI can analyze customers' purchase histories and individual preferences to offer personalized product recommendations that suit their specific needs and tastes. This not only enhances the customer's shopping experience but also increases sales by encouraging the exploration and purchase of additional products.

Additionally, AI can be a powerful tool for price optimization in the sale of eco-friendly products. By analyzing historical price data, market demand, competition, and other relevant factors, AI can help businesses set optimal prices that maximize revenue and profitability without compromising the value perception of eco-friendly products.

The aim of this paper would be to provide the reader with an understanding of companies that make use of these AI practices in organic production through the methodology of a literature review in order to provide evidence of the state of the art and, depending on the findings, a case study of organisations that have implemented AI technologies in the production and sale of organic products could be proposed, which would allow us to gain a deeper understanding of the benefits, challenges and best practices associated with the use of AI in this context.

Keywords: Agroecological Products, sale, production, customers, artificial intelligence.

O posicionamento da marca percecionado: Framework proposto para o setor segurador

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Resumo

Justificação da Investigação: Esta investigação enquadra-se na Agenda 2030 para o "Desenvolvimento Sustentável" da ONU, no sentido de fortalecer a capacidade das instituições financeiras nacionais para incentivar a expansão do acesso aos serviços de seguros para todos. Existem evidências que a relevância estratégica e o impacto prático do branding ainda são relativamente subestimados, subavaliados e subutilizados (Aaker, 2023). Esta investigação justifica-se pela importância do poder conceitual e prático do Posicionamento da Marca (Aaker, 2023). O conceito de Posicionamento da Marca tem apresentado significativa confusão e ambiguidade (Mourad & Serralvo, 2018). Investiga-se as seguradoras pois são um vetor catalisador para o desenvolvimento socioeconómico de um país (Chen et al., 2020), sendo que as seguradoras portuguesas tiveram um impacto significativo na economia portuguesa em 2022, com ativos totais em gestão de 58,5 mil milhões de euros (APS, 2023).

Contribuições: Pretende-se contribuir para colmatar a lacuna de investigação acerca da forma como os consumidores formam a perceção do Posicionamento da Marca das seguradoras, atendendo à ambiguidade e inconsistência existente entre académicos e profissionais de marketing acerca do conceito e da operacionalização do Posicionamento da Marca. Propõem-se contribuir com um *framework* para se entender como se desenvolve o processo de Posicionamento da Marca, através da lente da Teoria dos *Stakeholders* em que os consumidores são capazes de construir a sua perceção independente (Kotler, Jaya & Setiwan, 2017) a partir de 13 variáveis da marca identificadas. Os gestores de marketing terão no framework construído um instrumento operacional para o Posicionamento da Marca.

Metodologia: Em termos metodológicos, realizou-se numa primeira fase uma revisão da literatura acerca do tema do Posicionamento da Marca, com base nos artigos mais relevantes disponíveis nas bases de dados das plataformas Web of Science, *Emerald*, *Scopus* e *Science Direct*, publicados no período de 2003 a 2023, através dos quais se contextualizou o tema. Foi desenvolvida uma pesquisa exploratória, de natureza qualitativa, com base na revisão de literatura antecedente, que possibilitou identificar as

variáveis da marca consideradas mais importantes para se perceber como é que os consumidores de seguros percecionam o Posicionamento da Marca das seguradoras.

Resultados: Com o *framework* construído consegue-se identificar as dimensões da marca que podem impactar o Posicionamento da Marca. Este *framework* contempla as seguintes 13 dimensões da marca que podem ter um efeito direto, positivo e significativo no Posicionamento da Marca Percecionado pelos consumidores: 1) a Consciência da Marca; 2) o Conhecimento da Marca; 3) a Identidade da Marca; 4) a Personalidade da Marca; 5) Autenticidade da Marca; 6) Relevância da Marca; 7) Credibilidade da Marca; 8) Notoriedade da Marca; 9) Qualidade da Marca; 10) Valor Percebido da Marca; 11) Compromisso com a Marca; 12) Lealdade à Marca, e 13) Satisfação com a Marca.

Discussão e Conclusões: Nesta investigação, apresenta-se um instrumento para a operacionalização do Posicionamento da Marca Percebido das seguradoras, relevante para a teoria e para a prática de *branding*. O *framework* de Posicionamento de Marca construído pode ser útil para estudos de natureza quantitativa acerca da perceção espontânea dos consumidores, através de Escalas Multidimensionais (MDS) para se obter mapas percetuais úteis para as decisões de *branding*. A correlação das 13 dimensões da marca deste *framework* pode também ser útil em estudos quantitativos, através da Modelação de Equações Estruturais (SEM), para se poder testar relações de hipóteses entre as variáveis da marca e quantificar o seu impacto no Posicionamento da Marca Percecionado pelos consumidores.

Palavras chave: Posicionamento da marca, perceção, consumidores, *branding,* setor segurador.

Perceived brand positioning: A proposed framework for the insurance sector

Abstract

Justification for the Research: This research is in line with the Unite Nations' 2030 Agenda for Sustainable Development to "strengthen the capacity of national financial institutions to encourage the expansion of access to insurance services for all". There is evidence that the strategic relevance and practical impact of branding are still relatively underestimated, undervalued and underutilised (Aaker, 2023). This research is justified by the importance of the conceptual and practical power of Brand Positioning (Aaker, 2023). The concept of Brand Positioning has presented significant confusion and ambiguity (Mourad & Serralvo, 2018). Insurers are investigated because they are a catalysing vector for a country's socio-economic development (Chen et al., 2020), with portuguese insurers having a significant impact on the portuguese economy in 2022, with total assets under management of 58.5 billion euros (Portuguese Association of Insurers, 2023).

Contributions: The aim is to contribute to addressing the research gap on how consumers form the perception of Insurance Companies' Brand Positioning, given the ambiguity and inconsistency that exists among academics and marketing professionals regarding the concept and operationalisation of Brand Positioning. The aim is to provide a framework for understanding how the Brand Positioning process develops, through the lens of Stakeholder Theory in which consumers are able to construct their independent perception (Kotler, Jaya & Setiwan, 2017) of 13 identified brand variables. Marketing managers will have an operational tool for Brand Positioning in the framework built.

Methodology: In methodological terms, the first stage was a literature review on the subject of Brand Positioning, based on the most relevant articles available in the Web of Science, Emerald, Scopus and Science Direct databases, published between 2003 and 2023, through which the subject was contextualised. An exploratory, qualitative study was carried out, based on the previous literature review, which made it possible to identify the brand variables considered most important for understanding how insurance consumers perceive the Brand Positioning of Insurance Companies.

Results: With the framework constructed, it is possible to identify the brand dimensions that affect Brand Positioning. The conceptual framework built includes the following 13 brand dimensions that can have a direct, positive and significant effect on Brand Positioning as perceived by consumers: 1) Brand Awareness; 2) Brand Knowledge; 3) Brand Identity; 4) Brand Personality; 5) Brand Authenticity; 6) Brand Relevance; 7) Brand Credibility; 8) Brand Notoriety; 9) Brand Quality; 10) Brand Perceived Value; 11) Brand Commitment; 12) Brand Loyalty, and 13) Brand Satisfaction.

Discussion and Conclusions: This research presents an instrument for operationalising the Perceived Brand Positioning of insurance companies, relevant to the theory and practice of branding. The Brand Positioning framework constructed can be useful for quantitative studies on the spontaneous perception of consumers, using Multidimensional Scaling (MDS) to generate useful perceptual maps for branding decisions. The correlation of the 13 brand dimensions of this framework could be useful in quantitative studies, through Structural Equation Modelling (SEM), in order to test hypothesis relations between brand variables and quantify their impact on consumer Perceived Brand Positioning.

Keywords: Brand positioning, perception, consumers, branding, insurance sector.

O posicionamento da marca pretendido: Uma abordagem exploratória nas seguradoras

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Resumo

Justificação da Investigação: Esta investigação enquadra-se na Agenda 2030 para o "Desenvolvimento Sustentável" da ONU, no sentido de fortalecer a capacidade das seguradoras para incentivar a expansão do acesso aos serviços de seguros. O ambiente de negócios das seguradoras tem passado por inúmeras mudanças disruptivas devido ao crescimento exponencial do conhecimento e da tecnologia ao serviço do branding (Kotler, 2022). Por outro lado, o impacto prático do branding ainda é relativamente subestimado, subavaliado e subutilizado (Aaker, 2023). Justifica-se investigar as seguradoras porque desempenham uma importante função de proteção económica e social (Associação Portuguesa de Seguradores, 2023).

Contribuições: Esta investigação pretende contribuir para que o Posicionamento da Marca seja um processo de gestão integrado, tornando a sua operacionalização transversal a toda a organização, e não, exclusiva, apenas, de um departamento de marketing. Pretende-se contribuir para aumentar o conhecimento acerca do processo de Posicionamento da Marca pretendido pelas seguradoras. Procura-se fornecer aos gestores desenvolvimentos relevantes para estarem melhor preparados a tomar decisões de marketing, através da identificação das dimensões e dos atributos das marcas que os gestores mais devem valorizar quando pretendem construir um Posicionamento da Marca distintivo no mercado.

Metodologia: Em termos metodológicos, realizou-se uma investigação qualitativa para se poder obter uma compreensão profunda e contextualizada da complexidade da tomada de decisões dos gestores de cada seguradora acerca do posicionamento da marca pretendido. Foram realizadas 23 entrevistas semiestruturadas com gestores de cada uma das 6 maiores seguradoras em Portugal, por ranking de quota de mercado em prémios de seguro, que representam mais de 70% do total de mercado. Através destas entrevistas, realizadas na plataforma Zoom, entre dezembro de 2023 e fevereiro de 2024, com gravação de vídeo e áudio, pretendeu-se captar a complexidade das decisões e a experiência de cada gestor para se poder obter dados qualitativos autênticos e significativos. Foi aplicado um guião de entrevista, que foi pré-testado, suportado num

framework fundamentado cientificamente numa revisão de literatura preliminar. Após a transcrição integral das entrevistas, procedeu-se à análise dos dados qualitativos no software NVIVO, através da análise de conteúdo e da organização dos dados recolhidos, bem como da identificação de padrões e dos temas relevantes para a investigação.

Resultados: Através do NVIVO, foi possível detetar padrões e conexões significativos, bem como codificar e categorizar partes relevantes nos dados recolhidos. Os gestores das seguradoras reconheceram a importância de 13 dimensões da marca para o Posicionamento da Marca pretendido por cada seguradora. Conseguiram-se detetar padrões e frequências significativas nas seguintes 5 dimensões da marca: a "Identidade da Marca", a "Credibilidade da Marca", a "Personalidade da Marca", a "Autenticidade da Marca" e a "Notoriedade da Marca". Alguns dos atributos das marcas que os gestores mais valorizaram para o Posicionamento da Marca pretendido foram: o "slogan da marca", a "humanização da marca", a "inovação", a "transparência" e a "responsabilidade ambiental". Conseguiram-se ainda identificar possíveis desafios para os gestores no processo de Posicionamento da Marca.

Discussão e Conclusões: Da pesquisa exploratória realizada confirma-se que os gestores de cada seguradora devem promover a reflexão crítica interna acerca das atividades de branding, bem como a sensibilização ao tema do "Posicionamento da Marca Pretendido" em vários níveis internos de responsabilidade decisória nas suas seguradoras. A partir dos resultados desta investigação qualitativa será possível realizar uma triangulação de dados com outros estudos quantitativos para se poder evidenciar eventuais gaps entre o "Posicionamento da Marca Pretendido", que resulta das decisões de branding das seguradoras, e o "Posicionamento da Marca Percebido", o efetivamente obtido, que poderá ser medido através da perceção dos consumidores de seguros.

Palavras chave: Posicionamento da Mmrca, seguradoras, gestores, *branding,* marketing.

The intended brand positioning: An exploratory approach in the insurance companies

Abstract

Justification of the Investigation: This research is part of the UN's 2030 Agenda for "Sustainable Development", which aims to strengthen the capacity of insurance companies to encourage the expansion of access to insurance services. The business environment for insurers has undergone numerous disruptive changes due to the exponential growth of knowledge and technology in the service of branding (Kotler, 2022). On the other hand, the practical impact of branding is still relatively underestimated, undervalued and underutilised (Aaker, 2023). Research into insurance

companies is justified because they fulfil an important economic and social protection function (Portuguese Insurers Association, 2023).

Contributions: This research aims to contribute to Brand Positioning being an integrated management process, making its operationalisation transversal to the whole organisation, and not, just exclusive to a marketing department. The aim is to help increase knowledge about the Intended Brand Positioning, that insurance companies want. It seeks to provide managers with relevant developments so that they are better prepared to make marketing decisions, by identifying the dimensions and attributes of brands that managers should value most when they want to build a distinctive Brand Positioning in the market.

Methodology: In methodological terms, qualitative research was carried out in order to gain a deep and contextualised understanding of the complexity of the decision-making process of the managers of each insurance company regarding the Intended Brand Positioning. 23 semi-structured interviews were carried out with managers from each of the 6 largest insurers in Portugal, by market share ranking in insurance premiums, which represent more than 70% of the total market. The aim of these interviews, conducted on the Zoom platform, between December 2023 and February 2024, with video and audio recording, was to capture the complexity of the decisions and the experience of each manager in order to obtain authentic and meaningful qualitative data. An interview script was used, which was pre-tested, and supported by a scientific framework based on a preliminary literature review. Once the interviews had been fully transcribed, the qualitative data was analysed using NVIVO software, using content analysis and organising the data collected, as well as identifying patterns and themes relevant to the research.

Results: Through NVIVO, it was possible to detect significant patterns and connections, as well as to code and categorise relevant parts of the data collected. Insurance Company managers recognised the importance of 13 brand dimensions for each insurer's Intended Brand Positioning. Significant patterns and frequencies were detected in the following 5 brand dimensions: "Brand Identity", "Brand Credibility", "Brand Personality", "Brand Authenticity" and "Brand Awareness". Some of the brand attributes that managers most valued for the Intended Brand Positioning were: "brand slogan", "brand humanisation", "innovation", "transparency" and "environmental responsibility". It was also possible to identify possible challenges for managers in the Brand Positioning process.

Discussion and Conclusions: The exploratory research carried out confirms that the managers of each insurer should promote internal critical reflection on branding activities, as well as raising awareness of the issue of "Intended Brand Positioning" at various internal levels of decision-making responsibility in their insurers. Based on the results of this qualitative research, it will be possible to triangulate the data with other

quantitative studies in order to highlight any gaps between the "Intended Brand Positioning", which results from the insurers' branding decisions, and the "Perceived Brand Positioning", which can be measured through the perception of insurance consumers.

Keywords: Brand positioning, insurance companies, managers, *branding*, marketing.

Social marketing: An adaptative mind map based on a comprehensive literature review

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Abstract

Using the same principles, techniques and tools as commercial marketing, social marketing considers also the desirable behavioural changes in the long term. This literature review is based on PRISMA review protocol and seeks to present a mental map that can be used to understand different socially responsible behaviours, especially eating preferences, related to social marketing, sustainability, and food. The first search using "Social Marketing" as keyword, using the expressions "Social Marketing" in the title of

the research article and "Food" (topic) and "Social Marketing" (topic), pointed out 884 articles in Web of Science database between 2012-2022. Refining the topic results with "Food" and "Social Marketing", and again using new filters such as "open access", "article", "Business Economics" field, "main collection of Web of Science" and "English" language, results on 191 papers, but 79 articles did not fit with the research objectives and another 10 were not available (no open access), resulting in a total of 102 papers were identified and analyzed. Among the main results, nutrition and health were the focus of most of the articles. In addition, more than 49% of the articles (38 papers) opted to combine research methods. Finally, the research identified several cognitive variables that can influence the individual decision-making process (IDP) about eating behavior, and can be used as a mental map, such as awareness (Awar), behavior (Beh), attitude (Att), beliefs (Bel), knowledge (Know), as well as economic (Eco), cultural (Cult) and social (Soc) factors. Understanding that consumer behaviour is quite complex, and that the decision-making process is influenced by implicit and explicit factors, aiming to structure the theoretical dimensions, the literature review carried out a mind map proposal. Furthermore, this review can help social marketing researcher develop and organize their strategies.

Keywords: Social marketing, PRISMA literature review, decision-make process, food consumption, socially responsible behaviours.

Funding: This work has been supported by Research Center in Basic Education, Instituto Politécnico de Bragança, within the Pro-ject: https://doi.org/10.54499/UIDB/05777/2020, as well as by the Research Unit on Governance, Competitiveness and Public Policies (UIDB/04058/2020) + (UIDP/04058/2020), funded by national funds through FCT - Fundação para a Ciência e a Tecnologia.

RELACIONES PÚBLICAS Y COMUNICACIÓN

La inteligencia artificial en el proceso de toma de decisiones empresariales y el gobierno corporativo

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Resumen

Los avances tecnológicos en robótica, en informática cuántica, en inteligencia artificial, en el internet de las cosas, suponen una integración de las nuevas tecnologías en todos los ámbitos de nuestra vida, y en concreto, dentro del mundo empresarial, supone un desarrollo y cambio exponencial, que determina la necesidad imperiosa de adaptar los procedimientos empleados por los operados económicos y sociales al nuevo estado de la ciencia.

La incorporación de la IA en el proceso de toma de decisiones empresariales plantea desafíos y oportunidades únicos, que requieren, por otra parte, una reflexión exhaustiva desde la perspectiva del derecho, y especialmente, desde la rama del derecho mercantil.

La incorporación de la IA en el gobierno corporativo de las sociedades mercantiles también plantea importantes cuestiones legales y éticas, y por ello es crucial abordar la responsabilidad legal de los algoritmos, su diseño y su control, en el proceso de toma de decisiones empresariales.

La recopilación masiva y análisis de datos por parte de sistemas de inteligencia artificial plantean preocupaciones sobre la privacidad de los individuos y la posibilidad de discriminación algorítmica.

Son muchos los desafíos, y también los interrogantes, que se plantean dentro del derecho mercantil, en relación a la implantación de sistemas

Justificación: La presente investigación se enfocará en el estudio de la regulación de la IA en el ámbito del derecho privado, y especialmente del derecho mercantil, en España y en la Unión Europea. Este trabajo permitirá mostrar los desafíos que representa para nuestra legislación la regulación necesaria de la incursión de la IA en los procesos de gestión y de toma de decisiones empresariales, contribuyendo al pensamiento crítico y constructivo del investigador jurídico en esta área.

Metodología: Se empleará el tipo de investigación cualitativa y el método hermenéutico de investigación basado en el análisis crítico de fuentes tanto doctrinales como teóricas de tipo bibliográfico, a efectos de generar conclusiones derivadas del estudio interpretativo de carácter crítico.

Resultados y conclusiones: la investigación pretende obtener una interpretación crítica de la normativa actual, o de la falta de normativa ante la ya inminente invasión de

la inteligencia artificial en todas las esferas de actuación de las empresas, y en especial en el gobierno corporativo de las sociedades mercantiles.

Palabras clave: Gobierno corporativo, inteligencia artificial, robótica.

Artificial intelligence in the business decision-making process and corporate governance

Abstract

Tecnológica avances in robotics, quantum computing, and the internet of things, mean that new technologies are being integrated into all areas of our lives, and specifically, within the business world, it involves an exponential development and change, which determines the urgent need to adapt the procedures used by economic and social operators to the new state of science.

The incorporation of AI in the business decision-making process poses unique challenges and opportunities, which require, on the other hand, an exhaustive reflection from the perspective of law, and especially, from the branch of commercial law.

The incorporation of AI in the corporate governance of commercial companies also raises important legal and ethical issues, and it is therefore crucial to address the legal liability of algorithms, their design and control, in the business decision-making process.

The massive collection and analysis of data by AI systems raise concerns about the privacy of individuals and the possibility of algorithmic discrimination.

There are many challenges that arise within business law, in relation to the implementation of AI systems in corporate governance, their legal development, and their legal control.

Keywords: Corporate governance, artificial intelligence, roboboard.

El uso de la inteligencia artificial en gestión publicitaria

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Resumen

La integración de la inteligencia artificial en marketing representa una de las transformaciones más significativas en la disciplina en las últimas décadas. No solo ha redefinido las estrategias y tácticas de esta disciplina, sino que también ha mejorado la eficiencia operativa y la efectividad de las campañas de marketing, permitiendo una personalización sin precedentes y una comprensión más profunda del comportamiento del consumidor (Chintalapati & Pandey, 2022). Uno de los campos que se están viendo transformados por estas herramientas es el de las Bellas Artes. A día de hoy es posible crear obras de arte interactivas y personalizadas gracias a tecnologías como el aprendizaje automático, la visión por computadora y el procesamiento del lenguaje natural, ofreciendo experiencias inmersivas y personalizadas al público (Bani, 2023). Además, de acuerdo con este autor, la inteligencia artificial también está cambiando cómo se valora, evalúa y comercializa el arte, proporcionando herramientas para analizar tendencias del mercado y predecir demandas futuras, lo que potencialmente abre nuevas oportunidades para los artistas.

Sin embargo, si bien, la inteligencia artificial ofrece numerosas oportunidades para el marketing (en especial para la comunicación de marketing) y para las Bellas Artes (como para la expansión creativa, la comercialización, donde la comunicación es clave) plantea desafíos significativos y cuestiones éticas, como la privacidad de los datos, la transparencia de los algoritmos y el riesgo de perpetuar sesgos existentes en los datos de entrenamiento (Martin & Murphy, 2017); además de preocupaciones sobre la pérdida del toque humano en las obras de arte, la devaluación del arte tradicional, y problemas relacionados con los derechos de propiedad intelectual (Bani, 2023). Por tanto, es esencial abordar los desafíos éticos y prácticos para asegurar que esta tecnología beneficie tanto a los artistas como a la sociedad en general.

Según un estudio de PwC (citado en Dwivedi et al., 2021), sólo el 25% de las 250 empresas encuestadas han considerado las implicaciones éticas de la inteligencia artificial antes de invertir en ella denotando un claro desconocimiento por parte de la industria en lo relativo a las consecuencias derivadas de su uso. La recopilación y utilización de datos de los consumidores por parte de la inteligencia artificial y los algoritmos analíticos a través de las redes sociales pueden dar lugar a graves problemas relacionados con la

invasión de la privacidad del consumidor, el fraude, los llamamientos de marketing ofensivos o dañinos, la falta de transparencia, la filtración de información y el robo de identidades entre otros (Martin & Murphy, 2017).

Por este motivo, se plantea el presente trabajo, que pretende analizar de forma sistemática la literatura existente hasta ahora relacionada con el empleo de la inteligencia artificial en marketing y en concreto, en la comunicación de marketing el campo de las Bellas Artes y la artesanía y la ética en su uso.

Con su realización se espera contribuir al conocimiento de las posibles implicaciones reconocidas hasta ahora del uso de la inteligencia artificial y al establecimiento de posibles líneas de investigación futuras relacionadas con el empleo de estas herramientas.

Palabras clave: Inteligencia artificial, marketing, comunicación de marketing, uso ético, revisión sistemática.

Agradecimientos / financiación: Este estudio ha sido financiado a través del proyecto RRREMAKER, perteneciente al programa de investigación e innovación Horizon 2020 de la Unión Europea (Maria Sklodwska-Curie grant agreement No. 101008060).

Artificial intelligence uses in advertising management: An exploration to the fine arts field

Abstract

Integration of artificial intelligence in marketing represents one of the most significant transformations in the discipline in recent decades. Not only has it redefined the strategies and tactics of this discipline, but it has also improved operational efficiency and the effectiveness of marketing campaigns, enabling unprecedented personalization and deeper understanding of consumer behavior (Chintalapati & Pandey, 2022). One of the fields being transformed by these tools is the Fine Arts.

Nowadays, it is possible to create interactive and personalized artworks through technologies such as machine learning, computer vision, and natural language processing, offering immersive and customized experiences to the audience (Bani, 2023). Additionally, according to this author, artificial intelligence is also changing how art is valued, evaluated, and commercialized, providing tools to analyze market trends and predict future demands, potentially opening new opportunities for artists.

However, while artificial intelligence offers numerous opportunities for marketing (especially for marketing communication) and for the Fine Arts (such as creative expansion, marketing, where communication is key), it poses significant challenges and ethical issues, such as data privacy, algorithm transparency, and the risk of perpetuating biases existing in training data (Martin & Murphy, 2017), as well as concerns about the

loss of human touch in artworks, the devaluation of traditional art, and issues related to intellectual property rights (Bani, 2023). Therefore, it is essential to address the ethical and practical challenges to ensure that this technology benefits both artists and society as a whole.

According to a study by PwC (in Dwivedi et al., 2021), only 25% of the 250 surveyed companies have considered the ethical implications of artificial intelligence before investing in it, indicating a clear lack of awareness within the industry regarding the consequences of its use. The collection and use of consumer data by artificial intelligence and analytical algorithms through social networks can lead to serious problems related to consumer privacy invasion, fraud, offensive or harmful marketing appeals, lack of transparency, information leakage, and identity theft, among others (Martin & Murphy, 2017).

For this reason, the present work is proposed, which aims to systematically analyze the existing literature related to the use of artificial intelligence in marketing and specifically in marketing communication, the field of Fine Arts and crafts, and the ethics in its use. Its completion is expected to contribute to the knowledge of the possible implications recognized so far of the use of artificial intelligence and to the establishment of possible future research lines related to the use of these tools.

Keywords: Artificial intelligence, marketing, marketing communication, ethical use, systematic review.

Acknowledgments: This study has been funded by the RRREMAKER project, funded by the Horizon 2020 research and innovation program of the European Union under Maria Sklodowska-Curie, grant agreement No.101008060.

La normativa autonómica en materia de inteligencia artificial: El Decreto-Ley 2/2023, de 8 de marzo, de medidas urgentes de impulso a la inteligencia artificial en Extremadura como norma precursora

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Resumen

La regulación de la Inteligencia Artificial (IA) no puede ser abordada sólo desde las instituciones de la Unión Europea o los Estados miembros. Es necesario que los niveles subcentrales de gobierno intervengan en la terea de integrar la IA en todas sus políticas, realizar una decidida apuesta por el impulso y la alfabetización de ciudadanos y empresas en el cambo de paradigma para ciudadanos y empresas que supone la irrupción de la IA en nuestra sociedad.

En el Estado autonómico español, queremos analizar la temprana iniciativa legislativa de la Comunidad Autónoma de Extremadura, que mediante una norma con rango de Ley, ha querido abordar los principales ejes de impacto de la IA en la región.

A través de un comentario sistematizado y comparado con otras normas, realizaremos un análisis crítico de la norma que pretende impulsar la transformación digital del sector productivo autonómico a través de las políticas públicas desplegadas por la administración autonómica mediante la utilización de instrumentos de Inteligencia artificial, trazando un instrumento de planificación denominado Estrategia Extremeña de Inteligencia Artificial (EEIA).

Este instrumento de desarrollo de la Ley incluirá aspectos tales como la formación en materia de inteligencia artificial, los mecanismos de colaboración público-privada para la puesta en marcha de proyectos relacionados con la IA y la creación de espacios controlados de pruebas para la inteligencia artificial, a través de instrumentos de fomento público como la Calificación de «Proyectos Empresariales de Interés Autonómico».

De otro lado, la norma se ocupa igualmente de regular la utilización de la IA por parte de la Administración pública autonómica a través de los sistemas de inteligencia artificial en la toma de decisiones, estableciendo garantías para la su utilización en los procedimientos administrativos.

En suma, la precoz norma autonómica que va a ser objeto de análisis en este trabajo, constituye una piedra de toque de lo que será sin duda la futura regulación autonómica en la materia, auténtico cambio de paradigma, que obligará a una intensa actividad

normativa que tendrá que tener presente las experiencias y evolución de las normas que, como la que se comenta, abrieron camino.

Palabras clave: Extremadura, comunidad autónoma, legislación, inteligencia artificial, normativa.

Regional regulations on artificial intelligence: Decree-Law 2/2023 of March 8, on urgent measures to promote artificial intelligence in Extremadura as a precursor regulation

Abstract

The regulation of Artificial Intelligence (AI) cannot be addressed only from the institutions of the European Union or the Member States. It is necessary that the sub-central levels of government intervene in the task of integrating AI in all its policies, making a firm commitment to the promotion and literacy of citizens and businesses in the paradigm shift for citizens and businesses that involves the irruption of AI in our society.

In the Spanish autonomous state, we want to analyze the early legislative initiative of the Autonomous Community of Extremadura, which by means of a regulation with the rank of Law, has wanted to address the main axes of impact of AI in the region.

Through a systematized commentary and compared with other regulations, we will make a critical analysis of the regulation that aims to promote the digital transformation of the autonomous productive sector through public policies deployed by the regional administration through the use of artificial intelligence tools, outlining a planning instrument called Extremadura "Artificial Intelligence Strategy" (EEIA).

This instrument for the development of the Law will include aspects such as training in artificial intelligence, public-private collaboration mechanisms for the implementation of AI-related projects and the creation of controlled test spaces for artificial intelligence, through public promotion instruments such as the Qualification of "Business Projects of Regional Interest".

On the other hand, the regulation also deals with regulating the use of AI by the autonomous public administration through artificial intelligence systems in decision making, establishing guarantees for its use in administrative procedures.

In short, the early autonomous regulation that will be analyzed in this paper is a touchstone for what will undoubtedly be the future autonomous regulation in this area, a real paradigm shift, which will require an intense regulatory activity that will have to take into account the experiences and evolution of the rules that, like the one under discussion, paved the way.

Keywords: Extremadura, autonomous community, legislation, artificial intelligence, regulations.

Comunicação organizacional: tendências e usos de ferramentas digitais

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Resumo

Justificativa da pesquisa e contribuição: A pesquisa[2], abordou questões a respeito das rotinas e processos de comunicação organizacional, em especial as assessorias de comunicação, denominados na Espanha como gabinetes de comunicación, na atuação dos DIRCOM[3]. Foram entrevistados profissionais do Brasil e da Espanha, não com o intuito comparativo, mas de aproximação de demandas e informações e especificamente, neste trabalho, será abordado a temática relacionado as demandas e tendências trazidas pelo uso de tecnologias digitais nas organizações.

Abordar essa temática é fundamental dado que a complexidade das organizações, seus sistemas de gestão e a dinâmica de interação com a sociedade tem conduzido a mudanças nas relações internas e externas. Especificamente no uso das mídias sociais é possível afirmar que trouxeram demandas para os profissionais da área da comunicação (Castillo-Esparcia & Smolak Lozano, 2017).

Metodologia: A pesquisa envolveu duas etapas, uma primeira envolvendo os profissionais brasileiros e a segunda dirigida aos profissionais espanhóis. A abordagem metodológica ocorreu em três movimentos e foi utilizado o método Delphi (LANDETA, 2002).

Na etapa brasileira, o primeiro questionário aberto e respondido por escrito, tendo 19 participantes. Um segundo questionário, de aprofundamento, respondido por 3 profissionais. Na etapa espanhola, o primeiro questionário era aberto, respondido por 10 profissionais e o segundo questionário, a abordagem ocorreu por perguntas do tipo fechado. Por fim a análise do conjunto de respostas para traçar possíveis contribuições e resultados.

Resultados: Foi destacado pelos profissionais que o uso de tecnologias aporta maior velocidade nos processos, mas nem sempre significam uma maior eficácia nas rotinas,

[2] A pesquisa foi desenvolvida durante a estadia de estágio pós-doutorado do Professor. YYY, com a tutoria de YYY, na Univerdidad de Málaga, que desenvolve uma pesquisa mais ampla na Espanha - YYY dentro do Plan YYY.

[3] DIRCOM se refere ao diretor de comunicação mas também o profissional que atua no mercado de comunicação organizacional. https://www.dircom.org/que-es-dircom/

uma vez que o desafio não é a velocidade "da informação, mas sim a qualificação e entendimento da mesma". Nas relações externas das organizações apontam uma maior autonomia das organizações em relação aos meios de comunicação tradicionais.

Apontando tendências e ferramentas para o futuro as redes Instagram e Tik Tok, aparecem pela demanda prática de conhecimento para a edição de áudios e vídeos curtos para esses aplicativos. Ainda neste entendimento técnico-instrumental, houve o retorno dos espaços e possibilidades trazidas pelo metaverso (Sandi, 2016).

A importância do uso eficaz das inovações tecnológicas tem como premissa o estar na vanguarda da digitalização, mas buscando uma comunicação responsável, alinhado com compromisso das organizações com questões postas pela sociedade, tais como sustentabilidade e inclusão.

Em relação aos desafios irá haver uma demanda de adequação na detecção e gestão de risco de reputação, em um entorno global e de novos suportes, e um novo enfoque para a difusão de conteúdo, com a atenção para não incorrer numa subordinação as rotinas das redes sociais em detrimento ao conteúdo e planejamento de posicionamento da imagem organizacional, a partir das campanhas de comunicação.

Conclusões: Os diferentes perfis de vivências em organizações e demandas distintas, não alterou a conclusão sobre o campo da comunicação, onde a estratégia de comunicação depende muito de como os comunicadores pensam e utilizam suas estratégias e que as tecnologias mudam e evoluem rapidamente e demandam um complementação à formação inicial.

É perceptível que há uma mudança nas rotinas da comunicação das organizações, com o uso das mídias sociais e redes socais e, portanto, ferramentas que, mesmo inseridas no contexto de uso pessoal, carecem de abordagem na formação profissional, mas sobre tudo demandam uma constante atualização do profissional inserido neste mercado. Destacamos que os comunicadores precisam ter o mínimo de empatia e ética profissional no que produzem e veiculam.

Palavras chave: Tecnologia de informação, comunicação organizacional, DIRCOM, assessoria de comunicação.

Organizational communication: Trends and uses of digital tools

Abstract

Justification of the research and contribution: The research[4] addressed questions regarding organizational communication routines and processes, in particular communication offices, known in Spain as gabinetes de comunicación, in the activities of DIRCOM[5]. Professionals from Brazil and Spain were interviewed, not for comparative purposes, but to approximate demands and information and specifically, in this work, the topic related to the demands and trends brought about by the use of digital technologies in organizations.

Addressing this issue is fundamental given that the complexity of organizations, their management systems and the dynamics of interaction with society has led to changes in internal and external relationships. Specifically in the use of social media, it is possible to say that they brought demands to professionals in the field of communication (Castillo-Esparcia & Smolak Lozano, 2017).

Methodology: The research involved two stages, the first within Brazilian professionals and the second aimed at Spanish professionals. The methodological approach occurred in three movements and the Delphi method (LANDETA, 2002) was used.

In the Brazilian stage, the first questionnaire was open and answered in writing, with 19 participants. A second, in-depth questionnaire was answered by 3 professionals. In the Spanish stage, the first questionnaire was open, answered by 10 professionals and the second questionnaire was approached using closed questions. Finally, the analysis of the responses gives a outline contributions and results.

Results: It was highlighted by professionals that the use of technologies brings greater speed to processes, but does not always mean greater effectiveness in routines, since the challenge is not the speed "of information, but rather the qualification and understanding of it". In the external relations of organizations, they point to greater autonomy of organizations in relation to traditional media.

Pointing out trends and tools for the future, the Instagram and Tik Tok networks appear due to the practical demand for knowledge for editing audio and short videos used in these applications. Still in this technical-instrumental understanding, there was a return to the spaces and possibilities brought by the metaverse (Sandi , 2016).

[4] The research was developed during Professor YYY's post-doctoral internship, under the supervision of YYY, at the Univerdidad de Málaga, which is carrying out broader research in Spain - YYY within Plan YYY.

[5] DIRCOM refers to the communications director but also the professional who works in the organizational communications market. https://www.dircom.org/que-es-dircom/

The importance of effective use of technological innovations is based on being at the forefront of digitalization, but seeking responsible communication, aligned with organizations commitment to issues addressed by society, such as sustainability and inclusion.

In relation to the challenges, there will be a demand for adaptation in the detection and management of reputational risk, in a global environment and new supports, and a new approach to the dissemination of content, with attention to do not incur in a subordination to network routines in detriment of content and organizational image positioning planning, based on communication campaigns.

Conclusions: The different profiles of experiences in organizations and different demands did not change the conclusion about the communication field, where the communication strategy depends a lot on how communicators think and use their strategies and that technologies change and evolve quickly and demand a complement to initial formation.

It is noticeable that there is a change in the communication routines of organizations, with the use of social media and social networks and, therefore, tools that, even inserted in the context of personal use, lack an approach in professional training, but above all demand a frequent updating professionals inserted in this market. We emphasize that communicators need to have a minimum of empathy and professional ethics in what they produce and convey.

Keywords: Information technology, organizational communication, DIRCOM, communication consultancy.

Las relaciones públicas en el ecosistema digital: La revolución de la IA

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Resumen

En la era digital, en la que cada clic e interacción en línea puede dar forma a la imagen pública de una empresa, las relaciones públicas (RRPP) se encuentran en un momento crítico. La aparición de la inteligencia artificial (IA) en este sector es algo más que una tendencia: marca una profunda revolución que redefine los límites y las posibilidades de las comunicaciones corporativas.

Intentaremos ver cómo la integración de la IA en las estrategias de relaciones públicas no solo sigue el ritmo de la innovación tecnológica, sino que la define activamente. Esto supone ver cómo la IA está redefiniendo la forma en que nos comunicamos, escuchamos e interactuamos con nuestro público, transformando las relaciones públicas. Veremos sus posibilidades, retos y límites con el fin de ver cómo la IA puede hacer que las estrategias de relaciones públicas sean más eficaces, más específicas y más adaptadas a las necesidades y expectativas de la audiencia, teniendo en cuenta tener en cuenta los principios éticos y las limitaciones tecnológicas a la hora de utilizar la IA en este campo.

Palabras clave: Relaciones públicas, comunicación, inteligencia artificial, gestión, ética.

Public relations in the digital ecosystem: The IA revolution

Abstract

In the digital age, where every click and online interaction can shape a company's public image, public relations (PR) is at a critical juncture. The emergence of artificial intelligence (AI) in this sector is more than just a trend: it marks a profound revolution that redefines the boundaries and possibilities of corporate communications.

We will try to see how the integration of AI into PR strategies is not only keeping pace with technological innovation, but actively defining it. This involves looking at how AI is redefining the way we communicate, listen and interact with our audiences, transforming public relations. We will look at its possibilities, challenges and limits in order to see how AI can make PR strategies more effective, more targeted and more adapted to the needs and expectations of the audience, taking into account ethical principles and technological limitations when using AI in this field.

Keywords: Public relations, communication, artificial intelligence, management, ethics, public relations, communication.

Inteligencia artificial al servicio de la administración pública en sus relaciones con las empresas: Aplicación a la ejecición de los fondos Next Generation EU, mecanismo de recuperación y resiliencia

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Resumen

Justificación de la investigación: La inteligencia artificial ha invadido tanto la vida cotidiana de los ciudadanos, como el mundo empresarial y de las administraciones públicas, es decir está transformando la sociedad.

Las Administraciones Públicas deben buscar la forma de utilizar la inteligencia artificial para el desarrollo de su propio trabajo. Vemos múltiples ejemplos en los que la administración ha incorporado la inteligencia artificial para mejorar sus procesos, (los chatbots en páginas web para respuestas a ciudadanos; o el caso concreto que se analiza en este estudio: La aplicación MINERVA).

MINERVA es una plataforma (herramienta informática de data mining) creada por la AEAT para analizar los conflictos de intereses entre las empresas y los poderes adjudicadores de la administración. Es decir, a través de ella se pretende verificar la ética en los negocios entre la administración y las empresas que satisfacen sus necesidades en relación con los fondos europeos Next Generation EU, Mecanismo de Recuperación y Resiliencia.

Contribución: Atendiendo a la cuantía elevada de los fondos europeos, (millones de euros) cuyo fin es la recuperación de la economía española, la finalidad de este estudio es la de determinar en qué medida a través de la aplicación de la inteligencia artificial se detectan conflictos entre administraciones y empresas. De tal forma que detectado el conflicto de intereses se puedan adoptar las medidas oportunas y evitar causar un perjuicio a la administración. El fin último de la herramienta es evitar casos de corrupción que lleven a la pérdida de los fondos.

Metodología: Investigación cualitativa; método hermenéutico de investigación o método de casos que se hayan desarrollado previamente.

Resultados y conclusiones: Con la investigación se pretende demostrar la utilidad de la inteligencia artificial aplicada a la administración pública en sus relaciones con las empresas y más concretamente la verificación de un comportamiento ético en las

relaciones entre empresas y administración pública aplicado en este caso concreto a la ejecución de miles de fondos procedentes de la Unión europea.

Palabras clave: Administración pública, empresas, conflicto de intereses.

Artificial intelligence at a service of the public administration in its relations with companies: Application to the implementation of Next Generation EU funds, a mechanism for recovery and resilience

Abstract

Artificial intelligence has invaded the daily life of citizens, as well as the business world and public administrations, that is to say, it is transforming society.

Public administrations must find ways to use artificial intelligence for the development of their own work. We see multiple examples in which the administration has incorporated artificial intelligence to improve their processes, (chatbots on web pages for responses to citizens; or the specific case that is analyzed in this study: The MINERVA application).

MINERVA is a platform (data mining software tool) created by the AEAT to analyze conflicts of interest between companies and contracting authorities of the administration. That is to say, through it is intended to verify the business ethics between the administration and the companies that meet their needs in relation to the European funds Next Generation EU , Recovery and Resilience Mechanism.

Contribution: Given the large amount of European funds, millions of euros, whose purpose is the recovery of the Spanish economy, the purpose of this study is to determine to what extent conflicts between administrations and companies are detected through the application of artificial intelligence. Once a conflict of interest has been detected, appropriate measures can be taken to avoid causing damage to the administration. The ultimate goal of the tool is to avoid cases of corruption that lead to the loss of funds.

Keywords: Public administration, company, conflict of interest.

REPUTACIÓN CORPORATIVA

Reputation, responsible research, and innovation in Spanish agrifood cooperatives: An empirical study focused on technology usage

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Abstract

Recent advancements in the field of Responsible Research and Innovation (RRI) align with the stream of thought of business humanism, particularly prominent within enterprises operating within the social economy paradigm, such as cooperatives. Within these entities, prioritizing human dignity over market demands constitutes a shared approach. In the contemporary operational landscape characterized by VUCA (Volatility, Uncertainty, Complexity, and Ambiguity, coined before the pandemic) and BANI (Brittleness (Fragility), Anxiety, Need, and Injustice, coined post-pandemic), technological efficacy and ethical considerations emerge as imperative for continued progress. The integration of new technologies in cooperatives is regarded as a crucial element for RRI.

In the European research policy context, RRI is a pivotal topic encompassing a framework for activities and processes aiming to balance economic, socio-cultural, and environmental aspects of innovation processes. Additionally, RRI supports the democratization of innovation as a process, implying collaboration with stakeholders to address sustainability challenges. However, studies specifically focused on RRI within the cooperative sector are lacking.

Centred on the most reputable agri-food cooperatives in Spain, this study aims to assess the relationship between RRI and international market orientation, demonstrating the positive effect of technology adoption in the sector. Partial Least Squares Structural Equation Modelling (PLS-SEM) is the statistical technique employed to analyse the proposed relationship using data from 60 cooperative managers within the selected contextual frame of the 100 most reputable agri-food cooperative groups in Spain.

Empirical analysis reveals a direct and positive link between the selected constructs and offers a scale to measure RRI in agri-food cooperatives engaged in technology development processes, open innovation, or the promotion of technology usage among cooperative members.

Keywords: Cooperative, internationalization, responsible research and innovation, technology.

Enhancing the reputation of higher education institutions (HEIs): Education-job mismatch by using artificial intelligence algorithms

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Abstract

Improving the reputation of higher education institutions (HEIs) to attract students is a challenge of our time. Universities enhance their reputation when they educate students well, and as a result, are perceived as springboards for career advancement. In this context, any attempt to improve students' employability is welcomed in higher education institutions.

The objective of this work is to present recent advancements of the current project EMLT+AI (Co-participated by four countries and different institutions, one of them being the University of Extremadura), which is developed with the aim of tackling the recurring problem of education-job incompatibility, especially for young people (https://emltai.web.app/). The project aims to decrease education-job mismatch by using artificial intelligence to suggest suitable jobs for every targeted individual, especially people who are not currently engaged in any form of education, employment, or vocational training (NEETs: Not in Education, Employment, or Training), and those facing youth unemployment.

The main advancements on the targets of the project will be presented and discussed: How to enhance job satisfaction; How to provide young job seekers and NEETs with directions for their careers; How to help workers become more engaged in their jobs and workplaces; How to contribute to decreasing companies' costs by reducing bad hiring.

Keywords: Artificial Iitelligence, employability, higher education institutions, reputation.

Transformaçao Digitl e felicidade no trabalho no quadro da Agenda 2030: Abordagem multicasos no Alentejo

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Resumo

A velocidade da transformação digital nunca antes vivida tem vindo a impactar globalmente o mundo, por vezes com elementos negativos, mas ajudando também a transformar a sociedade de um modo geral, e as empresas e os seus trabalhadores de modo particular.

Este trabalho de pesquisa pretende caracterizar a relação entre a felicidade no trabalho e a digitalização das empresas, no quadro da Agenda 2030, partindo da questão "Qual o vínculo entre a digitalização nas empresas e a felicidade no trabalho sob a perspetiva dos ODS?, como pergunta orientadora de toda a investigação. Recorre-se à revisão sistemática de literatura. O estudo de casos múltiplos segue-se à investigação documental e bibliográfica, adotando-se uma metodologia quantitativa e qualitativa, na sequência de anteriores estudos já realizados nas empresas Delta Cafés, SGPS, Empresa de Desenvolvimento e Infraestruturas de Alqueva, S.A. (EDIA), Empresa Esporão, S.A. e Tyco Electronics, Ld.ª, e que assim se pretendem aprofundar.

O trabalho em curso visa reforçar a necessidade de integrar múltiplos olhares sobre os impactos da transformação digital das empresas nos territórios e na felicidade dos trabalhadores traduzida em três dimensões: Bem-estar psicológico, Bem-estar subjetivo, Bem-estar no Trabalho.

Identificamos como objetivos específicos os seguintes: (1) Identificar a contribuição da transformação digital para a concretização dos ODS; (2) Caracterizar a relação entre a transformação digital nas empresas e a felicidade dos trabalhadores; e (3) Analisar a relação entre a transformação digital, o desenvolvimento do Alentejo e a Agenda 2030.

Entretanto, foram levantadas três hipóteses: (1) A digitalização e o trabalho remoto favorecem a concretização dos objetivos da Agenda 2030; (2) O trabalho remoto contribui significativamente para a felicidade dos trabalhadores; (3) A digitalização e o

trabalho remoto contribuem significativamente para o desenvolvimento da região Alentejo.

Com esta investigação pretendemos comprender melhor as práticas de Responsabilidade Social Empresarial; os fatores, as motivações, os benefícios e os obstáculos que as condicionam; a relação entre essas práticas, a estratégias de sustentabilidade empresarial, comunidades e o desenvolvimento dos territórios. É nosso propósito entender o papel da comunicação na gestão e relacionamento entre as empresas e os seus grupos de interesse e, neste estudo, em particular, com a comunidade e os trabalhadores numa era de crescente reforço da utilização dos meios digitais no trabalho à distância. Ambicionamos ainda fornecer subsídios teóricos que permitam avançar no debate sobre as implicações da transformação digital nas empresas, ao nível da suas dimensões sociais interna (trabalhadores) e externa (sociedade).

Palavras chave: Transformação digital, desenvolvimento dos territórios, felicidade no trabalho, responsabilidade social empresarial.

Digital transformation and happiness at work in the framework of the 2030 Agenda: A multi-case approach in the Alentejo

Abstract

The unprecedented speed of digital transformation has had a global impact on the world, sometimes with negative effects, but also helping to transform society in general, and companies and their employees in particular.

This research project aims to characterise the relationship between happiness at work and the digitalisation of companies, within the framework of the 2030 Agenda, starting with the question 'What is the link between digitalisation in companies and happiness at work from the perspective of the SDGs?' as the guiding question for all the research. A systematic literature review is used. The multiple case study follows on from documentary and bibliographical research, adopting a quantitative and qualitative methodology, following on from previous studies already carried out in the companies Delta Cafés, SGPS, Empresa de Desenvolvimento e Infraestruturas de Alqueva, S.A. (EDIA), Empresa Esporão, S.A. and Tyco Electronics, Ld.ª, which we intend to deepen.

The work in progress aims to reinforce the need to integrate multiple perspectives on the impacts of the digital transformation of companies on territories and on the happiness of workers translated into three dimensions: Psychological Well-being, Subjective Well-being and Well-being at Work.

We identified the following as specific objectives: (1) To identify the contribution of digital transformation to achieving the SDGs; (2) To characterise the relationship between digital transformation in companies and worker happiness; and (3) To analyse

the relationship between digital transformation, the development of Alentejo and the 2030 Agenda.

In the meantime, three hypotheses were raised: (1) Digitalisation and remote working favour the achievement of the Agenda 2030 goals; (2) Remote working contributes significantly to worker happiness; (3) Digitalisation and remote working contribute significantly to the development of the Alentejo region.

With this research we aim to better understand Corporate Social Responsibility practices; the factors, motivations, benefits and obstacles that condition them; the relationship between these practices, corporate sustainability strategies, communities and the development of territories.

Our aim is to understand the role of communication in the management and relationship between companies and their stakeholders and, in this study in particular, with the community and workers in an era of increasing use of digital media in remote working. We also aim to provide theoretical support to advance the debate on the implications of the digital transformation for companies, in terms of its internal (workers) and external (society) social dimensions.

Keywords: Digital transformation, territorial development, happiness at work, corporate social responsibility.

SOSTENIBILIDAD Y CRITERIOS ESG

Divulgación de información sobre transición energética y consejeras: ¿Importa la igualdad de género en la sociedad?

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Resumen

La lucha contra el cambio climático y la transición energética requieren importantes transformaciones y cambios, posicionando a las empresas en primera línea de fuego, ya que, como actores principales, deben abanderar estrategias y proyectos encaminados a contribuir a estos nuevos retos medioambientales. Paralelamente, las sociedades y las empresas están envueltas en transformaciones hacia organizaciones y entornos inclusivos que han favorecido el acceso de las mujeres a los puestos de liderazgo. En este contexto, el objetivo de este trabajo es analizar el papel que están jugando las mujeres consejeras en la transparencia empresarial en materia de energía y si su rol está determinado por el nivel alcanzado en el establecimiento y cumplimiento de los pilares especiales que dignifican a las mujeres que caracterizan a los países de origen de las compañías analizadas.

Los resultados obtenidos para una muestra de 8.757 compañías con sede en 65 países evidencian que el establecimiento y cumplimiento de los pilares especiales que dignifican a las mujeres a nivel país afecta positivamente a la información que las compañías reportan respecto a su estrategia de transición energética hacia modelos más responsable que ayuden a mitigar el cambio climático. También se observa un efecto mediador de la diversidad de género del consejo de administración en esta relación. Los resultados son robustos ante nuevas especificaciones metodológicas. Esta evidencia confirma la existencia de un impacto directo e indirecto del desarrollo igualitario entre hombres y mujeres en una sociedad en la transición energética y la inclusividad empresarial. Adicionalmente, y, aunque estas relaciones se observan para todo el periodo analizado (2016-2022), el efecto de los fenómenos disruptivos ocurridos entre 2020 y 2022 favorecen ambas transformaciones empresariales.

Palabras clave: Energía, diversidad consejo de administración, paridad de género, cambio climático, descarbonización.

Energy transition disclosures and female directors: Do gender egalitarian societies matter?

Abstract

The fight against climate change and the energy transition requires important transformations and changes, positioning companies on the front line of fire, since, as main actors, they must encourage strategies and projects aimed at contributing to these new environmental challenges. At the same time, societies and companies are involved in transformations towards inclusive organizations and environments that have favored women's access to leadership positions. In this context, the objective of this work is to analyze the role that women directors are playing in business transparency in energy matters and whether their role is determined by the level achieved in the establishment and compliance of the special pillars that dignify women characterizing the countries of origin of the analyzed companies.

The results obtained for a sample of 8,757 companies based in 65 countries show that the establishment and compliance with the special pillars that dignify women at country level, positively affect the information that companies report regarding their energy transition strategy towards models more responsible and help mitigate climate change. A mediating effect of the gender diversity of the board of directors is also observed in this relationship. The results are robust to new methodological specifications. This evidence confirms the existence of a direct and indirect impact of equal development between men and women in society on energy transition and business inclusivity. Additionally, although these relationships are observed for the entire period analyzed (2016-2022), the effect of the disruptive phenomena that occurred between 2020 and 2022 favours both business transformations.

Keywords: Energy, board diversity, gender parity, climate change, decarbonization.

Desarrollo de respuestas comerciales frente a escenarios de vulnerabilidad en espacios turísticos costeros: Sostenibilidad, patrimonio y bienestar

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Resumen

Las condiciones climáticas de un territorio y la actividad turística que puede desarrollarse en el mismo guardan una estrecha relación. Aunque el clima no es el único elemento motivador de turismo, sí que forma parte de uno de los factores que influyen en la decisión final sobre la elección de un destino u otro, especialmente en aquellos destinos vinculados con tipologías específicas, como el basado en los deportes de invierno o el turismo costero-marítimo. La información sobre posibles variaciones climatológicas y sus efectos se convierte, de esta forma, en un elemento demandado por turistas, pero sobre todo por gestores turísticos y administraciones públicas que quieran garantizar su rentabilidad (económica y social) a través de la adaptación de los equipamientos que dan soporte a la actividad en los destinos.

El mantenimiento, tanto de los equipamientos como de los recursos turísticos, frente a fenómenos meteorológicos adversos, representa un desafío en un panorama de creciente incertidumbre debido a los efectos, ya manifiestos, del cambio climático. Para el patrimonio cultural costero, una de las amenazas más relevantes es el aumento del nivel del mar. Por ello, la construcción de un marco estratégico de acción común (MEAC) para favorecer la adaptación en la gestión del patrimonio costero frente a dicha amenaza representa una oportunidad, no únicamente para la propia conservación de los bienes patrimoniales vulnerables, sino también para la sostenibilidad de la actividad turística como motor de impulso económico en las comunidades costeras, favoreciendo, a su vez, al bienestar de la población.

Considerando lo anterior, el principal objetivo del presente estudio es proponer una aproximación a un MEAC de aplicación en ambas orillas del Estrecho de Gibraltar, por ser un espacio de destacado intercambio cultural y económico, no exento de diversos desafíos y amenazas derivados de los efectos del cambio climático. Con ello se pretende proponer respuestas orientadas a la adaptación comercial de los bienes culturales

localizados en la franja litoral de la región, seleccionando, para ello, dos casos piloto: la ciudad de Tánger y Tarifa.

En este sentido, se han considerado informes oficiales sobre estrategias de resiliencia frente al cambio climático y vulnerabilidad en el sector turístico, con el fin de obtener una aproximación a posibles soluciones estratégicas frente a la incertidumbre existente. Desde esta perspectiva, se busca la confluencia entre el marketing, la economía del bienestar y la geografía con alternativas basadas, por una parte, en el uso de los bienes culturales para el sostenimiento de su conservación y la actividad económica y social asociada y, por otra, en un sistema de datos y representaciones espaciales.

Los resultados se presentan en tres partes: diagnóstico de la vulnerabilidad, usos turísticos actuales y propuesta de acción. Para ello, se ha realizado una estimación del aumento del nivel del mar y su impacto en dos casos concretos de las ciudades seleccionadas, siendo las cuevas de Hércules (Tánger) y el búnker de la playa de Los Lances (Tarifa) y, por otra parte, se han diseñado recomendaciones de buenas prácticas y acciones estratégicas de acción común para la adaptación de dichos bienes, analizando sus posibilidades para una intervención comercial readaptativa.

Los análisis realizados reflejan diversos grados de vulnerabilidad en los casos seleccionados, lo que resalta la importancia de implementar medidas adaptativas y estrategias de conservación específicas, considerando la naturaleza cambiante del clima y los posibles impactos sobre dichas estructuras. Como respuesta a ambos escenarios, determinadas estrategias basadas en la actividad turística pueden ser un vehículo para la sensibilización de la sociedad sobre los desafíos medioambientales y la importancia de la conservación del patrimonio cultural.

Palabras clave: Vulnerabilidad turística, entornos costeros, sostenibilidad, patrimonio y bienestar.

Developing business responses to vulnerability scenarios in coastal tourism areas: Sustainability, heritage, and well-being

Abstract

The climatic conditions of an area and the tourist activities that can be developed there are closely linked. Although the climate is not the only motivating factor for tourism, it is one of the factors that influences the final choice of a destination, especially in the case of destinations linked to specific typologies, such as those based on winter sports or coastal-marine tourism. Information on possible weather variations and their effects is thus becoming an element demanded by tourists, but above all by tourism managers and public administrations who want to guarantee their profitability (economic and social) by adapting the facilities that support the activity in the destinations.

Maintaining both tourist facilities and resources in the face of adverse meteorological phenomena is a challenge in a scenario of increasing uncertainty due to the already evident effects of climate change. For coastal cultural heritage, one of the most relevant threats is the rise in sea levels.

Therefore, the construction of a Common Strategic Action Framework (CSAF) to promote adaptation in the management of coastal heritage in the face of this threat represents an opportunity not only for the conservation of vulnerable heritage assets, but also for the sustainability of tourism activity as an engine of economic growth in coastal communities, which in turn favours the welfare of the population.

In view of the above, the main objective of this study is to propose an approach for a CSAF to be applied on both sides of the Strait of Gibraltar, as it is an area of outstanding cultural and economic exchange that is not exempt from various challenges and threats arising from the effects of climate change. The aim is to propose responses aimed at the economic adaptation of cultural assets located on the coastal strip of the region, selecting two pilot cases: the city of Tangier and Tarifa.

In this sense, official reports on strategies of resilience to climate change and vulnerability in the tourism sector have been considered in order to obtain an approach to possible strategic solutions in the face of the existing uncertainty.

The results are presented in three parts: vulnerability diagnosis, current tourist uses and proposed actions. To this end, an estimation of sea-level rise and its impact has been carried out on two specific cases of the selected towns, namely the Caves of Hercules (Tangier) and the Bunker of Los Lances beach (Tarifa), and on the other hand, recommendations of good practices and strategic actions of joint action have been designed for the adaptation of these assets, analysing their possibilities for a readaptive commercial intervention.

The analyses carried out reflect different degrees of vulnerability in the selected cases, highlighting the importance of implementing adaptation measures and specific conservation strategies, taking into account the changing nature of the climate and the possible impacts on these structures. In response to both scenarios, certain tourism-based strategies can be a means of raising public awareness of environmental challenges and the importance of heritage conservation.

Keywords: Tourism vulnerability, coastal environments, sustainability, heritage and welfare.

¿Puede certificarse la contribución de las empresas a los ODS?

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Resumen

La Agenda 2030 de las Naciones Unidas, que engloba los 17 Objetivos de Desarrollo Sostenible (ODS), proporciona un marco global ambicioso y presenta un conjunto interconectado de objetivos para lograr la sostenibilidad social, económica y medioambiental. Las empresas están trabajando cada vez más para incorporar los ODS en sus estrategias y operaciones, sin embargo, transferir estos objetivos y metas de la escala internacional al contexto de las empresas y organizaciones presenta un desafío significativo. En este sentido, se ha argumentado que "para alcanzar los ODS será necesario que la mayoría de las empresas hagan las cosas de otra manera y, en muchos casos, que hagan cosas diferentes". Sin embargo, las actuales guías y directrices para los ODS se centran en asistir a las empresas en los procesos de mapping y el reporting y menos en orientar a las organizaciones en el cambio estratégico necesario para contribuir al cumplimiento de los ODS.

Recientemente en España se han desarrollado diferentes sistemas de certificación relacionados con la contribución empresarial a la Agenda 2030, como la certificación de sostenibilidad y contribución empresarial a los ODS de AENOR, el certificado de Responsabilidad Social Corporativa alineado con los ODS de Bureau Veritas, la Q Sostenible ODS del Consejo Internacional de Empresa Sostenible (CIES) o el certificado de empresa sostenible de Certificado ODS.

El objetivo del trabajo es analizar estas certificaciones existentes e identificar cómo establecen la contribución de las empresas a los ODS. En particular, se estudian los requisitos de las diferentes certificaciones para evaluar en qué grado son capaces de evidenciar un cambio transformacional de las empresas mediante la integración de los ODS en la estrategia y la gestión. En última instancia, el trabajo quiere responder a la pregunta si es posible certificar la contribución de las empresas a los ODS.

El principal resultado que se deriva del análisis de las certificaciones existentes es que éstas pueden ser útiles en orientar a las empresas a establecer actuaciones orientadas a "hacer menos daño" (doing less harm) y crear un impacto positivo con respecto a las diferentes metas contenidas en los ODS. Sin embargo, las certificaciones no abordan cómo medir este impacto relacionado con los ODS y cómo gestionar los trade-offs inherentes entre los ODS con una visión sistémica. El trabajo contribuye así a la creciente investigación sobre la sostenibilidad corporativa y los aspectos ASG, y proporciona información sobre el valor de los procesos de certificación con los ODS.

Palabras clave: Agenda 2030, Objetivos de Desarrollo Sostenible (ODS), sistemas de certificación.

Can companies' contribution to the SDGs be certified?

Abstract

The United Nations 2030 Agenda, which encompasses the 17 Sustainable Development Goals (SDGs), provides an ambitious global framework, and presents an interconnected set of goals to achieve social, economic and environmental sustainability. Companies are increasingly working to incorporate the SDGs into their strategies and operations, however, transferring these goals and targets from the international scale to the context of companies and organisations presents a significant challenge. In this regard, it has been argued that "to achieve the SDGs it will require that most companies do things differently, and in many cases, do different things.". However, current SDG guidance and guidelines focus on assisting companies in mapping and reporting processes and less on guiding organisations in the strategic change needed to contribute to the achievement of the SDGs.

Recently in Spain, different certification systems related to the business contribution to the 2030 Agenda have been developed, such as the AENOR certification of sustainability and business contribution to the SDGs, the Corporate Social Responsibility certificate aligned with the SDGs of Bureau Veritas, the Sustainable Q SDG of the International Sustainable Business Council (CIES) or the sustainable business certificate of the Certificado ODS.

The aim of the paper is to analyse these existing certifications and identify how they establish the contribution of companies to the SDGs. Specifically, it examines the requirements of the different certifications to assess the extent to which they can evidence transformational change of companies by integrating the SDGs into strategy and management. Ultimately, the paper aims to answer the question whether it is possible to certify companies' contribution to the SDGs.

The main result that emerges from the analysis of existing certifications is that they can be useful in guiding companies to establish actions aimed at "doing less harm" and creating a positive impact with respect to the different targets contained in the SDGs. However, the certifications do not address how to measure this SDG-related impact and how to manage the inherent trade-offs between the SDGs with a systemic view. The paper thus contributes to the growing research on corporate sustainability and ESG aspects and provides information on the value of SDG certification processes.

Keywords: Agenda 2030, Sustainable Development Goals (SDGs), certification systems.

Elaboration of a methodological proposal for the evaluation of Sustainable Development Goals, compliance in the planning and promotion of tourism destinations

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Abstract

Spain is committed to implementing the Sustainable Development Goals (SDGs) of the 2030 Agenda together with other United Nations countries. To achieve these goals, all those who are directly or indirectly involved must be considered as potential agents of change. In this sense, and considering tourism as one of the main economic drivers in Spain, it is worth taking into account the need to align tourism actions towards aspects related to sustainability in its multiple dimensions.

In addition to the positive aspects derived from the tourism sector in economic terms, the activity also generates significant negative impacts, such as overcrowding, loss of identity, overexploitation of natural resources, etc. For this reason, the application of methods that allow the evaluation of planning processes in terms of sustainability represents an opportunity to try to cushion or reduce these impacts in destinations that require it.

Strategic tourism plans are drivers of development, but also of control and change. In this sense, and observing the current management of the tourism sector in some of the most important tourist destinations in Spain, it is perceived that certain official documents dedicated to planning lack elements truly aligned with the SDGs, despite mentioning the apparent concern towards terms related to sustainability. It can be assumed, therefore, that these documents, which should be essential guides for good sustainable tourism management, are often designed according to traditional sustainability principles, leaving aside necessary aspects incorporated in the three basic dimensions of the SDGs in a holistic manner (social, environmental and economic).

For the reasons set out above, this study proposes a systematic methodology for assessing the analyze the coherency between the SDGs and the strategic actions that make up local tourism and promotion plans. The systematic methodology developed

aims both to steer public and private entities towards more horizons aligned with sustainability and to promote the destination' potential as green tourism brand, using specific geomarketing-based strategies. In effect, this initiative has two advantages, on the one hand, it determines whether the strategies are in line with the SDGs, and on the other hand it is useful for configuration of future strategy tourism plans.

The development of the methodological tool was carried out through two main stages: 1) the SDGs related to tourism were identified and classified, as well as the targets; 2) generic and specific evaluation indicators were established based on previous studies to assess the degree of relationship of the strategic actions included in the tourism plans with the different targets of the previous SDGs. Once the methodology was developed, it was applied to the strategic tourism plan for the city of Malaga called "Malaga Strategic Tourism Plan 2021 - 2024". Several adjustments have been made to adapt it to multiple cases. The choice of Malaga as a case study is not trivial since this city is one of the Andalusian tourist destinations par excellence. Preliminary results clearly show a lack of alignment with the key objectives established in the 2030 Agenda.

In other words, the methodology shows that the tourism strategic plan partially fulfills its commitment to the SDGs, highlighting aspects related to accessibility or poverty eradication. In conclusion, the systematization of planning procedures can be an effective means to achieve the SDGs and a useful tool for key stakeholders involved in tourism management. Considering that this is a preliminary proposal, validations will be carried out in future studies, in different types of tourist destinations, in order to correct identified deviations and limitations and to provide greater robustness to the developed tool.

Keywords: Sustainable Development Goals, 2030 Agenda, planning methodology, sustainable tourism.

El porqué de la regulación extremeña de la IA: El Decreto-Ley 2/2023, de 8 de marzo, de medidas urgentes de impulso a la inteligencia artificial en Extremadura

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Resumen

Previo incluso al Reglamento Europeo sobre IA (aprobado por el Parlamento el 13 de marzo del 2024), aunque ya se contaba con los trabajos parlamentarios preparatorios para su aprobación (Propuesta de Reglamento de 21/04/2021), así como con iniciativas al respecto que hacían prever su rumbo (como los documentos del Grupo Independiente de Expertos de Alto Nivel sobre IA de la Comisión Europea de 8 de abril de 2018, el libro Blanco de febrero de 2019 y las Recomendaciones de la Unesco del 23 de noviembre de 2021), siguiendo la estela de la Estrategia Nacional de Inteligencia Artificial de diciembre de 2020, así como de la Carta de los Derechos Digitales de julio de 2021, se promulga el Decreto ley 2/2023 de 8 de marzo de medidas urgentes de impulso a la inteligencia artificial en Extremadura (Campos Acuña, 2023).

La norma es pionera entre las autonómicas, aunque se tiene noticia en estos momentos de que se prepara una regulación en Galicia (Arnau, 2023) y tratamos de buscar con este trabajo el porqué de ese adelanto al resto de las regiones españolas e incluso a la norma europea que se sabe que iba a ser próxima en aquel momento, cuidando de seguir todos los que se consideran ya como sus ejes trascendentales en la consecución de una IA lícita, ética y respetuosa con los Derechos Fundamentales (art. 3).

La CCAA de Extremadura sintió la necesidad de impulsar el desarrollo de la IA en la región y además con "extraordinaria y urgente necesidad" (al utilizar la figura del Decreto-Ley prevista en el artículo 33 de nuestro Estatuto) y la importancia de la IA tanto en términos sociales, como económicos, que los tiene, no parece justificar por sí misma esta medida normativa. Tampoco la naturaleza peculiar de nuestro territorio como su demografía, con una alta tasa de ruralidad y dispersión, así como una probada brecha digital, o el tamaño pequeño del tejido empresarial.

Se señalan igualmente, los beneficios que puede aportar su uso dentro de la Administración Pública tanto para los propios empleados, como para los administrados que justifica su apoyo y promoción, especialmente en sus facetas de alfabetización y formación (art. 5), pero en ellos tampoco se encuentra una respuesta plena a la urgencia y a la anticipación extremeña.

Es sin embargo en el asunto de la atracción del talento donde parecen estar las respuestas. Y todo ello mediante la creación de un mecanismo a través de esta norma, que ha permitido asimilar los proyectos de inversión relacionados con la implantación en Extremadura de empresas tecnológicas en el área de IA al mismo régimen jurídico previsto para los «proyectos empresariales de interés autonómico» (de la Ley 5/2022, de 25 de noviembre, de medidas de mejora de los procesos de respuesta administrativa a la ciudadanía y para la prestación útil de los servicios públicos). De manera que serán considerados de interés general, prioritario y estratégico por sí mismos y por su potencialidad de creación de empleos (art.8 y 9). Por lo que se puede concluir que es la oportunidad empresarial para Extremadura la que ha motivado la norma.

Palabras clave: IA, regulación autonómica, Extremadura, Decreto Ley, justificación normativa.

The reason for Extremadura's regulation of AI: Decree-Law 2/2023 of March 8, on urgent measures to promote artificial intelligence in Extremadura

Abstract

Even prior to the European Regulation on AI (approved by Parliament on March 13, 2024), although there was already parliamentary preparatory work for its approval (Proposal for a Regulation of 04/21/2021), as well as initiatives in this regard that suggested its direction (such as the documents of the Independent High-Level Expert Group on AI of the European Commission of April 8, 2018, the White Paper of February 2019 and the UNESCO Recommendations of November 23, 2021), following in the wake of the National Artificial Intelligence Strategy of December 2020, as well as the Charter of Digital Rights of July 2021, Decree Law 2/2023 of March 8 on urgent measures to promote artificial intelligence in Extremadura (Campos Acuña, 2023).

The norm is a pioneer among the autonomous regions, although there are currently news that a regulation is being prepared in Galicia (Arnau, 2023) and with this work we try to find the reason for this advance to the rest of the spanish regions and even to the European standard that is known to be forthcoming at that time, taking care to follow all those that are already considered to be its transcendental axes in the achievement of a lawful, ethical and respectful AI with Fundamental Rights (art. 3).

The AACC of Extremadura felt the need to promote the development of AI in the region and also with "extraordinary and urgent need" (when using the figure of the Decree-Law provided for in article 33 of our Statute) and the importance of AI in social and economic terms does not seem to justify this regulatory measure in itself. Neither does the peculiar nature of our territory such as its demographics, with a high rate of

rurality and dispersion, as well as a proven digital divide, or the small size of the business fabric.

The benefits that its use can bring within the Public Administration are also pointed out, both for the employees themselves and for the administrators who justify their support and promotion, especially in their facets of literacy and training (art. 5), but there is not a full response to the urgency and anticipation of Extremadura.

However, it is in the matter of attracting talent where the answers seem to lie. And all this through the creation of a mechanism through this standard, which has made it possible to assimilate investment projects related to the implementation in Extremadura of technological companies in the area of AI to the same legal regime provided for "business projects of regional interest." (from Law 5/2022, of November 25, on measures to improve administrative response processes to citizens and for the useful provision of public services). So they will be considered of general, priority and strategic interest in themselves and for their potential for job creation (art.8 and 9). Therefore, it can be concluded that it is the business opportunity for Extremadura that has motivated the regulation.

Keywords: IA, autonomous regulation, Extremadura, decree law, regulatory justification.

A influẽncia do género: Na governação societária. A evolução nas empresas do PSI, na última década, em Portugal

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Resumo

Na última década, tem havido um crescente interesse na igualdade do género no contexto empresarial global. Contudo, apesar dos progressos alcançados em várias partes do mundo, persistem disparidades significativas entre homens e mulheres no ambiente empresarial, especialmente em cargos de liderança e tomada de decisão. Esta realidade não se restringe apenas às grandes potências económicas, mas também é observada em empresas localizadas em países mais pequenos, como Portugal.

A igualdade de género tornou-se uma preocupação central nas políticas das instituições da União Europeia (UE), sendo considerada essencial para o desenvolvimento social e económico de uma Europa justa e inclusiva e onde, a valorização das pessoas deve ter o seu foco nas capacidades e qualidades de cada um, independentemente do género.

No âmbito do mercado financeiro português, o índice PSI (Portugal Stock Index) serve como um indicador crucial do desempenho económico do país e inclui uma ampla gama de empresas de diferentes setores. No entanto, a presença e influência de mulheres em cargos de liderança nessas empresas ainda é pouco explorada. Este artigo procura contribuir para preencher essa lacuna, focando-se na análise da influência do género nas empresas portuguesas listadas no PSI e tecendo breves considerações ao nível Europeu. Assim, abordaremos a evolução da igualdade de género na governação empresarial, tanto na perspetiva da UE como de Portugal, ao longo de um período de 10 anos (2013-2022). Este período temporal justifica-se por abranger datas marcantes pela criação de medidas mais fortes no combate à desigualdade nomeadamente, em Portugal, em 2018, a imposição de quotas mínimas (33,33%) para a participação de mulheres nos órgãos de administração das empresas cotadas. Ao nível da Europa, embora as medidas tenham sido tardias, observou-se uma evolução positiva na maioria dos países. Estamos em crer que o facto de existirem propostas da Comissão Europeia, desde 2012, poderá ter impulsionado muitos países a tomarem medidas internas tendentes a diminuir a desigualdade na oportunidade de acesso das mulheres a cargos mais altos das grandes empresas. Sociedades evoluídas não se coadunam com este tipo de injustiças,

principalmente quando são evidentes as inúmeras capacidades femininas para desempenhar essas funções e até fazer a diferença na melhoria do desempenho das instituições.

De uma maneira geral as medidas têm sido eficazes. Se na UE em 2013, apenas 17,48% dos cargos superiores das empresas eram ocupados por mulheres, esse número aumentou em 2022 para 32,2%. Em Portugal também se verificou um aumento considerável, pois em 2013, apenas 22,99% dos cargos superiores nas empresas cotadas na bolsa eram ocupados por mulheres, em 2022 esse número foi elevado para 31,97%. Concluímos assim que houve uma diminuição da desigualdade de género nos cargos de topo das empresas, tanto na Europa como em Portugal, nos últimos anos. Ainda assim, há muito caminho a percorrer para alcançar a paridade total à escala global, o que exigirá mudanças sociais e culturais profundas.

Com este trabalho, esperamos contribuir para o avanço do diálogo e das práticas relacionadas com questões de género nas empresas, promovendo uma cultura empresarial mais diversificada e progressista.

Palavras chave: Igualdade de género, governo societário, representatividade, PSI, mulheres.

Agradecimentos

Este trabalho é financiado por fundos nacionais através da FCT – Fundação para a Ciência e a Tecnologia, I.P., no âmbito do projeto UIDB/05422/2020.

The influence of gender on corporate governance: Developments in PSI companies over the last decade in Portugal

Abstract

In the last decade, there has been a growing interest in gender equality in the global business context. However, despite the progress made in various parts of the world, significant disparities between men and women persist in the business environment, especially in leadership positions and decision-making. This reality is not limited to major economic powers but is also observed in companies located in smaller countries, such as Portugal.

Gender equality has become a central concern in the policies of European Union (EU) institutions, considered essential for the social and economic development of a fair and inclusive Europe, where the valorization of individuals should focus on their capabilities and qualities regardless of gender.

In the Portuguese financial market, the PSI (Portugal Stock Index) serves as a crucial indicator of the country's economic performance and includes a wide range of

companies from different sectors. However, the presence and influence of women in leadership positions in these companies are still underexplored. This article seeks to contribute to filling this gap by focusing on the analysis of gender influence in Portuguese companies listed on the PSI and briefly considering the European level. Thus, we will address the evolution of gender equality in corporate governance, both from the EU perspective and from Portugal, over a period of 10 years (2013-2022). This timeframe is justified as it covers significant dates marked by the establishment of stronger measures to combat inequality, notably in Portugal, in 2018, with the imposition of minimum quotas (33.33%) for women's participation in the boards of directors of listed companies. At the European level, although measures were belated, a positive evolution was observed in most countries. We believe that the existence of proposals from the European Commission since 2012 may have prompted many countries to take internal measures aimed at reducing inequality in women's access to top positions in large companies. Advanced societies do not tolerate such injustices, especially when the numerous capabilities of women to perform these functions are evident and can even make a difference in improving institutional performance.

In general, the measures have been effective. In the EU in 2013, only 17.48% of senior positions in companies were occupied by women, a number that increased to 32.2% by 2022. In Portugal, there was also a considerable increase, as in 2013, only 22.99% of senior positions in listed companies were held by women, and by 2022, this number had risen to 31.97%. We thus conclude that there has been a decrease in gender inequality in top positions in companies, both in Europe and in Portugal, in recent years. Nevertheless, there is still a long way to go to achieve total parity on a global scale, which will require profound social and cultural changes.

With this work, we hope to contribute to advancing dialogue and practices related to gender issues in companies, promoting a more diverse and progressive corporate culture.

Keywords: Gender equality, corporate governance, representation, PSI, women.

Sustainability and environmental, social, and governance in tourism: Implementation of sustainable practices in rural tourism enterprises in Alentejo (Portugal)

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Abstract

Tourism has been asserting itself as a strategic sector for the development of businesses, societies, and territories, representing the largest exporting activity for many countries, such as Portugal. However, the rapid growth of the sector as an economic and social activity simultaneously triggered negative effects or structural problems, such as waste management, loss of biodiversity, consumption of natural resources, and the increase in the ecological footprint of companies and tourists, among others, making sustainability, particularly in its environmental dimension, a concern for governments and sector organizations. In this sense, the adoption of principles, practices, and responsible environmental and social tools, such as the concept of sustainability and Environmental, Social, and Governance (ESG), has gained particular importance in tourism sector companies.

In response to the growing demand for sustainable tourism practices, this study aims to present a solution capable of reducing energy consumption, minimizing waste production, and promoting the use of renewable energies in rural tourism enterprises, through the installation of a gasifier and respective energy storage (battery) for the energy supply of a rural tourism accommodation with 10 units. The gasifier was designed to operate exclusively from agroforestry raw materials and on-site produced waste, aligning with environmental conservation objectives and reducing dependence on non-renewable energy sources.

In this regard, a practical study was conducted with pine biomass to understand the technical specifications of the unit, which include a raw material consumption rate of 1.2 kg per kW of electricity generated and a thermal/electric energy ratio of 1.5:1, with a production of about 50 m^3/h of synthesis gas with a calorific value of 6 MJ/Nm^3. The results indicate a maximum production of 15 kWh, which will generate electricity for storage in a 100 kWh battery, and a maximum production of 22.5 kWh of thermal energy for sanitary water. Based on the described assumptions, a technical-economic analysis was carried out using investment analysis methodology, which under current market conditions (5% discount rate), presented a net present value of €5899, an internal

rate of return of 7.74%, and a Payback period of 8.9 years, with financing of 50% of the initial investment of €100,000.

Additionally, a sensitivity analysis was conducted to assess the uncertainty and risks associated with the decision, revealing that the project is strongly dependent on the occupancy rate. The study shows that this solution can meet the energy needs of the tourist enterprise and consumer expectations, but it can also contribute to leveraging the competitive advantage of agrotourism and contribute to environmental preservation, transparency, and ethics in organizations' practices with tourists and society, using sustainability and ESG principles. The proposed gasifier represents a sustainable energy solution adapted to the agrotourism sector, offering environmental and socioeconomic benefits to rural communities, thus contributing to the Sustainable Development Goals (SDGs).

Keywords: Tourism, sustainability, renewable energies, agrotourism, Sustainable Development Goals (SDGs).

Informe de sostenibilidad: Una especial sensibilidad en el campo de las entidades sin fines lucrativos. Una revisión sistemática de literatura

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Resumen

En las Entidades sin fines lucrativos (ESFL) es necesario una combinación de información financiera y de sostenibilidad para la rendición de cuentas. La importancia de reportar de manera conjunta se considera primordial por parte de los grupos de interés para facilitar el diálogo y la participación en la entidad.

El objetivo de este artículo se centra en analizar las necesidades y características particulares de los informes de sostenibilidad en las ESFL, que hacen que sea tan importante el elaborar y publicar este tipo de informes mediante una investigación bibliométrica a través de las bases de datos Web of Science (WOS) y Scopus. A través de dicho análisis identificamos las principales corrientes de investigación relativas a este campo de estudio. Se han cuantificado y clasificado los documentos, analizando las temáticas, los países y las publicaciones más citadas. Los resultados permiten constatar la escasa investigación sobre el tema, si bien se evidencia un leve crecimiento de la producción científica, especialmente a partir de 2018, a consecuencia del aumento de regulación al respecto en materia de sostenibilidad. Este estudio responde a tres preguntas clave: (A) ¿Por qué las ESFL deben elaborar informes de sostenibilidad? (B) ¿Por qué no está extendida entre las ESFL la práctica de elaborar informes de sostenibilidad? (C) ¿Qué pasos deben darse para fomentar la elaboración de informes de sostenibilidad en las ESFL?

En la literatura actual se evidencia que la elaboración y presentación del informe de sostenibilidad proporcionan múltiples beneficios a las entidades, como por ejemplo aumento de legitimidad ante donantes y proveedores, mayor involucración y conocimiento en profundidad de las necesidades e intereses de los grupos de interés. En contraposición, también existen dificultades a la hora de su elaboración en cuanto a la definición de indicadores clave de la organización y su relación con la calidad del servicio prestado y la creación de valor. Se necesita mejorar los sistemas de información, así como aumentar los recursos para poder recabar toda la información requerida para la elaboración de dichos informes.

En conclusión, nuestro estudio destaca la importancia en las ESFL de proporcionar y mostrar los impactos de su actividad a través de la elaboración y publicación de sus

informes de sostenibilidad, así como la escasa investigación en la materia. Para fomentar y conseguir normalizar la elaboración de los informes las ESFL, necesitarán disponer de una guía de elaboración de informes de sostenibilidad atendiendo a las necesidades y características particulares de estas entidades.

Palabras clave: Informe de sostenibilidad, entidades sin fines lucrativo (ESFL), ESG, revisión sistemática de literatura.

Sustainability reporting: A special sensitivity in the field of not-profit organizations. A systematic literature review

Abstract

A combination of financial and sustainability information is necessary for accountability in non-profit organizations (NPOs). The importance of joint reporting is essential for stakeholders to facilitate dialogue and participation in the entity.

The aim of this article is to analyze the particular needs and characteristics of sustainability reporting in NPOs, which justify the disclosure of this type of report. To that end, a bibliometric literature review on the state of the art on sustainability reports in the NPOs in the Web of Science (WOS) and Scopus databases is carried out. We identify the main research lines related to this field of study. The documents were quantified and classified, analyzing the topics, countries and most cited publications. The results evidence scant research on the topic, despite a slight growth in scientific production especially from 2018, linked to the increase in regulation with respect to sustainability. This study sheds light on three key questions: (A) Why should NPOs disclose sustainability reportings? (B) Why sustainability reporting disclosure is less common in NPOs? (C) What could be done to encourage NPOs to produce sustainability reporting?

Current literature shows that the sustainability reporting disclosure provides multiple benefits to entities, such as increased legitimacy in the eyes of donors and suppliers, greater involvement, and in-depth knowledge of the needs and interests of stakeholders. On the other hand, there are also difficulties to define key indicators of the organization and connecting them to the service quality provided and value creation. The information systems need to be improved and resources are to be increased to enable information gathering that is required for the preparation of these reports.

In conclusion, our study highlights the importance for NPOs of providing and showing the impacts of their activity through the sustainability reporting disclosure, as well as the scant research on this topic. To that end, NPOs require a sustainability reporting guide that meets the particular needs and characteristics of these entities.

Keywords: Sustainability reporting, non-profit organizations (NPOs), ESG, systematic literature review (SLR).

Un ejemplo de simbiosis intelectual: Diálogo interdisciplinar entre las enseñanzas medioambientales del Papa Francisco y la biomimética organizacional

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Resumen

Este trabajo explora la intersección de las enseñanzas del Papa Francisco, particularmente a través de su Encíclica "Laudato si': sobre el cuidado de la casa común" y su Exhortación Apostólica: "*Laudate Deum*" con el campo emergente de la biomimética organizacional. A través de "*Laudato si*" , el Papa Francisco ha propuesto un marco ético y moral para abordar la crisis ecológica, instando a una acción global para el cuidado de nuestro planeta, que él describe como la "casa común" de la humanidad. Su llamado a una "ecología integral" que abarque tanto el respeto por el medio ambiente como la justicia social y económica, así como su crítica al consumismo y al daño ambiental causado por prácticas insostenibles, proporcionan un fondo ético relevante para la biomimética organizacional.

La biomimética organizacional, que busca emular estrategias y procesos de la naturaleza para crear soluciones sostenibles y respetuosas con el medio ambiente en el ámbito empresarial, encuentra un sólido apoyo en los principios expresados en "*Laudato si"*. Nuestro trabajo argumenta que, al integrar las visiones y principios éticos presentados por el Papa Francisco con los enfoques de la biomimética, las organizaciones pueden desarrollar modelos de negocio no solo ambientalmente sostenibles, sino también éticamente responsables y socialmente justos.

A través de un análisis comparativo y la síntesis de las doctrinas clave en "*Laudato si"*, "*Laudate Deum*" y los principios de la biomimética, identificamos puntos de convergencia y complementariedad que pueden inspirar a las organizaciones a emprender transformaciones hacia prácticas más sostenibles y equitativas. Específicamente, nuestro estudio resalta cómo la admiración de la naturaleza como fuente de sabiduría y soluciones ("*Laudate deum"*) puede guiar el diseño organizacional hacia innovaciones que respeten los límites del planeta y promuevan el bienestar común.

De hecho, la Biomimética Organizacional compara la visión antropocéntrica con la cosmovisión, a la vez que ofrece una guía de los pasos imprescindibles para que este modelo de gestión incida en dos focos simultáneamente: cómo debería dibujarse el modelo corporativo y qué rol deberían tener en él los nuevos líderes biomiméticos. Éstos se distinguen por los siguientes rasgos fundamentales: Ética, Creatividad, Flexibilidad,

Generosidad, Honradez, Humildad, Lealtad/Compromiso, Resiliencia, Sentido del Humor, Sentido de la Estética y Visión Holística.

Este análisis abre nuevas vías para la investigación y la práctica en ética empresarial y sostenibilidad, sugiriendo que los marcos éticos proporcionados por figuras de autoridad moral como el Papa Francisco pueden y deben informar los esfuerzos prácticos hacia la sustentabilidad empresarial dentro del paradigma de la biomimética, una metodología transdisciplinar que, en palabras del físico Nicolescu, se denomina "cosmodernidad" al buscar interacciones entre ciencia, cultura, espiritualidad, religión y sociedad.

Palabras clave: Biomimética organizacional, *Laudato si*, *Laudate Deum*, crisis ecológica, liderazgo biomimético.

An example of intellectual symbiosis: Interdisciplinary dialogue between Pope Francisco's environmental teachings and organisational biomimetics

Abstract

This paper explores the intersection of the teachings of Pope Francis, particularly through his Encyclical "*Laudato si'*": On Care for the Common Home" and his Apostolic Exhortation: "*Laudate Deum*" with the emerging field of organisational biomimetics. Through "*Laudato si'*", Pope Francis has proposed an ethical and moral framework for addressing the ecological crisis, calling for global action to care for our planet, which he describes as humanity's "common home". His call for an "integral ecology" that embraces both respect for the environment and social and economic justice, as well as his critique of consumerism and the environmental damage caused by unsustainable practices, provide a relevant ethical background for organisational biomimetics.

Organisational biomimetics, which seeks to emulate nature's strategies and processes to create sustainable and environmentally friendly solutions in business, finds strong support in the principles expressed in "*Laudato si'*". Our paper argues that by integrating the ethical visions and principles presented by Pope Francis with biomimetic approaches, organisations can develop business models that are not only environmentally sustainable, but also ethically responsible and socially just.

Through a comparative analysis and synthesis of the key doctrines in "*Laudato si'*", "*Laudate Deum*" and the principles of biomimetics, we identify points of convergence and complementarity that can inspire organisations to undertake transformations towards more sustainable and equitable practices. Specifically, our study highlights how admiration of nature as a source of wisdom and solutions ("*Laudate Deum*") can guide organisational design towards innovations that respect planetary boundaries and promote the common good.

In fact, Organisational Biomimetics compares the anthropocentric vision with the worldview, while offering a guide to the essential steps for this management model to impact on two foci simultaneously: how the corporate model should be drawn and what role the new biomimetic leaders should have in it. These are distinguished by the following fundamental traits: Ethics, Creativity, Flexibility, Generosity, Honesty, Humility, Loyalty/Commitment, Resilience, Sense of Humour, Sense of Aesthetics and Holistic Vision.

This analysis opens up new avenues for research and practice in business ethics and sustainability, suggesting that ethical frameworks provided by moral authority figures such as Pope Francis can and should inform practical efforts towards business sustainability within the paradigm of biomimetics, a transdisciplinary methodology that, in the words of physicist Nicolescu, is termed "cosmodernity" as it seeks interactions between science, culture, spirituality, religion and society.

Keywords: Organisational biomimetics, *Laudato si, Laudate Deum,* ecological crisis; biomimetic leadership.

TALLER DOCTORANDOS

Retos de la propiedad intelectual en el S.XXI: Estudio de la piratería digitl en la Unión Europea

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Resumen

El fenómeno de la Inteligencia Artificial está llamado a cambiar el mundo tal y como lo conocemos. Lo que es seguro en el contexto actual de desarrollo tecnológico es que la efectividad de los sistemas de derechos de autor está en peligro. En la Unión Europea, el éxito del mercado interior y el desarrollo del mercado único digital han visto un claro obstáculo: la piratería digital. Los más perjudicados son los titulares de los derechos de autor, incapaces de mantener el control eficiente sobre las obras en internet y, por tanto, no recibiendo una remuneración adecuada por el uso que se hace de ellas. La IA se revela como un arma de doble filo que puede utilizarse tanto como herramienta de detección y freno de la piratería digital o como motor que la facilite.

Esta investigación contribuye a comprender los desafíos de la protección de la propiedad intelectual en la era digital así como las oportunidades asociadas a las nuevas tecnologías. En el escenario actual de piratería digital generalizada, se examina cómo la IA puede ser utilizada para identificarla y prevenirla, mediante la detección de contenido infractor en plataformas en línea, por ejemplo. Sin embargo, también puede ser empleada por los infractores para crear herramientas más sofisticadas de piratería digital, como el desarrollo de algoritmos para eludir sistemas de prevención o generar contenido falsificado.

Debido a la importancia creciente de las industrias culturales y creativas para la economía europea, esta investigación se revela primordial. El sistema europeo de derechos de autor debe modernizarse para adaptarse a la era digital. La reciente regulación europea sobre IA, pionera e histórica, proporciona un nuevo marco regulatorio con requisitos claros para el desarrollo y despliegue de sistemas de IA, asegurando un uso seguro, ético y respetuoso de los derechos fundamentales, y reforzando la seguridad jurídica, lo que tendrá implicaciones significativas en la lucha contra la piratería digital.

La metodología empleada en esta investigación comprende un análisis de la literatura existente en relación a IA, piratería digital y propiedad intelectual, así como la visión empírica que proporciona un modelo de datos de panel. Se recurre a un pluralismo metodológico, partiendo de la "jurisprudencia de intereses", y se adopta un enfoque interdisciplinar que engloba un punto de vista jurídico y un punto de vista económico.

El estudio de la piratería digital desde la perspectiva jurídica enseña que la divergencia de legislaciones en materia de propiedad intelectual entre los Estados miembros agrava el problema, y desde la económica se demuestra empíricamente la existencia de una relación entre piratería digital y normas de derechos de autor: los sistemas más protectores de los derechos de autor presentan tasas de piratería digital más elevadas.

La incidencia de la IA en el mundo de la propiedad intelectual no deja de ser inquietante, está transformando el panorama de la piratería digital y la protección de la propiedad intelectual. Los sistemas civil y penal han fracasado en la lucha contra la piratería digital y los procedimientos administrativos amenazan derechos y libertades. Se proponen otras formas para combatirla, como concienciar a la sociedad e invertir en el desarrollo de nuevos modelos de negocio adaptados a la economía digital. La IA puede servir a autoridades y empresas para identificar y combatir la piratería digital pero plantea nuevos retos en términos de ética, privacidad y legalidad que deben ser analizados. La reciente regulación de la IA en la UE supone un paso importante en esta dirección.

Palabras clave: Derechos de autor, inteligencia artificial, piratería digital, Unión Europea, datos de panel.

Intellectual property challenges in the 21st century: A study of digital piract in the European Union

Abstract

The phenomenon of Artificial Intelligence is set to change the world as we know it. What is certain in the current context of technological development is that the effectiveness of copyright systems is at risk. In the European Union, the success of the internal market and the development of the digital single market have encountered a clear obstacle: digital piracy. Copyright holders are the most adversely affected, because they are unable to maintain efficient control over their works on the internet and therefore, they do not receive adequate remuneration for the use made of them. AI is revealed as a double-edged sword that can be used both as a tool to detect and curb digital piracy or as a facilitator of it.

This research contributes to understanding the challenges of protecting intellectual property in the digital age as well as the opportunities associated with new technologies. In the current scenario of widespread digital piracy, it examines how AI can be used to identify and prevent it, such as by detecting infringing content on online platforms. However, it can also be used by offenders to create more sophisticated tools for digital piracy, such as developing algorithms to bypass prevention systems or generate counterfeit content.

Due to the increasing importance of cultural and creative industries for the European economy, this research is essential. The European copyright system must be modernized to adapt to the digital age. The recent European regulation on AI, pioneering and historic, provides a new regulatory framework with clear requirements for the development and deployment of AI systems, ensuring safe, ethical, and respectful use of fundamental rights, and reinforcing legal certainty, which will have significant implications in the fight against digital piracy.

The methodology used in this research includes an analysis of the existing literature on AI, digital piracy, and intellectual property, as well as the empirical insights provided by a panel data model. A methodological pluralism is employed, starting from the "jurisprudence of interests," and an interdisciplinary approach is adopted that encompasses both a legal and an economic perspective.

The study of digital piracy from a legal perspective shows that the divergence of intellectual property laws among member states exacerbates the problem, and from an economic standpoint, the existence of a relationship between digital piracy and copyright norms is empirically demonstrated: systems that are more protective of copyright have higher rates of digital piracy.

The impact of AI on intellectual property is unsettling; it is transforming the landscape of digital piracy and intellectual property protection. Civil and criminal systems have failed in the fight against digital piracy, and administrative procedures threaten rights and freedoms. Other methods to combat it are proposed, such as raising awareness in society and investing in the development of new business models adapted to the digital economy. AI can serve authorities and companies to identify and combat digital piracy, but it poses new challenges in terms of ethics, privacy, and legality that must be analyzed. The recent regulation of AI in the EU represents an important step in this direction.

Keywords: Copyright, artificial intelligence, digital piracy, European Union, panel data.

Hacia una ética en los algoritmos inteligentes: Visibilizando el emprendimiento femenino

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Resumen

En el ámbito digital, que incluye motores de búsqueda, sistemas de recomendación y redes sociales, los algoritmos inteligentes pueden generar sesgos que reflejen o amplifiquen prejuicios sociales, de género, sexistas o racistas, así como influencias culturales o sociales debido a limitaciones técnicas en su diseño.

El objetivo primordial de este estudio es identificar y destacar los sesgos de género presentes, con la finalidad de promover la equidad de género y garantizar una aplicación justa y ética de la Inteligencia Artificial en diferentes áreas, especialmente en la percepción del rol de la mujer en el liderazgo empresarial y en el emprendimiento, tanto en ambientes sociales como en el entorno digital.

Para ello, se propone abordar de manera exhaustiva y sistemática cuatro grandes temas interrelacionados: Algoritmos, Sesgos, Emprendimiento y Género. El primer paso será explorar individualmente cada uno de estos temas, profundizando en sus aspectos más relevantes y las implicaciones sociales y éticas asociadas.

El estudio comenzará con una revisión sistemática de la literatura para establecer el Marco Teórico (SRL), y abordará tres líneas de investigación principales claramente identificadas: Evaluación de la Actitud Emprendedora en Mujeres; Impacto de la Semántica, la Cultura y la Tradición en la Propagación de Sesgos en el Emprendimiento; Identificación de Sesgos en los Procesos Algorítmicos a través del Análisis de los Equipos de Diseño.

La primera línea de investigación, Evaluación de la Actitud Emprendedora en Mujeres, se dirige a comprender el Fenómeno Emprendedor en mujeres, centrándose específicamente en evaluar la Actitud Emprendedora. La pregunta principal que guía esta investigación es: ¿Existe una actitud emprendedora exitosa y cuáles son los factores internos y externos asociados a esta actitud? Este análisis permitirá profundizar en los elementos clave que definen esta actitud, identificar posibles disparidades de género y comprender cómo diversos factores, tanto internos como externos, se relacionan con el éxito en el emprendimiento femenino.

La segunda línea de investigación, Impacto de la Semántica, la Cultura y la Tradición en la Propagación de Sesgos en el Emprendimiento, responderá a dos

preguntas: ¿Cuáles son los sesgos culturales más frecuentes en el liderazgo empresarial y el emprendimiento femenino? y ¿Cómo se transfieren estos sesgos a los algoritmos y cómo la tecnología aprende de ellos? Con este análisis se proporcionará una visión más completa de cómo las actitudes y sesgos culturales pueden influir en la valoración del éxito emprendedor, tanto en contextos sociales como en plataformas digitales prominentes.

La tercera línea de investigación, Identificación de Sesgos en los Procesos Algorítmicos a través del Análisis de los Equipos de Diseño, se centrará en dar respuesta a las siguientes preguntas: ¿Es posible identificar cómo se transfieren los sesgos algorítmicos en el ámbito del emprendimiento y establecer un sistema de control que contribuya a reducir la desigualdad? ¿Cuáles son las implicaciones éticas y sociales asociadas a los sesgos algorítmicos en el emprendimiento femenino, y cómo pueden abordarse de manera efectiva? Éste será el punto de partida para explorar si es posible detectar la presencia de sesgos en los procesos algorítmicos mediante un análisis de cómo son configurados y programados por los equipos responsables.

Al concluir la tesis, se habrá realizado un análisis exhaustivo del emprendimiento, considerando tanto los factores internos como externos que influyen en la actitud emprendedora de las mujeres. Además, se habrá explorado el impacto de la semántica en la sociedad y en el entorno digital, y cómo esto afecta la aparición de sesgos en la identificación de modelos a seguir en el emprendimiento. Este análisis permitirá evaluar la discrepancia entre los valores sociales atribuidos a estos modelos y los criterios utilizados por los algoritmos de internet.

Palabras clave: Algoritmos inteligentes, sesgo algorítmico, propagación de sesgos, liderazgo emprendedor, mujer emprendedora.

Towards an ethics in intelligent algorithms: Bringing female entrepreneurship to light

Abstract

In the digital realm, which encompasses search engines, recommendation systems, and social networks, intelligent algorithms can generate biases that reflect or amplify social, gender, sexist, or racist prejudices, as well as cultural or social influences due to technical limitations in their design.

The primary objective of this study is to identify and highlight present gender biases, aiming to promote gender equity and ensure a fair and ethical application of Artificial Intelligence across various domains, especially in perceptions of women's roles in business leadership and entrepreneurship, both in social settings and the digital environment.

To achieve this, a comprehensive and systematic approach to four interconnected themes is proposed: Algorithms, Biases, Entrepreneurship, and Gender. The study will commence with a systematic literature review to establish the Theoretical Framework, followed by the exploration of three clearly identified main lines of research: Evaluation of Entrepreneurial Attitudes in Women; Impact of Semantics, Culture, and Tradition on Bias Propagation in Entrepreneurship; Identification of Biases in Algorithmic Processes through Design Team Analysis.

The first line of research, Evaluation of Entrepreneurial Attitudes in Women, aims to understand the Entrepreneurial Phenomenon in women, specifically focusing on evaluating Entrepreneurial Attitudes. The primary question guiding this investigation is: Does a successful entrepreneurial attitude exist, and what are the internal and external factors associated with it? This analysis will delve into the key elements defining this attitude, identify potential gender disparities, and comprehend how several factors, both internal and external, relate to success in female entrepreneurship.

The second line of research, Impact of Semantics, Culture, and Tradition on Bias Propagation in Entrepreneurship, will address two questions: What are the most common cultural biases in female business leadership and entrepreneurship? And, how do these biases transfer to algorithms, and how does technology learn from them? This analysis will provide a more comprehensive understanding of how cultural attitudes and biases can influence the assessment of entrepreneurial success, both in social contexts and prominent digital platforms.

The third line of research, Identification of Biases in Algorithmic Processes through Design Team Analysis, will focus on answering the following questions: Is it possible to identify how algorithmic biases transfer within the realm of entrepreneurship and establish a control system to reduce inequality? What are the ethical and social implications associated with algorithmic biases in female entrepreneurship, and how can they be effectively addressed? This will serve as a starting point to explore the possibility of detecting biases in algorithmic processes through an analysis of how they are configured and programmed by responsible teams.

Upon completion of the thesis, a thorough analysis of entrepreneurship will have been conducted, considering both internal and external factors influencing women's entrepreneurial attitudes. Furthermore, the impact of semantics on society and the digital environment will have been explored, along with its effect on the emergence of biases in identifying role models in entrepreneurship. This analysis will enable the evaluation of the discrepancy between societal values attributed to these models and the criteria used by internet algorithms.

Keywords: Intelligent algorithms, algorithmic bias, bias propagation, entrepreneurial leadership, female entrepreneurship.

TRANSICIÓN DIGITAL Y ECO-INNOVACIÓN

Linking collaboration to the diffusion speed of eco-technologies: An exploration with patent data

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Abstract

The acceleration of the diffusion processes of eco-technologies acquires great relevance due to the urgency of mitigating the long-term consequences of climate change and other environmental concerns (Popp, 2005; Li et al., 2023). Furthermore, the diffusion of eco-friendly technologies allows for a successful transition towards sustainable modes of production and consumption (Losacker et al., 2023). However, although there is a general consensus that several factors, such as the characteristics of the technology and regulatory factors play a relevant role in the adoption of technology by firms (Popp, 2005; Losacker et al., 2023), our knowledge about the effects of R&D collaborations between organizations is highly limited. This paper addresses this gap, by identifying the role of organizational collaboration in the diffusion speed of eco-technologies. The analysis of the effects of collaboration and institutional diversity on the speed of innovation diffusion is an issue that has been neglected in previous research.

To achieve our objective, we use patents as a main indicator of eco-technologies in the environmental sector. Although the studies using patent data are very numerous, only a few studies have examined the determinants of diffusion speed (Fisch et al., 2017; Lee & Sohn, 2017; Danish & Sharma, 2023; Losacker et al., 2023), and the evidence for the eco-technologies sector is very scarce (Lee & Sohn 2017; Losacker et al., 2023).

Our database is elaborated at the patent family level and contains detailed information for 373,479 patent families in 20 environmental fields. Our dependent variable is the citation lag, which is an indicator of diffusion speed. We calculated the citation lag as the number of days between the first publication in the patent family and the first citation that the patent family receives. Patent families that were not cited are treated as right-censored. Thus, we deal with survival data, which we harness to determine how long a patent family takes to be cited for the first time. Our main independent variables include the different types of collaboration between organizations (firm-firm, firm-university, firm-government, university- university, etc.) along with the Blau index (Blau, 1977) to capture the inter-organizational diversity involved in the collaboration. Our models also control for patent characteristics, dummies by year, and dummies by environmental sectors.

In order to trace the determinants of the speed of the diffusion of eco-technologies, we have estimated several Cox Proportional Hazard models (Cox, 1972) to obtain some preliminary results. A first model including organizational collaborations along with all the controls suggests that the faster diffusion speed is obtained for collaborative agreements between organizations of the same characteristics (when firms collaborate with firms and when universities collaborate with universities). If we replace the collaborative dummies with an index capturing how diversified the partners are, we find that a mixture of organizations of different natures slows the diffusion speed. Although the work is still in progress, we think that some relevant policy implications can be derived from this work, in particular about how to organize collaborative efforts to produce the highest speed of diffusion of eco-technologies.

Keywords: Eco-technologies, environmental patents, R&D collaboration, speed of diffusion, organizational collaboration.

Examining the impact of collaboration between organizations on patent quality in eco-technologies

Faltan autores

Abstract

This research focuses on the role of collaboration between organizations in producing patents of greater quality in the sector of digital eco-technologies, which is a strategic sector to achieve the objectives related to the digital and green transition in Europe. Our analysis addresses the following research questions:

1. Is patent quality in the sector of digital eco-technologies higher when developed in partnership with other institutions?

2. Do all types of collaboration have the same impact on patent quality, or are there significant differences depending on the organizations involved in the collaboration.

To identify the role of organizational collaboration, we control by the stringent environmental regulations within the digital eco-technologies sector along with patent characteristics.

Originality/value: The fact that companies can benefit from knowledge flows from external sources has been prominent in the literature and in studies on open innovation (Chesbrough, 2003; De Beule and Van Beveren, 2019). However, there is limited empirical and quantitative research about how different types of R&D collaboration in patents can affect their quality. In addition, this research controls for the role of environmental policies in patent quality by investigating the combined effects of environmental regulation and institutional collaboration on patent quality.

Methodology: We present several count data models aimed at explaining the relationship between patent quality, type of collaboration (private and public organizations), and environmental policy stringency. We use the Patstat database to obtain 259,968 patent families associated with eco-technologies over the period 1990-2016. Our dependent variable is patent quality, measured as the number of forward citations within a five-year window (including examiner citations and without self-citations). The effect of R&D collaboration on patent quality is captured by a set of independent binary variables that correspond to the different combinations of organizations that applied for joint patents (co-patents). The effect of environmental policy on patent quality is captured using the Environmental Policy Stringency Index proposed by OCDE (Kruse et al.,2022). Since the stringency effect on patent quality will likely differ greatly depending on the assignees' countries, the models also include interaction effects between the mean of the stringency index and the dummies capturing the country of the assignees' residence. The stringency impact is also predicted to vary

depending on the environmental subsector, hence interaction effects between the mean of the Stringency Index and environmental subsectors are taken into account. Additionally, we incorporate controls for patent characteristics that impact patent quality.

Given the count nature of the dependent variable, we use Poisson models estimated by pseudo-Poisson maximum likelihood. We also use negative binomial models to test whether the model is robust to the estimation procedure.

Preliminary results: Our preliminary results show that collaboration between companies positively and significantly affects patent quality; however, we did not find evidence that collaboration with other organizations can produce benefits in terms of patent quality. This positive effect, when the type of organization involved in the collaboration process is the same (companies collaborate with companies), could be related to the technological proximity, which suggests that companies working in similar areas are capable of understanding each other, and this facilitates the recombination of knowledge that leads to a patent of good quality. However, when the organizations are different not only in the distance of their technological background but also in their internal organization (e.g., universities and companies, or companies and institutions from governments), the differences between them could hinder the advantages of collaboration to produce outputs of better quality. Regarding the stringency index, our results are compatible with a significant and positive effect of policy stringency on patent quality.

Keywords: Institutional collaboration, patent quality, environmental policy stringency, digital eco-technologies.

The effet of geographic and gender diversity within inventor teams on the radicality of digital eco-technologies patents

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Abstract

Companies and governments deem the adoption of sustainable technologies a top priority to address the opportunities and threats associated with green and digital transformation. In the last decade, many studies have investigated the causes, characteristics, and effects of sustainable technologies (see reviews by Díaz- García et al., 2015; He et al., 2018). However, research on the adoption and diffusion of eco-technologies is still at a very early stage. At the same time, radical innovations are known to have the potential to create new markets, product classes, or lead to significant product substitution within existing classes. Radical innovations frequently generate significant positive external effects that benefit other companies (Colombo et. al., 2015). Thus, it is their fundamentally "disruptive" nature that distinguishes "radical" contributions from "incremental" innovations. (Nelson & Winter, 2002).

There is a growing interest in understanding the relationship between a firm's ability to innovate and its different capabilities and characteristics (Freel, 2005), including the composition of partners in innovation teams (Miotti & Sachwald, 2003; Belderbos et al., 2004). Within this context, it is interesting to analyse the geographical location of innovation activity (Ardito et al., 20-21; Frost, 2001; Lahiri, 2010; Scalera, Perri & Hannigan, 2018; Singh, 2008) and the gender diversity of team members, which promotes openness by bringing in different ideas and opinions (Bilimoria & Wheeler, 2000; Huse & Solberg, 2006).

In light of the above ideas, the main objective of this paper is to analyse whether gender diversity and geographical diversity have a bearing on the radicality of digital eco-technologies. We analyze a specific subset of eco-technologies that use digital knowledge for their development, which we call digital eco technologies. Patent data are used as an indicator for the generation of digital eco-technologies. Patent information is obtained from the EPO World Patent Statistics Database (PATSTAT). We identified environmental patenting families using the IPC codes established by the OECD (2012).

Our main dependent variable is the radicality of patents in the field of digital eco-technologies. We rely on the radicality index proposed by Shane (2001), where the radicality of a patent is measured as a time- invariant count of the number of IPC technology classes in which patents cited by the given patent are found, but in which the

patent itself is not classified. The more a patent cites earlier patents in classes other than its own, the more radical the invention must be considered.

Our main independent variables consist of two measures based on Blau's (1977) index. The first is the diversity of R&D teams in terms of gender, and the second is the diversity of the country of the inventors. Blau's index has been proposed as an optimal measure of diversity to capture variation within a group of people (Harrison and Klein, 2007; Miller & Del Carmen Triana, 2009) and has been widely used as an indicator of team diversity (e.g. see Belderbos et al., 2010). We also control for patent characteristics, technological sectors and time. We test our hypotheses by estimating several econometric count models with a sample of 405,884 patent families filed by firms and other institutions over the period 1990-2019. The results have several implications for policymakers and the patent system as a whole.

Keywords: Patented digital eco-technology, radicality index, gender diversity, geographical diversity, sustainable technologies.

TURISMO Y EMPRESAS TURÍSTICAS

Análisis generacional de la percepción turística de la gastronomía local en los restaurantes de Extremadura

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Resumen

Este estudio tiene como objetivo investigar la percepción de los turistas sobre la gastronomía local en los restaurantes de destinos turísticos de Extremadura. Se busca analizar las diferencias entre cuatro generaciones activas en este sector: Baby Boomers, Generación X, Millennials (Generación Y) y Generación Z. El estudio destaca la importancia de estudiar estas generaciones por separado, ya que cada una ha experimentado eventos históricos y sociales similares durante su formación, lo que influye en sus valores, actitudes y preferencias sociales. La gastronomía local se considera como parte del turismo cultural y del patrimonio cultural inmaterial. Actualmente, se busca que las experiencias gastronómicas en los destinos turísticos alcancen un nuevo nivel, donde no es indispensable la existencia de un restaurante para que el turista pueda disfrutar de una buena comida. Se observa el desarrollo de diversos espacios que ofrecen nuevas experiencias y productos caracterizados por su riqueza, innovación y accesibilidad.

En este contexto, se emplea la Teoría del Comportamiento Planificado (TCP) para examinar la percepción de los turistas sobre la gastronomía local en los restaurantes de destinos turísticos de Extremadura. Los componentes originales de la TCP, la actitud, la norma subjetiva y el control conductual percibido, se combinan con las motivaciones Pull para ayudar a comprender mejor el comportamiento de los turistas y sus preferencias en relación a los restaurantes. Además, se incluyeron variables adicionales como el prestigio de los consumidores por degustar la gastronomía local y la atmósfera de los restaurantes. El primero de ellos nos ayudará a comprender la influencia del valor del prestigio en la actitud hacia la comida local por parte del turista, y la atmósfera o atributos que rodean a los restaurantes, a localizar esos atributos que condicionan la actitud de un turista para degustar gastronomía local en los restaurantes de la región.

El estudio se llevó a cabo en Extremadura, con una muestra de 526 encuestas online, a turistas locales y visitantes que habían disfrutado de la gastronomía local en restaurantes durante sus viajes a la región. Esta encuesta constaba de varios bloques diferenciados por cada variable y una serie de preguntas sociodemográficas que nos permitieron estratificar los resultados según las generaciones de estudio. Se utilizaron herramientas estadísticas como SPSS 29 y AMOS 26.0 para el análisis de datos, incluyendo análisis factorial confirmatorio y modelos de ecuaciones estructurales.

A través de un análisis multigrupo de las distintas generaciones, los resultados revelaron que los turistas de todas las generaciones perciben un alto prestigio al consumir gastronomía local y muestran disposición a pagar por ello. En cuanto a los atributos relacionados con la TCP y la DAP, se detectó que solo la norma subjetiva influye sobre el comportamiento de los Millennials en exclusividad, frente al CCP que sí afecta en el del resto de las generaciones. Por otro lado, las motivaciones Pull como antecedente de la actitud y como elemento influenciador a la DAP se confirma su relevancia en los Baby Boomers, la Generación X y la Generación Z. Además, se encontró que la atmósfera del restaurante influye en el prestigio percibido por los turistas. Sin embargo, no se encontró una asociación directa entre la atmósfera del local y la disposición al pago en ninguna de las generaciones. Estos hallazgos pueden contribuir a la investigación de cohortes generacionales y proporcionar recomendaciones estratégicas para satisfacer las necesidades de cada generación, tanto para las instituciones públicas como para los restaurantes y establecimientos de la región en la mejora de su oferta gastronómica.

Palabras clave: Disposición a pagar, estrategia, generaciones, percepciones, teoría del comportamiento planificado, turismo gastronómico.

Generational analysis of the tourist perception of local gastronomy in the restaurants of Extremadura

Abstract

This study aims to investigate the perception of tourists about local gastronomy in restaurants in tourist destinations in Extremadura. It seeks to analyze the differences between four generations active in this sector: Baby Boomers, Generation X, Millennials (Generation Y) and Generation Z. The study highlights the importance of studying these generations separately, as each has experienced similar historical and social events during their formation, which influences their values, attitudes and social preferences. Local gastronomy is considered as part of cultural tourism and intangible cultural heritage. Currently, gastronomic experiences in tourist destinations are being sought to reach a new level, where the existence of a restaurant is not indispensable for the tourist to enjoy a good meal. The development of diverse spaces that offer new experiences and products characterized by their richness, innovation and accessibility can be observed.

In this context, the Theory of Planned Behavior (TPB) is used to examine tourists' perceptions of local gastronomy in restaurants in tourist destinations in Extremadura. The original components of the TPB, attitude, subjective norm and perceived behavioral control, are combined with Pull motivations to help better understand tourists' behavior and preferences in relation to restaurants. In addition, additional variables such as consumers' prestige for tasting local cuisine and restaurant atmosphere were included. The former will help us to understand the influence of the value of prestige on the

attitude towards local food on the part of the tourist, and the atmosphere or attributes surrounding the restaurants, to locate those attributes that condition the attitude of a tourist to taste local gastronomy in the restaurants of the region.

The study was carried out in Extremadura, with a sample of 526 online surveys of local tourists and visitors who had enjoyed local gastronomy in restaurants during their trips to the region. This survey consisted of several blocks differentiated by each variable and a series of sociodemographic questions that allowed us to stratify the results according to the study generations. Statistical tools such as SPSS 29 and AMOS 26.0 were used for data analysis, including confirmatory factor analysis and structural equation modelling.

Through a multi-group analysis of the different generations, the results revealed that tourists of all generations perceive high prestige when consuming local cuisine and are willing to pay for it. Regarding the attributes related to TPB and WTP, it was detected that only the subjective norm influences the behavior of Millennials in exclusivity, as opposed to PBC, which does affect the behavior of the rest of the generations. On the other hand, Pull motivations as an antecedent of the attitude and as an influencing element to WTP confirmed its relevance in Baby Boomers, Generation X and Generation Z. In addition, restaurant atmosphere was found to influence the prestige perceived by tourists. However, no direct association was found between the atmosphere of the venue and willingness to pay in any of the generations. These findings can contribute to generational cohort research and provide strategic recommendations to meet the needs of each generation, both for public institutions and for restaurants and establishments in the region in improving their gastronomic offerings.

Keywords: Willingness to pay, strategy, generations, perceptions, theory of planned behavior, gastronomic tourism.

El efecto de la satisfacción, la tecnología y las normas morales en la experiencia turística e inteligente de un destino turístico inteligente

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Resumen

La evolución tecnológica está redefiniendo la forma en que los turistas experimentan y se relacionan con los destinos que visitan. En este contexto, los gestores de destinos turísticos están adoptando estrategias para implementar los denominados Destinos Turísticos Inteligentes, con el objetivo principal de mejorar la experiencia del turista. Este estudio se enfoca en explorar la relación existente en diversas variables, tales como las motivaciones de viaje, la satisfacción del turista, la experiencia durante la visita, la norma moral entendiendo esta como un valor ético y efecto que tienen sobre la experiencia turística en un Destino Turístico Inteligente concreto, la ciudad de Cáceres.

Con el propósito de examinar la relación existente entre estas variables, se recopilaron datos de una muestra representativa compuesta por 303 turistas que estaban visitando el enclave turístico de Cáceres durante el periodo estival del año 2021. Para comprender mejor el perfil de los turistas, se realizó un análisis descriptivo de la muestra, considerando aspectos sociodemográficos como la edad, el género, el nivel educativo y el nivel de ingresos. Además, se llevó a cabo un análisis de ecuaciones estructurales para determinar el impacto sobre la experiencia turística a través de los softwares SPSS y AMOS, ambos en su versión 29.

Los resultados obtenidos revelaron una serie de hallazgos significativos. En primer lugar, se encontró que la tecnología desempeña un papel crucial en la experiencia de visita de los turistas en el destino turístico Inteligente de Cáceres. El uso de tecnologías avanzadas, como la Inteligencia Artificial (IA) y la realidad aumentada, ha demostrado tener un impacto positivo en la satisfacción del turista y en su motivación para viajar, y por lo tanto, sobre la experiencia turística. Los turistas valoran cada vez más las experiencias enriquecidas y personalizadas que la tecnología puede ofrecer, lo que resalta la importancia de la integración de estas herramientas en la gestión de destinos turísticos.

Además, se observó una relación significativa entre la satisfacción del turista y su nivel de compromiso con normas morales durante su visita a destinos turísticos inteligentes. Esto sugiere que los turistas son más propensos a valorar y respetar las normas locales y los aspectos éticos cuando están satisfechos con su experiencia de viaje.

En este sentido, los resultados del estudio subrayan la importancia de que los gestores de destinos turísticos deben aprovechar el potencial de las tecnologías emergentes para mejorar la experiencia del turista y promover prácticas turísticas responsables y sostenibles. La implementación efectiva de estrategias basadas en la tecnología puede ayudar a los destinos a diferenciarse en un mercado turístico cada vez más competitivo, al tiempo que garantiza experiencias memorables y enriquecedoras para los visitantes.

Palabras clave: Ética, experiencia turística, normas morales, turismo inteligente.

The effect of satisfaction, technology and moral norms on the smart tourism experience in a smart tourism destination

Abstract

Technological evolution is redefining how tourists experience and interact with the destinations they visit. In this context, tourist destination managers are adopting strategies to implement so-called Smart Tourist Destinations, with the primary goal of enhancing the tourist experience. This study focuses on exploring the relationship among various variables such as travel motivations, tourist satisfaction, experience during the visit, moral norms (understood as ethical values), and their effect on the tourist experience in a specific Smart Tourist Destination, the city of Cáceres.

In order to examine the relationship between these variables, data were collected from a representative sample consisting of 303 tourists who were visiting the tourist enclave of Cáceres during the summer period of the year 2021. To better understand the profile of the tourists, a descriptive analysis of the sample was conducted, considering sociodemographic aspects such as age, gender, educational level, and income level. Additionally, a structural equation analysis was carried out to determine the impact on the tourist experience using the software SPSS and AMOS, both in version 29.

The results revealed a series of significant findings. Firstly, it was found that technology plays a crucial role in the visiting experience of tourists in the Smart Tourist Destination of Cáceres. The use of advanced technologies such as Artificial Intelligence (AI) and Augmented Reality has been shown to have a positive impact on tourist satisfaction and their motivation to travel, and therefore, on the tourist experience. Tourists increasingly value the enriched and personalized experiences that technology can offer, highlighting the importance of integrating these tools in tourist destination management.

Furthermore, a significant relationship was observed between tourist satisfaction and their level of commitment to moral norms during their visit to smart tourist destinations. This suggests that tourists are more likely to value and respect local norms and ethical aspects when they are satisfied with their travel experience.

In this regard, the study's results underscore the importance for tourist destination managers to harness the potential of emerging technologies to improve the tourist experience and promote responsible and sustainable tourism practices. The effective implementation of technology-based strategies can help destinations differentiate themselves in an increasingly competitive tourism market, while ensuring memorable and enriching experiences for visitors.

Keywords: Ethics, tourist experience, moral norms, smart tourism.

Los efectos de los riesgos tecnológicos en un destino turístico inteligente

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Resumen

El avance tecnológico, en la actualidad, abarca todos los aspectos de la vida, incluyendo la manera en que se concibe y realiza una visita turística. Sin embargo, este vertiginoso crecimiento en el uso de dispositivos, particularmente los smartphones, plantea desafíos significativos en términos de seguridad, lo que puede generar una mayor reticencia por parte de las personas hacia la adopción de tecnologías móviles, ya sea por preocupaciones relacionadas con la exposición de datos personales o el temor a una potencial intrusión en su privacidad. Este estudio, basado en una muestra representativa de 500 turistas que hacen uso de tecnología móvil durante sus viajes, se propone explorar cómo ciertos riesgos asociados con la tecnología, como el riesgo social, el riesgo de infraestructura, el riesgo físico y el riesgo financiero, pueden influir en el uso de dispositivos móviles, y, por ende, en la propensión a recomendar el destino en línea.

En este contexto, este estudio lleva a cabo un análisis descriptivo exhaustivo que considere variables sociodemográficas clave, como el tipo de compañía durante la visita, el género, la edad, el nivel educativo y el nivel de ingresos y modelos de ecuaciones estructurales para evaluar en qué medida afecta cada riesgo al uso del dispositivo durante su viaje. Para ello se ha usado el software estadístico SPSS y AMOS, ambos en su versión 29.

Los resultados obtenidos indican una relación negativa y significativa entre estos riesgos identificados y el uso de smartphones, lo que a su vez repercute en la intención del turista de recomendar el destino en línea. A su vez, se detectan diferencias significativas entre las diferentes variables sociodemográficas evaluadas.

Por lo tanto, es crucial que los gestores turísticos y las empresas del sector aborden de manera proactiva y específica los riesgos inherentes en las dimensiones de riesgo evaluadas (social, de infraestructura, financiera y física del destino). Esto implica la implementación de medidas concretas, como proporcionar información más detallada y transparente sobre la gestión de datos personales, así como facilitar opciones de tratamiento anónimo y limitado exclusivamente al período de experiencia turística del visitante, con un compromiso firme de eliminación posterior.

Para garantizar una experiencia turística segura y satisfactoria, es necesario que las entidades responsables adopten un enfoque holístico que integre tanto aspectos técnicos como éticos. Esto podría incluir la implementación de sistemas de gestión de datos

robustos y seguros, así como la promoción de prácticas de privacidad y seguridad digital entre los proveedores de servicios turísticos y los propios turistas. Además, es esencial fomentar la colaboración y el intercambio de buenas prácticas entre los diferentes actores del sector, con el fin de construir una cultura de confianza y transparencia en torno al uso de la tecnología móvil en el turismo.

Palabras clave: Destino turístico inteligente, riesgos tecnológicos, uso de dispositivos móviles.

The effects of technological risks in a smart tourism destination

Abstract

Technological advancement today encompasses all aspects of life, including the way a tourist visit is conceived and conducted. However, this rapid growth in the use of devices, particularly smartphones, poses significant challenges in terms of security, which can lead to greater reluctance on the part of people to adopt mobile technologies, whether due to concerns related to the exposure of personal data or fear of potential privacy intrusion. This study, based on a representative sample of 500 tourists who use mobile technology during their travels, aims to explore how certain risks associated with technology, such as social risk, infrastructure risk, physical risk, and financial risk, may influence the use of mobile devices, and hence, the propensity to recommend the destination online.

In this context, this study conducts a comprehensive descriptive analysis that considers key sociodemographic variables, such as the type of company during the visit, gender, age, educational level, and income level, and structural equation models to assess the extent to which each risk affects device usage during their trip. Statistical software SPSS and AMOS, both version 29, were used for this purpose.

The results indicate a significant negative relationship between these identified risks and smartphone usage, which in turn affects the tourist's intention to recommend the destination online. Significant differences are also detected among the different evaluated sociodemographic variables.

Therefore, it is crucial for tourism managers and sector companies to proactively and specifically address the inherent risks in the evaluated risk dimensions (social, infrastructure, financial, and physical risks of the destination). This involves the implementation of concrete measures, such as providing more detailed and transparent information about the management of personal data, as well as facilitating options for anonymous and limited treatment exclusively during the visitor's tourism experience period, with a firm commitment to subsequent deletion.

To ensure a safe and satisfactory tourist experience, it is necessary for responsible entities to adopt a holistic approach that integrates both technical and ethical aspects. This could include the implementation of robust and secure data management systems, as well as the promotion of privacy and digital security practices among tourism service providers and tourists themselves. Furthermore, it is essential to foster collaboration and the exchange of best practices among different sector actors, in order to build a culture of trust and transparency around the use of mobile technology in tourism.

Keywords: Smart tourist destination, technological risks, use of mobile devices.

¿Es posible la transición a un turismo más humanizante? Un análisis de la literatura

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Resumen

Es indudable que el turismo, en sus diversas manifestaciones, ha experimentado una evolución significativa a lo largo del tiempo, pero la pregunta persistente es si podemos avanzar hacia un modelo que lo humanice aún más. A través de un exhaustivo análisis de la literatura especializada, se revela un espectro que abarca desde el turismo menos humanizante hasta el más humanista, cada uno con sus propias características y enfoques. En primer lugar, el turismo menos humanizante se caracteriza por su enfoque en la maximización de beneficios económicos y la promoción superficial de destinos turísticos, relegando a un segundo plano las relaciones humanas y la autenticidad de las experiencias. Por otro lado, el turismo más humanista emerge como una respuesta a esta dinámica, centrándose en la dignidad humana, el respeto mutuo y la comprensión intercultural. Este enfoque reconoce la importancia de las conexiones genuinas entre turistas y comunidades locales, así como la necesidad de generar un impacto positivo en el desarrollo humano y social.

Entre estos extremos, se encuentran el turismo inclusivo, que busca la participación equitativa de todos los grupos sociales en la industria turística, y el turismo útil, que se enfoca en brindar apoyo y contribuir al bienestar de las comunidades locales a través de iniciativas de desarrollo comunitario. A medida que nos adentramos en este análisis, surge la pregunta inevitable: ¿es posible pasar de un turismo menos a más humanizante?

La respuesta parece residir en el reconocimiento de la importancia de las relaciones humanas, la autenticidad de las experiencias y la responsabilidad social en la industria turística. Si bien el camino hacia un turismo más humanizante puede ser desafiante, es imprescindible que la comunidad turística global se comprometa a adoptar prácticas más éticas, inclusivas y centradas en las personas. Solo así podremos transformar el turismo en una fuerza positiva que promueva el entendimiento intercultural, el desarrollo sostenible y el bienestar humano en todas partes.

Para ello es importante analizar cómo cada enfoque turístico aborda la interacción entre los turistas y las comunidades locales, así como su impacto en el desarrollo humano y social:

Turismo Positivo: El turismo positivo se centra principalmente en la promoción de destinos turísticos a través de una narrativa optimista y la mejora de la imagen de marca.

Si bien puede tener efectos positivos en términos de promoción económica y turística, este enfoque tiende a enfocarse en el turista como consumidor y en la maximización de beneficios económicos para las empresas turísticas. La interacción con las comunidades locales puede ser superficial y limitada a actividades turísticas predefinidas, lo que puede perpetuar estereotipos y desequilibrios en las relaciones de poder.

Turismo Inclusivo: El turismo inclusivo se esfuerza por garantizar la participación equitativa de todos los grupos sociales en la industria turística, incluidos aquellos con discapacidades, minorías étnicas y comunidades marginadas. Este enfoque reconoce la importancia de la accesibilidad y la diversidad, y busca crear oportunidades para que todos puedan disfrutar de los beneficios del turismo. Sin embargo, aunque promueve la igualdad de acceso, la interacción entre turistas y comunidades locales puede ser limitada en términos de profundidad y significado, ya que el enfoque principal sigue siendo la inclusión dentro de un marco turístico convencional.

Turismo Solidario: El turismo solidario se enfoca en brindar apoyo y contribuir al bienestar de las comunidades locales a través de iniciativas de desarrollo comunitario y proyectos de voluntariado. Este enfoque reconoce la importancia de la responsabilidad social y busca generar un impacto positivo más allá de los beneficios económicos. Sin embargo, la interacción entre turistas y comunidades locales a menudo se limita a actividades de voluntariado o proyectos específicos, lo que puede resultar en una relación desigual y paternalista donde los turistas se ven como salvadores o benefactores.

Turismo Humanitario: El turismo humanista, por otro lado, va más allá de simplemente brindar ayuda material o económica y se centra en la promoción de la dignidad humana, el respeto mutuo y la comprensión intercultural. Este enfoque reconoce la importancia de la autenticidad, la reciprocidad y la empatía en las relaciones entre turistas y comunidades locales. Los turistas humanistas no solo buscan experiencias significativas y auténticas, sino que también valoran la oportunidad de aprender y crecer a través de la interacción con personas de diferentes culturas y contextos sociales.

La metodología propuesta, por tanto, es un sistema de recogida y tratamiento de datos eficaz para una adecuada planificación y gestión turística a nivel municipal, proporcionando una herramienta a los destinos turísticos para evaluar y definir sus estrategias turísticas de futuro teniendo en cuenta la inclusividad.

Palabras clave: Turismo, turismo positivo, turismo inclusivo, turismo de ayuda, turismo humanitario.

Is it possible to transition from less to more humanized tourism?: A literature analysis

Abstract

parece que falta el inicio de frase reveals that tourism, in its various manifestations, has undoubtedly undergone significant evolution over time, but the persistent question is whether we can advance towards a model that further humanizes it. Through a thorough analysis of specialized literature, a spectrum is unveiled ranging from less humanized tourism to the most humanistic, each with its own characteristics and approaches. Less humanized tourism is characterized by a focus on maximizing economic benefits and superficial promotion of tourist destinations, often overshadowing human relationships and the authenticity of experiences. On the other hand, the most humanistic tourism emerges as a response to this dynamic, focusing on human dignity, mutual respect, and intercultural understanding. This approach recognizes the importance of genuine connections between tourists and local communities, as well as the need to generate a positive impact on human and social development. Between these extremes lie inclusive tourism, which seeks equitable participation of all social groups in the tourism industry, and helpful tourism, which aims to support and contribute to the well-being of local communities through community development initiatives. As we delve into this analysis, the inevitable question arises: is it possible to transition from less to more humanized tourism?

The answer seems to lie in recognizing the importance of human relationships, the authenticity of experiences, and social responsibility in the tourism industry. While the path towards a more humanized tourism may be challenging, it is essential for the global tourism community to commit to adopting more ethical, inclusive, and people-centered practices. Only then can we transform tourism into a positive force that promotes intercultural understanding, sustainable development, and human well-being everywhere.

For this, it is important to analyze how each tourism approach addresses the interaction between tourists and local communities, as well as its impact on human and social development:

Positive tourism: Positive tourism primarily focuses on promoting tourist destinations through an optimistic narrative and enhancing brand image. While it can have positive effects in terms of economic and touristic promotion, this approach tends to concentrate on tourists as consumers and on maximizing economic benefits for tourism companies. Interaction with local communities may be superficial and limited to predefined tourist activities, perpetuating stereotypes and power imbalances.

Inclusive tourism: Inclusive tourism strives to ensure equitable participation of all social groups in the tourism industry, including those with disabilities, ethnic minorities,

and marginalized communities. This approach recognizes the importance of accessibility and diversity, seeking to create opportunities for everyone to enjoy the benefits of tourism. However, while it promotes equal access, interaction between tourists and local communities may be limited in terms of depth and significance, as the main focus remains on inclusion within a conventional tourism framework.

Helpful tourism: Helpful tourism focuses on providing support and contributing to the well-being of local communities through community development initiatives and volunteer projects. This approach acknowledges the importance of social responsibility and aims to generate positive impact beyond economic benefits. However, interaction between tourists and local communities often revolves around volunteering activities or specific projects, potentially resulting in an unequal and paternalistic relationship where tourists are seen as saviors or benefactors.

Humanism tourism: Humanism tourist, on the other hand, goes beyond simply providing material or economic aid and focuses on promoting human dignity, mutual respect, and intercultural understanding. This approach recognizes the importance of authenticity, reciprocity, and empathy in the relationships between tourists and local communities. Humanist tourists not only seek meaningful and authentic experiences but also value the opportunity to learn and grow through interaction with people from different cultures and social contexts.

The proposed methodology, therefore, is a data collection and treatment system that is effective for adequate tourism planning and management at the municipal level, providing a tool for tourist destinations to assess and define their tourism strategies for the future with inclusivity in mind.

Keywords: Tourism, positive tourism, inclusive tourism, helpful tourism, humanistic tourism.

Valoración de la accesibilidad en el sector turístico español: Revisión bibliográfica mediante las herramientas VosViewer y SciMAT

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Resumen

El objetivo de este trabajo es llevar a cabo un análisis bibliométrico sobre la valoración económica y de los temas principales en los que se está sustentando la investigación de la accesibilidad en el sector turístico. En el caso de la valoración económica, la mayor parte del análisis económico en el sector turístico se lleva a cabo sobre turistas que no requieren de ningún tipo de accesibilidad o de adaptación. Sin embargo, en las últimas décadas se ha puesto de manifiesto la amplitud y diversidad de discapacidades que existen y que los turistas pueden tener; y en su caso, el impacto que esta situación tiene sobre el sector turístico. En este sentido, resulta necesario un análisis de la evolución de la investigación en este campo para analizar cuáles son los principales aspectos que se han ido observando y las futuras líneas de investigación que puedan desarrollarse.

La metodología utilizada en este trabajo ha consistido en la elaboración de un estudio bibliométrico para lograr el objetivo propuesto. En concreto se han obtenido los recursos de la base de datos de Scopus y WOS (Web of Science) a través de diversas palabras claves para seleccionar los artículos elegidos, como son: Bibliometría, turismo accesible, discapacidad, accesibilidad, inclusión, etc. No se han limitado las áreas de estudio por considerase un campo multidisciplinar de investigación. El software utilizado para realizar el análisis ha sido VosViewer para la base de datos Scopus y SciMAT para WOS.

En el caso de WOS, se analizaron las publicaciones por año, países, áreas de investigación, revistas especializadas, palabras clave, autores, y artículos más citados. También se llevó a cabo un análisis teniendo en cuenta el número de citas y co-citaciones utilizando la herramienta VosViewer para analizar relaciones entre autores o documentos. Además, se hizo un análisis de relaciones entre autores, países, e instituciones, mostrando pocas conexiones entre ellos. Finalmente, se analizaron las relaciones entre palabras. Con el análisis mediante SciMat se ha completado el análisis realizado con VosViewer y se han observado cuáles son los principales temas motores en los que se puede dividir esta área de investigación y la evolución de los temas analizados. Para abordar este tema se ha realizado un análisis de co- ocurrencia de palabras clave utilizando el software SciMAT

(Cobo et al., 2012c; Paule-Vianez et al., 2020). Con este análisis bibliométrico se ha evaluado el desempeño de la producción científica del área, así como de los temas que la componen; detectando temas importantes para un campo de investigación, pero poco desarrollados. Por lo tanto, los resultados ayudan a dar visibilidad a la dirección que debe tomar la investigación del área analizada desde la perspectiva de temas emergentes que surgen en el análisis. Todo esto ha permitido obtener una panorámica de la evolución y situación actual de la investigación en el campo de la accesibilidad en el sector turístico.

Palabras clave: Bibliometría, turismo accesible, discapacidad, accesibilidad, inclusión.

Assessment of accessibility in the Spanish tourism sector: Bibliographic review using the VosViewer and SciMAT tools

Abstract

The objective of this work is to carry out a bibliometric analysis on the economic valuation and the main themes on which accessibility research in the tourism sector is being based. In the case of economic valuation, most of the economic analysis in the tourism sector is carried out on tourists who do not require any type of accessibility or adaptation. However, in recent decades the breadth and diversity of disabilities that exist and that tourists can have has become clear; and, if applicable, the impact that this situation has on the tourism sector. In this sense, an analysis of the evolution of research in this field is necessary to analyze the main aspects that have been observed and the future lines of research that can be developed.

The methodology used in this work has consisted of the preparation of a bibliometric study to achieve the proposed objective. Specifically, resources have been obtained from the Scopus and WOS (Web of Science) databases through various keywords to select the chosen articles, such as: Bibliometrics, accessible tourism, disability, accessibility, inclusion, etc. The areas of study have not been limited because it is considered a multidisciplinary field of research. The software used to carry out the analysis was VosViewer for the Scopus database and SciMAT for WOS.

In the case of WOS, publications were analyzed by year, countries, research areas, specialized journals, keywords, authors, and most cited articles. An analysis was also carried out taking into account the number of citations and co-citations using the VosViewer tool to analyze relationships between authors or documents. In addition, an analysis of relationships between authors, countries, and institutions was carried out, showing few connections between them. Finally, the relationships between words were analyzed.

With the analysis using SciMat, the analysis carried out with VosViewer has been completed and the main driving themes into which this research area can be divided and

the evolution of the analyzed themes have been observed. To address this issue, a keyword co-occurrence analysis has been carried out using the SciMAT software (Cobo et al., 2012c; Paule-Vianez et al., 2020). With this bibliometric analysis, the performance of the scientific production of the area has been evaluated, as well as the topics that comprise it; detecting important topics for a field of research, but little developed. Therefore, the results help to give visibility to the direction that research in the area analyzed should take from the perspective of emerging themes that arise in the analysis. All this has allowed us to obtain an overview of the evolution and current situation of research in the field of accessibility in the tourism sector.

Keywords: Bibliometrics, accessible tourism, disability, accessibility, inclusion.

Encuesta de valoración de la accesibilidad en establecimientos hoteleros españoles: Una valoración de los turistas

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Resumen

El objetivo de este trabajo es la elaboración de un documento en el que se trate de identificar determinadas características que deben de reunir las instalaciones turísticas para poder ser utilizadas por las personas con discapacidad. Esto es debido a que a la hora de planear un viaje, las familias encuentran numerosos problemas a tener en cuenta, a los que hay que añadirle el que tienen algunas de estas familias que cuentan con algún miembro con algún tipo de discapacidad o dificultades para acceder a las instalaciones. Por lo tanto, se trata de hacer visible que si un hotel no cuenta con las medidas adecuadas de accesibilidad; es muy probable que una familia que estuviese considerando el alojamiento en sus instalaciones, descarte la opción y decida optar por otra alternativa. Si, por el contrario, cuenta con estas medidas, tendrá muchas más posibilidades de ser elegido.

El universo de estudio para esta encuesta son las personas que se alojan en establecimientos hoteler situados en territorio español, que viajan y se hospedan en hoteles del territorio español con algún sello o reconocimiento de calidad o accesibilidad. Para la realización del cuestionario, se ha realizado una revisión Bibliográfica teniendo en cuenta diferentes Guías sobre recomendaciones respecto al Turismo Accesible, publicaciones de Hosteltur (portal de información y noticias para profesionales del turismo), UNE 17001-1. Accesibilidad universal Parte 1: Criterios DALCO para facilitar la accesibilidad al entorno, UNE 17001-2. Accesibilidad universal Parte 2: Sistema de gestión de la accesibilidad, así como la primera Norma Internacional de Turismo Accesible: ISO 21902 Turismo y servicios relacionados. Turismo accesible para todos. Requisitos y recomendaciones.

A pesar de ser conscientes de que la cadena de accesibilidad en turismo no empieza en el destino turístico, ni en los servicios hoteleros, sino que empieza en las agencias de viaje, en las webs de información y en la publicidad; se ha centrado la encuesta en la unidad básica de alojamiento. La opción de valorar la habitación del hotel obedece a presentar un recurso de primera necesidad, ya que aunque muchos de los clientes con discapacidad (y depende de ésta) pueden ser dependientes, otros, sin embargo pueden

hacer uso de los servicios siendo ayudados por otras personas; ya sean los familiares acompañantes o cuidadores.

Por tanto, consideramos que eliminando dificultades, barreras u obstáculos como pueden ser pasillos muy estrechos o largos tramos de escalera sin rampas o plataformas salvaescaleras, permitirá que todos sus clientes tengan las mismas oportunidades. Además hay que resaltar que la accesibilidad es cómoda para el 100% de la población, al margen de tener reconocida o no una discapacidad.

Con este cuestionario se pretende ofrecer aportaciones útiles para abordar algunos de los cambios que se han de producir en el sector como consecuencia de los cambios en la demanda y las necesidades de mejora de competitividad. Nos referimos a la adecuación de las instalaciones y servicios (incluida la inteligencia artificial aplicada al turismo) para facilitar el acceso y calidad de uso a un sector de demanda creciente y que aumenta sus niveles de renta y viajes: la tercera edad y población con discapacidades o diversidad funcional.

Palabras clave: Turismo, accesibilidad, discapacidad, diseño universal, infraestructura hotelera.

Accessibility assessment survey in Spanish hotel establishments: An assessment of tourists

Abstract

The objective of this work is to prepare a document that attempts to identify certain characteristics that tourist facilities must have in order to be used by people with disabilities. This is because when planning a trip, families encounter numerous problems to take into account, to which we must add the one that some of these families have that have a member with some type of disability or access difficulties. to the facilities. Therefore, it is about making visible that if a hotel does not have adequate accessibility measures; It is very likely that a family that was considering accommodation at your facilities will rule out the option and decide to opt for another alternative. If, on the other hand, you have these measures, you will have a much better chance of being chosen.

The study universe for this survey is people who stay in hotel establishments located in Spanish territory, who travel and stay in hotels in Spanish territory with some seal or recognition of quality or accessibility. To carry out the questionnaire, a Bibliographic review has been carried out taking into account different Guides on recommendations regarding Accessible Tourism, publications from Hosteltur (information and news portal for tourism professionals), UNE 17001-1. Universal accessibility Part 1: DALCO criteria to facilitate accessibility to the environment, UNE 17001-2. Universal accessibility Part 2: Accessibility management system, as well as the first International Standard for

Accessible Tourism: ISO 21902 Tourism and related services. Accessible tourism for all. Requirements and recommendations.

Despite being aware that the chain of accessibility in tourism does not begin at the tourist destination, nor in hotel services, but rather begins in travel agencies, on information websites and in advertising; The survey has focused on the basic accommodation unit. The option of valuing the hotel room is due to presenting a resource of first necessity, since although many of the clients with disabilities (and it depends on this) may be dependent, others, however, can make use of the services being helped by others. people; whether they are accompanying family members or caregivers.

Therefore, we consider that by eliminating difficulties, barriers or obstacles such as very narrow corridors or long flights of stairs without ramps or stair lift platforms, we will allow all our clients to have the same opportunities. It should also be noted that accessibility is comfortable for 100% of the population, regardless of whether or not they have a recognized disability.

This questionnaire aims to offer useful contributions to address some of the changes that must occur in the sector as a result of changes in demand and the needs to improve competitiveness. We refer to the adaptation of facilities and services (including artificial intelligence applied to tourism) to facilitate access and quality of use to a sector with growing demand and increasing income and travel levels: the elderly and the population with disabilities. or functional diversity.

Keywords: Tourism, accessibility, disability, universal design, hotel infraestructure.

VIRTUDES Y COMPETENCIAS MORALES

El desarrollo de las competencias morales a través del turismo humanizante

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Resumen

El turismo humanizante engloba las tipologías de turismo humanitario, inclusivo y de ayuda y tiene como fin mejorar el bienestar de la comunidad local y el enriquecimiento personal del turista. Las interacciones entre los turistas y la comunidad local logran enriquecer las competencias morales de ambos creando oportunidades de empleo, mejorando la accesibilidad, comprendiendo la diversidad, facilitando la inclusión, compartiendo cultura y costumbres, priorizando las prácticas sostenibles y ofreciendo formación y recursos.

El desarrollo de competencias morales y un turismo humanizante están intrínsecamente vinculados en la medida en que ambos se centran en promover la ética, el respeto y la dignidad humana en las interacciones y experiencias. Las competencias morales se refieren a habilidades y disposiciones que nos permiten tomar decisiones éticas y actuar de manera justa y responsable en cada uno de los destinos turísticos. Esto implica considerar el impacto de nuestras acciones en el medio ambiente, la economía local y el bienestar de las personas. Por ejemplo, elegir empresas turísticas que respeten los derechos laborales, el medio ambiente y la cultura local es un acto de responsabilidad moral que contribuye a un turismo más humano y sostenible.

El desarrollo de competencias morales es fundamental para fomentar una actitud respetuosa hacia las culturas y personas que encontramos durante nuestros viajes. Esto implica tener empatía, tolerancia y sensibilidad cultural para comprender y valorar las diferencias. La capacidad de ponerse en el lugar del otro y reconocer la diversidad moral y cultural es esencial para promover un turismo que no solo beneficie a los viajeros, sino también a las comunidades locales.

El turismo humanizante, centrado en las personas, permite dimensionar los viajes no solo como una actividad de ocio, sino como una oportunidad para comprender, respetar y conectarse con las comunidades locales de manera significativa y sostenible. Por ello, este tipo de turismo busca promover el diálogo intercultural, la colaboración y el intercambio equitativo, lo que requiere competencias morales como la empatía, la solidaridad y la justicia.

Asimismo, el desarrollo de competencias morales es esencial para abordar los desafíos éticos y morales que pueden surgir en el turismo, como el turismo de explotación, el

turismo sexual o el turismo que promueve estereotipos culturales dañinos. Al poseer competencias morales sólidas, los viajeros están mejor equipados para reconocer y resistir estas prácticas, así como para abogar por un turismo más ético y humano.

Todo ello permite instaurar proyectos de desarrollo y de revalorización del patrimonio local. De esta manera, los turistas directa e indirectamente crean vínculos que influyen en su empatía, solidaridad, responsabilidad y justicia sociales, y en su respeto hacia la dignidad humana y la diversidad. Además, las comunidades locales adquieren conocimientos, técnicas y recursos que mejoran su calidad de vida. También, se implantan proyectos a largo plazo empoderando el desarrollo económico y social. Compartiendo sus tradiciones y cultura, así como sus dificultades, estas comunidades adoptan medidas para revalorizar su forma de vida, su preservación y difusión. Por medio del turismo humanizante, las poblaciones locales desarrollan la reciprocidad, la gratitud, el empoderamiento, la solidaridad, el compromiso cívico y la resiliencia.

Palabras clave: Competencias morales, turismo humanitario, comunidad local, turistas humanitarios.

The development of moral competencies through humanizing tourism

Abstract

Humanizing tourism encompasses the typologies of humanitarian, inclusive, and aid tourism and aims to improve the well-being of the local community and the personal enrichment of the tourist. Interactions between tourists and the local community enrich the moral competencies of both, creating employment opportunities, improving accessibility, understanding diversity, facilitating inclusion, sharing culture and customs, prioritizing sustainable practices, and offering training and resources.

The development of moral competencies and humanizing tourism are intrinsically linked in that both focus on promoting ethics, respect, and human dignity in interactions and experiences. Moral competencies refer to skills and dispositions that allow us to make ethical decisions and act fairly and responsibly at each tourist destination. This involves considering the impact of our actions on the environment, the local economy, and people's well-being. For example, choosing tourism companies that respect labor rights, the environment, and local culture is a moral responsibility that contributes to a more humane and sustainable tourism industry.

The development of moral competencies is essential to foster a respectful attitude towards the cultures and people we encounter during our travels. This implies having empathy, tolerance, and cultural sensitivity to understand and appreciate differences. The ability to put oneself in the shoes of others and recognize moral and cultural diversity is essential to promote tourism that benefits not only travelers but also local communities.

Humanizing tourism, centered on people, allows us to view travel not only as a leisure activity but as an opportunity to understand, respect, and connect with local communities in a meaningful and sustainable way. Therefore, this type of tourism seeks to promote intercultural dialogue, collaboration, and fair exchange, which requires moral competencies such as empathy, solidarity, and justice.

Likewise, the development of moral competencies is essential to address the ethical and moral challenges that may arise in tourism, such as exploitative tourism, sex tourism, or tourism that promotes harmful cultural stereotypes. By possessing strong moral competencies, travelers are better equipped to recognize and resist these practices, as well as advocate for a more ethical and humane tourism industry.

All of this allows for the establishment of development projects and the valorization of local heritage. In this way, tourists directly and indirectly create bonds that influence their empathy, solidarity, social responsibility, and justice, as well as their respect for human dignity and diversity. Additionally, local communities acquire knowledge, techniques, and resources that improve their quality of life. Long-term projects are also implemented, empowering economic and social development. By sharing their traditions and culture, as well as their challenges, these communities take measures to revalue their way of life, preservation, and dissemination. Through humanizing tourism, local populations develop reciprocity, gratitude, empowerment, solidarity, civic engagement, and resilience.

Keywords: Humanizing tourism, moral competencies, well-being, ethics.

¿Pueden los postulados de Scharwtz ayudar a aumentar la población en zonas rurales a través del teletrabajo?

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Resumen

La teoría de los valores individuales desarrollada por Schwartz proporciona un marco comprensivo para una comprensión profunda de cómo los valores personales influyen en el comportamiento humano y la toma de decisiones, lo que puede ser fundamental para promover el teletrabajo en zonas rurales.

Schwartz propone el análisis de la adscripción de responsabilidad, el establecimiento de normas y la modificación del comportamiento, en las organizaciones para desarrollar estrategias efectivas que ayuden a aumentar la población en áreas rurales mediante el teletrabajo. Al hacerlo, no solo pueden abordar los desafíos de la despoblación rural, sino también aprovechar el potencial de estas comunidades y promover un desarrollo más equilibrado y sostenible.

Según Schwartz, los valores son principios que guían las acciones de las personas y representan lo que consideran importante en la vida. Estos valores se organizan en una estructura jerárquica compuesta por diez dimensiones básicas, que incluyen apertura al cambio, auto-trascendencia, conservación y autopromoción. Cada individuo asigna diferentes grados de importancia a estos valores, lo que moldea su comportamiento y las decisiones que toman en su vida personal y profesional.

La adscripción de responsabilidad, como parte de la teoría de la atribución, es la tendencia de las personas a atribuir el éxito o el fracaso de sus acciones a factores internos o externos. En el contexto del teletrabajo en zonas rurales, la adscripción de responsabilidad puede influir en cómo los individuos perciben su capacidad para prosperar en un entorno laboral remoto. Aquellos con una mentalidad de atribución interna son más propensos a asumir la responsabilidad de su éxito profesional, mientras que aquellos con una mentalidad de atribución externa pueden culpar a factores externos, como la falta de oportunidades laborales en su ubicación geográfica, por su falta de progreso. Al comprender estas percepciones, las organizaciones y los responsables políticos pueden diseñar estrategias efectivas para fomentar una mentalidad de atribución interna y promover el teletrabajo en áreas rurales.

El establecimiento de normas es otro aspecto crucial para el éxito del teletrabajo en zonas rurales. Estas normas pueden ser tanto sociales como organizacionales. En un nivel social, el establecimiento de normas claras y aceptadas en la comunidad puede

influir en la adopción y el éxito del teletrabajo. Por ejemplo, si las comunidades rurales fomentan una cultura que valora el equilibrio entre el trabajo y la vida personal y apoya el trabajo remoto como una forma válida de empleo, es más probable que los individuos consideren el teletrabajo como una opción viable. A nivel organizacional, establecer normas y expectativas claras para los empleados que trabajan de forma remota puede ayudar a mantener la productividad y la cohesión del equipo. Estas normas pueden abordar aspectos como los horarios de trabajo, las comunicaciones, la rendición de cuentas y la colaboración virtual.

Además, la modificación del comportamiento puede desempeñar un papel importante en la promoción del teletrabajo en zonas rurales. Esto implica el uso de estrategias para incentivar y facilitar la adopción de comportamientos deseables. Por ejemplo, los incentivos financieros, como los subsidios para establecer un espacio de trabajo remoto o el acceso a servicios de internet de alta velocidad, pueden motivar a los trabajadores a optar por el teletrabajo en áreas rurales. Del mismo modo, las campañas de concienciación y las iniciativas de capacitación pueden ayudar a los empleados a desarrollar las habilidades necesarias para tener éxito en un entorno laboral remoto. La tecnología también puede desempeñar un papel crucial al proporcionar herramientas y plataformas que faciliten la comunicación, la colaboración y la gestión del trabajo remoto.

Así, tenemos la empatía y la solidaridad que conlleva todo trabajo remoto en zonas rurales. Los teletrabajadores deben demostrar compasión y apoyo hacia sus colegas y comunidades locales, especialmente en entornos rurales donde la conexión y el apoyo mutuo pueden ser vitales para el éxito.

El valor de la autotrascendencia está vinculado al sentido de propósito y servicio hacia la comunidad en el teletrabajo rural. Las personas necesitan sentir que su trabajo contribuye al bienestar de su comunidad y a la sostenibilidad de su entorno rural, lo que puede requerir competencias de liderazgo y colaboración para identificar y abordar las necesidades locales.

El valor de la apertura al cambio es crucial en un contexto rural en constante evolución, donde la adopción de nuevas tecnologías y modelos de trabajo remoto puede ser esencial para el crecimiento y la prosperidad. Los teletrabajadores rurales deben estar dispuestos a aprender y adaptarse a nuevas herramientas y enfoques, desarrollando competencias digitales y de gestión del cambio.

El valor de la conservación se relaciona con la importancia de preservar los recursos naturales y culturales en las zonas rurales mientras se fomenta el teletrabajo. Las personas deben desarrollar competencias en sostenibilidad y gestión ambiental para minimizar el impacto negativo de sus actividades y promover prácticas respetuosas con el medio ambiente.

Los teletrabajadores deben demostrar un compromiso con su comunidad, mientras desarrollan competencias digitales, de liderazgo y gestión del cambio para adaptarse a un entorno en constante evolución. Además, deben promover prácticas sostenibles y respetuosas con el medio ambiente para garantizar la preservación y el desarrollo sostenible de sus comunidades rurales.

De esta forma, los postulados de Schwartz sobre los valores universales pueden proporcionar una base sólida para identificar las competencias morales y profesionales necesarias para aumentar la población a través del teletrabajo en zonas rurales.

Palabras clave: Scharwtz, valores, adscripción de responsabilidad, normas, teletrabajo, población, zonas rurales.

Can Scharwtz's postulates help to increase the population in rural areas through telework?

Abstract

Schwartz's theory of individual values provides a comprehensive framework for understanding how personal values influence human behavior and decision-making. It offers profound insights into how personal values shape human behavior and decision-making, which can be crucial in promoting telecommuting in rural areas. Schwartz proposes the analysis of responsibility attribution, norm establishment, and behavior modification for organizations to develop effective strategies to help increase population in rural areas through telecommuting. By doing so, they can not only address the challenges of rural depopulation but also leverage the potential of these communities and promote more balanced and sustainable development.

According to Schwartz, values are principles that guide people's actions and represent what they deem important in life. These values are organized into a hierarchical structure composed of ten basic dimensions, including openness to change, self-transcendence, conservation, and self-enhancement. Each individual assigns different degrees of importance to these values, shaping their behavior and the decisions they make in their personal and professional lives.

Responsibility attribution, as part of attribution theory, is the tendency of individuals to attribute the success or failure of their actions to internal or external factors. In the context of telecommuting in rural areas, responsibility attribution can influence how individuals perceive their ability to thrive in a remote work environment. Those with an internal attribution mindset are more likely to take responsibility for their professional success, while those with an external attribution mindset may blame external factors, such as a lack of job opportunities in their geographical location, for their lack of progress. By understanding these perceptions, organizations and policymakers can design effective

strategies to foster an internal attribution mindset and promote telecommuting in rural areas.

Norm establishment is another crucial aspect for the success of telecommuting in rural areas. These norms can be both social and organizational. Socially, the establishment of clear and accepted norms in the community can influence the adoption and success of telecommuting. For example, if rural communities foster a culture that values work-life balance and supports remote work as a valid form of employment, individuals are more likely to consider telecommuting as a viable option. Organizationally, establishing clear norms and expectations for employees working remotely can help maintain productivity and team cohesion. These norms can address aspects such as work schedules, communications, accountability, and virtual collaboration.

Furthermore, behavior modification can play an important role in promoting telecommuting in rural areas. This involves using strategies to incentivize and facilitate the adoption of desirable behaviors. For example, financial incentives, such as subsidies for setting up a remote workspace or access to high-speed internet services, can motivate workers to opt for telecommuting in rural areas. Similarly, awareness campaigns and training initiatives can help employees develop the necessary skills to succeed in a remote work environment. Technology can also play a crucial role by providing tools and platforms that facilitate communication, collaboration, and remote work management.

Schwartz's theory of individual values offers profound insights into how personal values influence human behavior and decision-making, which can be crucial in promoting telecommuting in rural areas. By considering responsibility attribution, norm establishment, and behavior modification, organizations and policymakers can develop effective strategies to help increase population in rural areas through telecommuting. By doing so, they can address the challenges of rural depopulation and leverage the potential of these communities to promote more balanced and sustainable development.

Keywords: Schwartz, values, responsibility attribution, norms, telecommuting, population, rural areas.

¿Qué competencias morales necesitan los empleados y gerentes en hoteles desarrollar para hacer que el hotel sea más inclusivo?

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Resumen

El objetivo de este estudio es investigar las competencias morales que los empleados y gerentes en hoteles necesitan desarrollar para hacer que el hotel sea más inclusivo. Dentro de cada una de las siguientes secciones: diversidad e inclusión, sensibilización y empatía, creatividad y adaptabilidad, trabajo en equipo, liderazgo inclusivo, promoción de valores corporativos y mejora de la accesibilidad, se explorarán al menos tres competencias morales. En cuanto a la diversidad e inclusión, se examinarán competencias morales como el respeto por la diversidad, la apertura a diferentes perspectivas y la defensa de la inclusividad.

La sensibilización y la empatía pueden requerir competencias como la escucha activa, la empatía hacia diversas necesidades, y comprender y respetar experiencias individuales. La creatividad y adaptabilidad podrían involucrar competencias como la resolución de problemas, la flexibilidad para adaptarse a diversas necesidades y la incorporación de la innovación para mejorar la inclusión. Para el trabajo en equipo, competencias morales como la colaboración, la cooperación y el respeto mutuo por las diferencias de los miembros del equipo pueden ser cruciales.

El liderazgo inclusivo puede requerir competencias como la integridad, la equidad y la capacidad para inspirar y motivar equipos diversos. La promoción de valores corporativos podría implicar competencias como la integridad en el mantenimiento de los valores de la empresa, la transparencia en la comunicación y el compromiso con la responsabilidad social. Mejorar la accesibilidad podría implicar competencias como esfuerzos proactivos para eliminar barreras, abogar por un diseño accesible y garantizar un acceso igualitario a instalaciones y servicios. Estas variables pueden influir significativamente en el clima organizacional, la comunicación interna y, en última instancia, en la felicidad del cliente final en la relación gerente-empleado en el sector hotelero en España.

Mediante la recopilación de 300 cuestionarios de empleados y gerentes de diferentes hoteles utilizando un enfoque de métodos mixtos para recopilar datos cuantitativos y

cualitativos, y la realización de entrevistas para identificar indicadores clave relacionados con la discapacidad, el clima organizacional, la comunicación interna y la felicidad del cliente final, este estudio tiene como objetivo definir qué competencias morales son necesarias para desarrollar entre empleados y gerentes.

Para definir las competencias morales para los empleados y gerentes de los hoteles nos apoyaremos en dos estudios: Morales-Sánchez y Cabello-Medina (2013).

Para categorizar las competencias morales nos basaremos en el estudio recogido en Morales-Sánchez y Cabello-Medina (2015).

Estos resultados proporcionarán una comprensión más profunda de cómo la inclusión de personas con discapacidad y otros factores relacionados pueden afectar positivamente tanto a la dinámica interna como a la satisfacción del cliente, permitiendo a los gerentes tomar decisiones más informadas para mejorar la calidad general de los servicios ofrecidos en el sector hotelero en España.

Palabras clave: Competencias morales, diversidad e inclusión, hoteles, clima organizacional, comunicación interna.

What moral competences do employees and managers in hotels need to develop to Mae the hotel more inclusive?

Abstract

The aim of this study is to investigate the moral competencies that employees and managers in hotels need to develop to make the hotel more inclusive. Within each of the following sections: diversity and inclusion, awareness and empathy, creativity and adaptability, teamwork, inclusive leadership, promotion of corporate values, and improvement of accessibility, at least three moral competencies will be explored. In terms of diversity and inclusion, moral competencies such as respect for diversity, openness to different perspectives, and advocating for inclusivity will be examined.

Sensitization and empathy may require competencies such as active listening, empathy towards diverse needs, and understanding and respecting individual experiences. Creativity and adaptability could involve competencies such as problem-solving, flexibility in accommodating diverse needs, and embracing innovation to enhance inclusivity. For teamwork, moral competencies like collaboration, cooperation, and mutual respect for team members' differences may be crucial. Inclusive leadership may require competencies such as integrity, fairness, and the ability to inspire and motivate diverse teams.

Promoting corporate values could involve competencies like integrity in upholding company values, transparency in communication, and commitment to social responsibility. Improving accessibility might entail competencies such as proactive efforts

to remove barriers, advocating for accessible design, and ensuring equal access to facilities and services. These variables can significantly influence organizational climate, internal communication, and ultimately, the happiness of the final customer in the manager-employee relationship in the hotel sector in Spain.

By collecting 300 questionnaires from employees and managers of different hotels using a mixed-method approach to gather both quantitative and qualitative data, and conducting interviews to identify key indicators related to disability, organizational climate, internal communication, and final customer happiness, this study aims to define which moral competencies are necessary to develop among employees and managers.

To define the moral competencies for hotel employees and managers, we will rely on two studies: Morales-Sánchez and Cabello-Medina (2013).

To categorize the moral competencies, we will base ourselves on the study collected in Morales-Sánchez and Cabello-Medina (2015).

These results will provide a deeper understanding of how the inclusion of people with disabilities and other related factors can positively affect both internal dynamics and customer satisfaction, enabling managers to make more informed decisions to enhance the overall quality of services offered in the hotel sector in Spain.

Keywords: Moral competencies, diversity and inclusion, hotels, organizational climate, internal communication.

El discernimiento ético como carencia estructural de la inteligencia artificial: Alguna propuesta paliativa

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Resumen

Justificación: El discernimiento ético representa uno de los problemas más complejos de la inteligencia artificial (IA), y exige, sin duda, una aproximación interdisciplinar. La capacidad de la IA para tomar decisiones que reflejen consideraciones éticas es un importante desafío, tanto técnico como filosófico. Desde una perspectiva ética deontológica o incluso consecuencialista, aunque difícil, resulta factible dotarla de algoritmos que permita replicar las decisiones éticas que tomaría una persona humana; pero se antoja mucho más complicado introducirla en procesos de decisión propios de la ética del discernimiento. La carencia de discernimiento ético en la IA se manifiesta principalmente en dos áreas: la toma de decisiones automatizada, que puede llevar a conclusiones inmorales o perjudiciales si los datos están sesgados o son incorrectos, en cuyo caso siempre cabe una mejora de dichos algoritmos y un seguimiento mediante el uso de modelos de caja blanca; y la incapacidad de adaptarse a contextos éticos complejos que requieren una comprensión más allá del análisis de datos, verdadero caballo de batalla de la IA en relación a la ética o de la ética en relación a la IA.

Metodología: La metodología de investigación es la analítico sintética, donde despiezaremos el problema en sus partes constituyentes, intentando posteriormente realizar una reconstrucción sintética que pueda encajar en mayor medida con el problema planteado y su posible solución. Dicho proceso metodológico se apoyará con la ejemplificación, mediante el análisis de caso, de las diversas variables identificadas y su relación con la ética. Entre los conceptos a describir, referidos a la inteligencia artificial, se encuentra el de algoritmo, caja negra, caja blanca y cibernética; entre los de ética, una aproximación diferencial a la ética deontológica, consecuencialista y del discernimiento; y de forma contextual se desarrollará el acercamiento a los sistemas complejos frente a los cerrados.

Contribución: Algunas de las propuestas paliativas con las que se están trabajando en este momento serían las siguientes: Desarrollo de Marcos Éticos para la IA: Crear guías éticas específicas que los desarrolladores deben seguir al crear sistemas de IA. Esto

incluye principios como la equidad, la justicia, la no maleficencia, y la responsabilidad. La implementación de estas guías ayudaría a asegurar que las decisiones tomadas por la IA estén alineadas con valores éticos humanos. Integración de Ética Computacional: Incorporar en los sistemas de IA lo que se conoce como ética computacional, un campo dedicado a entender cómo las máquinas pueden tomar decisiones éticas. Esto implica el desarrollo de algoritmos que puedan evaluar situaciones basadas en principios éticos codificados y tomar decisiones acordes. Educación y Entrenamiento en Datos Éticos: Asegurar que los conjuntos de datos utilizados para entrenar sistemas de IA sean libres de sesgos y representativos de la diversidad humana. Además, entrenar a la IA con escenarios que incluyan dilemas éticos y cómo fueron resueltos, podría ayudar a mejorar su discernimiento. Interdisciplinariedad en el Desarrollo de IA: Fomentar equipos de desarrollo multidisciplinarios que incluyan filósofos, sociólogos, y expertos en ética, quienes puedan aportar una perspectiva más amplia sobre las implicaciones éticas de la tecnología que se está creando. Auditorías Éticas y Marco de Responsabilidad: Implementar auditorías éticas regulares de sistemas de IA para identificar y corregir problemas de ética. Establecer un marco de responsabilidad claro, donde se defina quién es responsable de las acciones de la IA, es crucial para asegurar que haya consecuencias reales por decisiones inéticas. Participación Pública y Transparencia: Fomentar la participación pública en el desarrollo y evaluación de sistemas de IA, y mantener una política de transparencia sobre cómo se toman las decisiones dentro de estos sistemas.

Resultados: En la ponencia se analizan de forma crítica los límites de cada una de estas propuestas en relación al problema del discernimiento, así como los límites en relación a la reflexión en torno a la ética de la inteligencia artificial; retornando la reflexión ética a la actividad humana, único ámbito en el que se puede hablar, con propiedad, de la misma.

Palabras clave: Inteligencia artificial, ética del discernimiento, ética, consecuencialismo, deontología, sistemas complejos, cibernética.

Ethical discernment as a structural deficiency in artificial intelligence: Some palliative proposal

Abstract

Justification: Ethical discernment represents one of the most complex problems in artificial intelligence (AI), and undoubtedly requires an interdisciplinary approach. The ability of AI to make decisions that reflect ethical considerations is a major challenge, both technical and philosophical. From a deontological or even consequentialist ethical perspective, although difficult, it is feasible to provide it with algorithms that allow it to replicate the ethical decisions that a human person would make; but it is much more complicated to introduce it into the decision-making processes of the ethics of discernment. The lack of ethical discernment in AI manifests itself mainly in two areas: automated decision making, which can lead to immoral or harmful conclusions if the data are biased or incorrect, in which case there is always room for improvement of such algorithms and follow-up through the use of white-box models; and the inability to adapt to complex ethical contexts that require understanding beyond data analysis, the real workhorse of AI in relation to ethics or ethics in relation to AI.

Methodology: The research methodology is synthetic analytical, where we will break down the problem into its constituent parts, subsequently trying to carry out a synthetic reconstruction that may fit more closely with the problem posed and its possible solution. This methodological process will be supported by the exemplification, through case analysis, of the various variables identified and their relationship with ethics. Among the concepts to be described, referring to artificial intelligence, are algorithm, black box, white box and cybernetics; among those of ethics, a differential approach to deontological, consequentialist and discernment ethics; and contextually, the approach to complex systems versus closed systems will be developed.

Contribution: Some of the mitigating proposals being worked with at this time would be the following: Development of Ethical Frameworks for AI: Create specific ethical guidelines for developers to follow when creating AI systems. This includes principles such as fairness, justice, non-maleficence, and accountability. Implementing these guidelines would help ensure that decisions made by AI are aligned with human ethical values. Integration of Computational Ethics: Incorporate into AI systems what is known as computational ethics, a field dedicated to understanding how machines can make ethical decisions. This involves developing algorithms that can evaluate situations based on codified ethical principles and make decisions accordingly. Ethical Data Education and Training: Ensure that the datasets used to train AI systems are free of bias and representative of human diversity. In addition, training AI with scenarios that include ethical dilemmas and how they were resolved could help improve their discernment. Interdisciplinarity in AI Development: Encourage multidisciplinary development teams

that include philosophers, sociologists, and ethicists who can provide a broader perspective on the ethical implications of the technology being created. Ethics Audits and Accountability Framework: Implement regular ethics audits of AI systems to identify and correct ethical problems. Establishing a clear accountability framework, defining who is responsible for AI actions, is crucial to ensure that there are real consequences for unethical decisions. Public Participation and Transparency: Encourage public participation in the development and evaluation of AI systems, and maintain a policy of transparency about how decisions are made within these systems.

Results: The paper critically analyzes the limits of each of these proposals in relation to the problem of discernment, as well as the limits in relation to reflection on the ethics of artificial intelligence, returning ethical reflection to human activity, the only sphere in which it can be properly referred to.

Keywords: Artificial intelligence, ethics of discernment, ethics, consequentialism, deontology, complex systems, cybernetics.

Practical wisdom and the relevance of moral competencies to management. DEBERÍA ESTAR EN ESPAÑOL

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Resumen

La ética de la virtud ha recibido cada vez más atención en la literatura sobre ética empresarial. Sin embargo, todavía es necesario profundizar en algunas cuestiones antes de que se integre totalmente en la práctica empresarial. En concreto, todavía no hay consenso sobre cuáles son las virtudes más comunes en la empresa ni sobre la importancia de estas virtudes para las distintas áreas de la organización. El objetivo de nuestro estudio es determinar si algunas virtudes pueden considerarse competencias morales esenciales para las empresas, es decir, competencias morales o virtudes que son tan importantes que todos los miembros de la organización deben poseerlas. Para responder a esta pregunta se utilizó el enfoque de gestión por competencias. Este enfoque presenta varias ventajas como herramienta para incorporar la ética de la virtud a la gestión. En primer lugar, pone el foco en la gestión de personas, no en los puestos de trabajo, lo que coincide con el enfoque de excelencia que busca la teoría de las virtudes; en segundo lugar, es una técnica muy extendida entre las organizaciones y, por tanto, familiar para los directivos y ya incorporada a sus sistemas de gestión. Siguiendo la línea de numerosos autores, nuestra propuesta consiste en considerar las virtudes morales como competencias morales en el trabajo. Por tanto, los directivos deben asegurarse de que el catálogo de competencias de su organización incluye las virtudes o competencias morales que consideran necesarias para cada puesto y, a partir de ahí, desarrollar las herramientas competenciales necesarias para evaluar, promover, desarrollar y remunerar estas competencias entre sus trabajadores.

En cuanto a qué competencias son necesarias en la gestión, planteamos esta cuestión a un panel de 15 expertos, que evaluaron la pertinencia de las 16 competencias morales propuestas por Morales-Sánchez y Cabello-Medina. Un panel de expertos busca una visión compartida de un grupo de personas que conocen a fondo un tema determinado, pidiéndoles que compartan sus opiniones recogidas en cuestionarios. El panel de expertos estuvo compuesto por un total de 15 personas: 5 expertos en ética empresarial,

5 estudiosos de los campos de los recursos humanos y el coaching empresarial, y 5 directores de recursos humanos o ejecutivos de empresa. Se contactó con cada uno de ellos a través de un correo electrónico en el que se les explicaba el objetivo del estudio y se les pedía que participaran en una encuesta de evaluación de las competencias morales.

En concreto, se pidió a los participantes en el panel de expertos que evaluaran la relevancia de cada competencia para: diferentes niveles organizativos (altos directivos, mandos intermedios, supervisores y empleados sin responsabilidades directivas); cada una de las cuatro funciones de gestión (planificar, organizar, dirigir y controlar); los diferentes roles directivos propuestos por Mintzberg.

A partir de las respuestas de los expertos, podemos concluir que todas las competencias morales propuestas son deseables en las organizaciones, pero hay seis virtudes que pueden considerarse centrales, que son tan relevantes que una empresa u organización quiere que todo su personal las tenga y desarrolle: honestidad, compromiso, justicia, sabiduría práctica, autocontrol y perseverancia. Este artículo pretende contribuir a la literatura sobre la ética de las virtudes ofreciendo una solución práctica a la cuestión de cómo aplicar la teoría en la práctica de la gestión empresarial, destacando las virtudes con mayor relevancia para la gestión.

Palabras clave: Virtudes, competencias morales, panel de expertos;, gstión por competencias, funciones organizativas.

The effects of technological risks in a smart tourism destination

Abstract

Virtue ethics has been receiving increasing attention in the literature on business ethics. However, further exploration of some issues is still needed before it is totally integrated into managerial practice. Specifically, there is still no consensus on what virtues are the most common in business and the importance of these virtues for the different areas of the organization.

The objective of our study is to determine whether some virtues can be considered core moral competencies for companies, that is, moral competencies or virtues that are so important that all the members of the organization must have them.

The competency-based management approach was used to answer this question. This approach has several advantages as a tool for incorporating virtue ethics into management. First, it places the focus on managing people, not jobs, which matches with the excellence approach sought by virtue theory; secondly, it is a widespread technique among organizations and thus familiar to managers and already incorporated into their management systems. Following the lines of numerous authors, our proposal consists in considering moral virtues as moral competencies at work. Therefore, managers must

ensure that their organization's catalogue of competencies includes the moral virtues or competencies that they believe are required for each position and, based on that, develop the competency-based tools needed to evaluate, promote, develop, and remunerate these competencies among their workers.

With regard to which competencies are required in management, we posed this question to a panel of 15 experts, who assessed the relevancy of the 16 moral competencies proposed by Morales-Sánchez and Cabello-Medina. An expert panel seeks a shared vision from a group of people who are thoroughly familiar with a given subject matter by asking them to share their opinions collected in questionnaires. The expert panel was comprised of a total of 15 people: 5 experts in business ethics, 5 scholars in the fields of human resources and business coaching, and 5 human resource managers or company executives. Each of them was contacted via an email which explained the purpose of the study and asked them to participate in a survey evaluating the moral competencies.

Specifically, the participants on the expert panel were asked to evaluate the relevance of each competency for:

- Different organizational levels (top managers, middle managers, supervisors, and employees without managerial responsibilities);
- Each of the four management functions (planning, organizing, leading, and controlling);
- Tthe different managerial roles proposed by Mintzberg.

Based on the experts' responses, we can conclude that all the moral competencies proposed are desirable in organizations, but there are six virtues which can be considered core, that are so relevant that a company or organization wants all their staff to have and develop them: honesty, commitment, justice, practical wisdom, self-control, and perseverance.

This paper aims to contribute to the literature on virtue ethics by offering a practical solution to the question of how to implement the theory in the practice of business management by highlighting the virtues with the strongest relevance for management.

Keywords: Virtuesm moral competencies, expert pane, competency-based management, organizational roles.

El profesor como agente generador de valor

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Resumen

¿Es posible generar la orientación al servicio en el ecosistema de la empresa a través del desarrollo del capital humano en las Universidades? Nos planteamos aquí si es posible generar un aprendizaje en la Universidad que permita cambiar las relaciones de la empresa hacia una orientación al servicio a través del desarrollo del capital humano (Greer et al., 2017). Este objetivo, supone un avance para conocer el desarrollo del capital social en la Universidad, que se ha estudiado previamente con una aproximación limitada, centrándose, por ejemplo, en la existencia de asignaturas sobre sostenibilidad o cuestiones éticas de los negocios (Snelson-Powell et al., 2016), pero sin analizar la orientación real de los profesores hacia la transmisión de esos valores ni su nivel de implicación con cuestiones como sostenibilidad, desarrollo social, o problemas propios de gestión derivados de la propia fricción que existe entre la confrontación de las necesidades de los diferentes grupos de interés de la empresa (Benito Olalla & Merino, 2019). Si los profesores de las universidades españolas no están ofertando asignaturas sobre estas materias en los planes de estudios y no tienen una orientación personal y profesional hacia la creación de valor para los stakeholders o hacia una orientación al servicio, difícilmente se conseguirá que el capital humano en formación comprenda su importancia y sean capaces de implantarlo en su vida laboral posterior.

Este trabajo pretende estudiar cuál es la experiencia, competencias y variables relacionadas que explican el que un profesor tenga una orientación al servicio y a los stakeholser tomando como marco la lógica del servicio dominante (Cruz et al., 2022; Vargo et al., 2020; Vargo & Lusch, 2006) que entiende el desarrollo de competencias en el marco de la Universidad como una fuente generadora de valor para la empresa, los stakeholders y la sociedad en su conjunto (Vazquez-Carrasco et al., 2024). La orientación al servicio (Greer et al., 2017), ampliamente estudiada en la literatura previa, tiene un impacto muy positivo en el desarrollo empresarial, pero poco se ha estudiado hasta el momento sobre cómo los profesores en los estudios de la rama de Ciencias Empresariales desarrollan y aplican la orientación al servicio dentro de su ámbito profesional como agentes generadores de valor.

Los profesores universitarios son además los encargados de formar el capital humano de las empresas, investigadores, que generan resultados de I+D que transfieren a las empresas y son los encargados de formar el capital humano que la Universidad aporta. De hecho, es necesario tener en cuenta que para entender a los profesores de Universidad

y estudiar un sistema que genere valor, el conflicto existente entre los objetivos de investigación que guían su carrera académica y sus responsabilidades docentes, que afectarán directamente al capital humano que la Universidad aporta a la sociedad (Pasamar et al., 2020).

Para el caso concreto de la Universidad y sus stakeholders, las competencias que es necesario observar en los profesores no son las mismas que las competencias a desarrollar por parte de los alumnos (Morales- Sánchez & Cabello-Medina, 2013, 2015) a través de su aprendizaje para que sean trabajadores orientados al servicio (Parris & Peachey, 2013).

Este trabajo propone cuestionario, recogida de datos y análisis de estos para estudiar los antecedentes clave de la orientación al servicio y a los stakeholders de los profesores universitarios teniendo en cuenta su ámbito de trabajo, su experiencia y competencias desarrolladas. Se presentan las hipótesis a testar, las variables clave y el cuestionario que se espera aporte luces sobre las cuestiones planteadas.

Palabras clave: Lógica del servicio dominante, la universidad generadora de valor, profesores, competencias morales.

Financiación: Este trabajo ha sido financiado por el Fondo Europeo de Desarrollo Regional (FEDER) y por la Consejería de Economía, Conocimiento, Empresas y Universidad, de la Junta de Andalucía, en marco del programa operativo FEDER Andalucía 2014-2020. Objetivo específico 1.2.3. «Fomento y generación de conocimiento frontera y de conocimiento orientado a los retos de la sociedad, desarrollo de tecnologías emergentes») en marco del proyecto de investigación de referencia UPO-1380797. Porcentaje de cofinanciación FEDER 80% y por por la Consejería de Transformación Económica, Industria Conocimiento y Universidades de la Junta de Andalucía, Convocatoria 15/12/2021, BOJA 239. Referencia del proyecto: PROYEXCEL_00161.

The teacher as a value-generating agent

Abstract

Is it possible to foster a service orientation for the company's ecosystem through the development of human capital in universities? Here we consider whether it's possible to instill learning in universities that could shift companies' orientation towards a service orientation through the development of human capital (Greer et al., 2017). This objective represents progress in understanding the development of social capital in universities, which has previously been studied with a limited approach, focusing, for example, on the existence of courses on sustainability or ethical issues in business (Snelson-Powell, Grosvold & Millington, 2016), but without analyzing the actual orientation of instructors towards the transmission of those values nor their level of involvement with issues such

as sustainability, social development, or management problems derived from the friction between the needs of different stakeholder groups within the company (Benito Olalla & Merino, 2019). If instructores in Spanish universities are not offering courses on these subjects in their curricula and do not have a personal and professional orientation towards creating value for stakeholders or towards a service orientation, it will be difficult to ensure that the human capital in training understands its importance and is capable of implementing it in their future professional lives.

This work aims to study the experience, competencies, and related variables that explain why a professor has a service orientation and towards stakeholders, taking as a framework the dominant service logic (Vargo & Lusch, 2006; Vargo, Koskela-Huotari & Vink, 2020; Cruz, Alves & Gouveia Rodrigues, 2022), which understands the development of competencies within the university framework as a source of value generation for the company, stakeholders, and society as a whole (Vazquez-Carrasco et al., 2024). Service orientation (Greer, Lusch & Hitt, 2017), widely studied in previous literature, has a very positive impact on business development, but little has been studied so far on how instructors in business schools develop and apply service orientation within their professional scope as value-generating agents.

Faculty members are also responsible for shaping the human capital of companies, researchers who generate R&D results transferred to companies. In fact, it is necessary to consider that to understand them and to study a system that generates value, the existing conflict between the research objectives guiding their academic career and their teaching responsibilities must be taken into account, which will directly affect the human capital that the university contributes to society (Pasamar et al., 2020).

For the specific case of the university and its stakeholders, the competencies to be observed in instructors are not the same as the competencies to be developed by students (Morales-Sánchez & Cabello-Medina, 2013; 2015) through their learning so that they become service-oriented workers (Parris & Peachey, 2013).

This work proposes a questionnaire, data collection, and analysis of these to study the key antecedents of service orientation and stakeholders of faculty members, taking into account their scope of work, experience, and developed competencies. Hypotheses to be tested, key variables, and the questionnaire that is expected to shed light on the issues raised are presented.

Keywords: Service-dominant logic, value-generating university, faculty members, moral competencies.

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