

Libro de Abstracts



CIBEC
2020SEVILLA
CONGRESO IBEROAMERICANO
DE CONTROL DE GESTIÓN



XIV Congreso Iberoamericano de Control de Gestión
Universidad Pablo de Olavide
7, 8, 9 y 10 Septiembre

El presente documento incluye todos los *abstracts*/resúmenes de los trabajos presentados en CIBEC 2020 en las salas CICCARESEARCH Forum, Sala Paralela I, Sala Paralela II y Sala Paralela III.

Se adjunta al final del documento un listado con el nombre y apellidos de todos los participantes, así como su email de contacto.

SALA PARALELAS II

16.00 – 17.30	TÓPICO: AUDITORIA / HISTORIA DE LA CONTABILIDAD
	<p>Mensuracao do nivel de estresse de Auditores Independentes após a finalizacao dos trabalhos de Auditoria Ponente/autor: Victoria Wentz Munhoz Coautor: Leticia Medeiros da Silva</p> <p>Discussant: María Elena Escobar Ávila</p>
	<p>La contabilidad y las tecnologías disruptivas: competencias, retos y transferencias tecnológicas Ponente/autor: María Elena Escobar Ávila Coautores: José Ubaldo Díaz Henao</p> <p>Discussant: M^a Jesús Sánchez Expósito</p>
	<p>Los ingresos del Auditor y la materialidad Ponente/autor: José Serrano Madrid Coautores: Elisbeth Bustos Contell</p> <p>Discussant: Mario Heimer Flórez Guzmán</p>
	<p>La auditoría forense, un análisis desde las normas internacionales de auditoría “NIAS” Ponente/autor: Mario Heimer Flórez Guzmán Coautores: Ludivia Hernández Aros, Marco Antonio Ruiz Correa, Laura Constanza Gallego Cossio</p> <p>Discussant: Victoria Wentz Munhoz</p>
17.30 – 19.00	TÓPICO: OTROS GESTIÓN
	<p>Régimen de Pensiones. AFORE- ISSSTE Ponente/autor: Enriqueta Mancilla-Rendón Coautores: Carmen Lozano Arizmendi, Alma Guadalupe Obeso Blanco</p> <p>Discussant: Kalina Kely Miranda Leite</p>
	<p>IMPACTO DA ARRECADAÇÃO TRIBUTÁRIA PRÓPRIA E DAS TRANSFERÊNCIAS INTERGOVERNAMENTAIS NA QUALIDADE DA EDUCAÇÃO DA MESORREGIÃO DA MATA PARAIBANA Ponente/autor: Kalina Kely Miranda Leite Coautores: Leones Rodrigues Nunes, María do Socorro da Silva Luis</p> <p>Discussant: Varna Hernández Junco</p>

	<p>Procedimiento metodológico para determinar la relación entre la inteligencia emocional y los estilos de liderazgo. Caso: Cooperativa Financiera Ponente/autor: Varna Hernández Junco Coautor: Belén Geoconda Vaca Vargas</p> <p>Discussant: Enriqueta Mancilla-Rendón</p>
19.00 – 20.30	<p>The role of personality traits of managers in leadership styles adoption, innovative strategies and organizational performance Ponente/autor: Marina Godinho Antunes Coautores: Pedro Ribeiro Mucharreira, Maria do Rosário Texeira Justino, Joaquín Texeira Quirós</p> <p>Discussant: Cláudia Maria Carvalho Coimbra</p>
	<p>Ferramentas Lean e Gestão Estratégica de Custos numa Unidade Hospitalar Ponente/autor: Cláudia Maria Carvalho Coimbra Coautores: Ana Catarina Mira, Maria Manuela Fantasia</p> <p>Discussant: José Luis Nunes Fernandes</p>
	<p>Das guildas ao Ponto de Acaí: trajetória histórica voltada à Amazônia brasileira Ponente/autor: José Luiz Nunes Fernandes Coautores: Danilo Araújo Fernandes, Bárbara Ádria O. Farias Fernandes, Cyntia Meireles Martins</p> <p>Discussant: Marina Godinho Antunes</p>

Mensuração do nível de estresse de Auditores Independentes após a finalização dos trabalhos de Auditoria

Victoria Wentz Munhoz, Leticia Medeiros da Silva

Resumen: Esta pesquisa teve por objetivo mensurar o nível de estresse de auditores independentes após a finalização dos seus trabalhos de auditoria. A coleta de dados foi realizada através de questionário baseado no Modelo de Lipp – Inventário de Sintomas de Stress para Adultos. A população é composta pelos profissionais da área contábil que atuam como auditores independentes nas firmas *Big Four* de auditoria externa no Rio Grande do Sul, Brasil. A amostra contemplou 41 questionários respondidos. Os resultados permitem verificar que o estresse atinge em maior grau a população feminina do que a masculina, e que níveis gerenciais demonstram classificações mais elevadas de estresse quando comparados aos níveis operacionais. Apesar disso, ambos os cargos se enquadraram majoritariamente na fase de Resistência (59%), seguida pela fase de Exaustão (22%), Sem Estresse (15%) e Quase Exaustão (5%), conforme Modelo de Lipp. Nenhum dos respondentes apresentou sintomas somente da fase inicial do estresse, denominada como Alerta. Ademais, é possível identificar que os períodos de encerramento dos clientes, influenciam no grau de estresse apresentado pelos auditores. Aqueles que possuem fechamentos anuais, apresentaram maiores níveis de estresse em relação aos que atuam com fechamentos semestrais. Identificouse também auditores que atendem

clientes de ambos fechamientos, apresentando sintomas elevados de estresse e caracterizados na fase de Exaustão. O estudo contribui para áreas de recursos humanos das firmas de auditoria, permitindo avaliar questões relacionadas à rotatividade de funcionários neste ramo. Além de contribuir no estudo científico do estresse na profissão contábil.

La contabilidad y las tecnologías disruptivas: competencias, retos y transferencias tecnológicas

María Elena Escobar Ávila, José Ubaldo Díaz Henao

No disponible

Los ingresos del Auditor y la materialidad

José Serrano Madrid, Elisbeth Bustos Contell

Resumen: Investigaciones anteriores indican que existe una relación entre la reputación del auditor y la calidad de la auditoría. Este estudio parte de la idea de que cuanto más importante sea el negocio de auditoría para una firma, el auditor firmante adoptará una postura conservadora en la emisión de su informe. Así, se analiza la relación entre la calidad de la auditoría, medida por la materialidad utilizada, y la dedicación de la firma a la auditoría a trabajos distintos a ésta y como la existencia de socios dentro de la firma que no desarrollen trabajos de auditoría pueden influir en el socio firmante del informe.

Partiendo de la materialidad real utilizada en cada uno de los encargos como medida de calidad de la auditoría y a través de una muestra de 1.141 clientes/año de compañías españolas no cotizadas, se concluye que una mayor reputación en el mercado de auditoría lleva al auditor a aplicar unas cifras de materialidad más bajas. Los resultados también muestran como las firmas de auditoría usan materialidades más bajas cuando el número de auditores firmantes entre los propietarios de la firma es mayor. Los hallazgos de este estudio son consistentes con la corriente de estudios que afirma que existen otros factores además de los cuantitativos que afectan a la fijación de la cifra de materialidad. Este trabajo contribuye a esta corriente mediante datos de archivo que reflejan el comportamiento del auditor durante el cálculo de la materialidad.

La auditoría forense, un análisis desde las normas internacionales de auditoría “NIAS”

Mario Heimer Flórez Guzmán, Ludivía Hernández Aros, Marco Antonio Ruiz Correa, Laura Constanza Gallego Cossio

No disponible

Régimen de Pensiones. AFORE- ISSSTE

Enriqueta Mancilla-Rendón, Carmen Lozano Arizmendi, Alma Guadalupe Obeso Blanco

Resumen: El objetivo del estudio es analizar el esquema nacional de pensiones AFORES configurado en la ley del Seguro social y del Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado, y comparar los regímenes específicamente sobre las cuentas individuales de un beneficiario SB2 para comprender si la pensión que obtendrá en su vejez será sustentable económicamente para tener una vida digna en la etapa de la vejez, conforme lo establece el principio del mínimo vital. Se trata de un estudio descriptivo-correlacional de corte transaccional basado en el análisis hermenéutico centrado en los principios constitucionales y el régimen de pensiones de las Administradoras de

Fondos para el Retiro (AFORES). Se usa el software R, como una herramienta de análisis para el estudio. En los resultados se aprecia que los beneficiarios SB2 con AFORES Banorte Siglo XXI y PENSIONISSSTE tendrán una pensión que no alcanzará la pensión mínima garantizada por ley.

IMPACTO DA ARRECADAÇÃO TRIBUTÁRIA PRÓPRIA E DAS TRANSFERÊNCIAS INTERGOVERNAMENTAIS NA QUALIDADE DA EDUCAÇÃO DA MESORREGIÃO DA MATA PARAIBANA

Kalina Kely Miranda Leite, Leones Rodrigues Nunes, María do Socorro da Silva Luis

Resumen: O presente estudo teve como objetivo analisar como a arrecadação tributária própria e as transferências intergovernamentais impactam na qualidade da educação da Mesorregião da Mata Paraibana. Para isso, foram utilizados modelos de dados em painel para os 30 municípios da Mesorregião da Mata Paraibana nos períodos de 2011, 2013, 2015 e 2017. Para verificar a qualidade da educação, o estudo considerou o Índice de Desenvolvimento da Educação Básica (Ideb). E para compor as variáveis de receita própria e de transferências intergovernamentais os dados financeiros foram obtidos através dos Relatórios Resumidos da Execução Orçamentária de cada unidade municipal, intitulados Demonstrativos das Receitas e Despesas com Manutenção e Desenvolvimento do Ensino, disponibilizados pelo Sistema de Informações sobre Orçamentos Públicos em Educação (SIOPE) e operacionalizado pelo Fundo Nacional de Desenvolvimento da Educação (FNDE). Como resultado verificou-se que os municípios da Mesorregião da Mata Paraibana que auferem maiores receitas próprias para financiamento da educação apresentam uma maior qualidade da educação verificada através do índice de desenvolvimento da educação básica (IDEB), indicando que quando o município se esforça para arrecadar seus tributos ele também aumenta a eficiência de alocação deste. Bem como, que a estrutura das transferências para o financiamento da educação apresenta uma relação negativa quanto à qualidade dos gastos, gerando, assim, uma menor eficiência na provisão dos serviços de educação, e evidenciando a existência do efeito *flypaper* nas finanças dos municípios da Mesorregião da Mata Paraibana.

Procedimiento metodológico para determinar la relación entre la inteligencia emocional y los estilos de liderazgo. Caso: Cooperativa Financiera

Varna Hernández Junco, Belén Geoconda Vaca Vargas

Resumen: El objetivo de la investigación es validar un procedimiento metodológico para la determinación de la relación entre la inteligencia emocional y los estilos de liderazgo de los directivos de una cooperativa financiera.

The role of personality traits of managers in leadership styles adoption, innovative strategies and organizational performance

Marina Godinho Antunes, Pedro Ribeiro Mucharreira, Maria do Rosário Texeira Justino, Joaquín Texeira Quirós

Abstract: Nowadays, companies and their managers are increasingly pressured to achieve certain results and levels of performance in order to ensure the financial sustainability of their companies and to remain competitive in the markets. Sometimes these goals are somewhat ambitious and difficult to achieve, which means that decision-makers must have certain personality traits in order to show resistance in dealing with obstacles and strengthen their capacity to solve problems. This research

proposal assumes that the personality traits of managers, namely extroversion, pleasantness, neuroticism, conscientiousness, and openness to experience, will have a relevant impact on decision making, which will be reflected in the company's performance. In another perspective, this research proposal also aims to analyze what characteristics of managers are underlying to the organizational behavior. More attention has been given to the study of managers' behaviors and how their attitudes and decision-making can define the achievement of the strategic objectives of organizations. Following this point of view, this research proposal links two scientific areas, namely Management and Psychology, and presents itself as an extremely innovative approach, providing a new line of research that is expected to be extremely useful for the knowledge of the performance of companies and the decision-making process. Regarding the methodology, the data will be collected through the application of a questionnaire to evaluate the different dimensions of the proposed conceptual model. In the treatment of quantitative data, a structural equations model will be used, to investigate the possible relations between the different dimensions incorporated in the model.

Ferramentas Lean e Gestão Estratégica de Custos numa Unidade Hospitalar

Cláudia Maria Carvalho Coimbra, Ana Catarina Mira, Maria Manuela Fantasia

Resumen: O objetivo deste trabalho é analisar como a utilização das ferramentas *Lean* se podem aplicar nos serviços de uma unidade hospitalar, no sentido de aumentar a sua eficiência e reduzir os seus custos, assegurando simultaneamente a melhoria da qualidade dos serviços prestados. Para além do número de utentes, o seu percurso dentro dos serviços da unidade hospitalar é um gerador de custos, pelo que o fluxo do utente no sistema deve ser analisado para identificar, remover ou otimizar as atividades que não acrescentam valor ao processo. O estudo de caso teve lugar em dois serviços dos Hospitais da Universidade de Coimbra (HUC), onde as ferramentas utilizadas demonstraram resultados tais como: aumento da qualidade e da segurança, melhoria dos tempos de espera, maior eficiência, o que corresponde a menos desperdício e processos claros que promovem a melhoria contínua. Concluimos que se pode utilizar as ferramentas *Lean* de forma a otimizar os recursos, a melhorar a qualidade, conduzindo assim à redução de custos nos serviços de saúde.

Das guildas ao Ponto de Açaí: trajetória histórica voltada à Amazônia brasileira

José Luiz Nunes Fernandes, Danilo Araújo Fernandes, Bárbara Ádria O. Farias Fernandes,
Cynthia Meireles Martins

Resumen: A atividade empreendedora exercida no ponto de açaí pelo trabalhador batedor do vinho ou suco tem uma longa história, nessa perspectiva o objetivo da presente pesquisa é identificar como ocorreu a trajetória histórica advinda das guildas da era medieval ao ponto hodierno de venda do açaí. Por meio de pesquisa coevolutiva, com viés bibliográfico, a investigação foi conduzida. Como resultado chegou-se que as guildas foram o formato embrionário do que hoje é denominado de ponto de venda do açaí e exercido pelo batedor do fruto desta forma para que esse estágio hodierno tenha sido alcançado, longa trajetória da história econômica do mundo e da Amazônia foi percorrida.

The role of personality traits of managers in leadership styles adoption, innovative strategies and organizational performance

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Abstract

Nowadays, companies and their managers are increasingly pressured to achieve certain results and levels of performance in order to ensure the financial sustainability of their companies and to remain competitive in the markets. Sometimes these goals are somewhat ambitious and difficult to achieve, which means that decision-makers must have certain personality traits in order to show resistance in dealing with obstacles and strengthen their capacity to solve problems. This research proposal assumes that the personality traits of managers, namely extroversion, pleasantness, neuroticism, conscientiousness, and openness to experience, will have a relevant impact on decision making, which will be reflected in the company's performance. In another perspective, this research proposal also aims to analyze what characteristics of managers are underlying to the organizational behavior. More attention has been given to the study of managers' behaviors and how their attitudes and decision-making can define the achievement of the strategic objectives of organizations. Following this point of view, this research proposal links two scientific areas, namely Management and Psychology, and presents itself as an extremely innovative approach, providing a new line of research that is expected to be extremely useful for the knowledge of the performance of companies and the decision-making process. Regarding the methodology, the data will be collected through the application of a questionnaire to evaluate the different dimensions of the proposed conceptual model. In the treatment of quantitative data, a structural equations model will be used, to investigate the possible relations between the different dimensions incorporated in the model.

Keywords: Corporation's performance, Decision-making process, Manager behaviours, Organizational behaviour, Personality traits.

INTRODUCTION

Nowadays, companies, and more precisely their managers, are increasingly pressured to achieve certain results and levels of performance to ensure the financial sustainability of their companies and to remain competitive in the markets, which are increasingly aggressive and complex. Sometimes these goals are somewhat ambitious and difficult to achieve, which means that decision-makers must have certain characteristics in terms of their personality traits to show resistance and resilience to deal with the obstacles and problem-solving abilities in the day-to-day business adversities, considering both the internal and external constraints inherent in the business world.

In view of this framework, this research proposal assumes that the five main personality traits of managers, namely extroversion, pleasantness, neuroticism, conscientiousness, and openness to experience, will have a relevant impact on the decision-making process, which will be reflected in the company's performance and the objectives achieved. Personality traits are characteristics of individual behavior that allow for a better understanding of why people act differently in similar situations (Llewellyn & Wilson, 2003; Nga & Shamuganathan, 2010). These characteristics are decisive in achieving the defined objectives, and among the several examples, we can highlight innovation capacity, proactive personality, generalized self-efficacy, self-control and attitude towards risk.

In another perspective, in addition to analyzing these cause-and-effect relationships with organizations' performance, this research model also proposes to analyze what characteristics are underlying to the various leadership styles, on the one hand, and on the other, their relation to the adoption of innovative strategies. Considering that innovative strategies always reflect some implicit risk, since the concept of innovation implies a more disruptive attitude to what is already known, both in terms of new products or services provided by companies and the way in which organizations operate, at the level of their processes. For example, a risk-averse manager may have more difficulty in making decisions that involve innovative strategies, because he or she will have more difficulty in dealing with the consequences of the unknown. In this way, this research proposal aims to relate with two areas of enormous relevance, one of which is Management Accounting, focusing on business performance affected by leadership styles, and innovation strategies, and the other major area, Psychology, in relation to the behaviors, defined by the personality traits and styles of emotional leadership adopted by the managers.

In methodological terms, it is envisaged to carry out a qualitative study using quantitative techniques. The data will be obtained through the application of a questionnaire elaborated by the authors to evaluate the different dimensions of the proposed conceptual model.

1. THEORETICAL FRAMEWORK

1.1. Relevance of the Research

Organizations are constantly undergoing rapid change as a result of many factors. Some of these factors are external, such as competition, global market trends and technological changes. However, some of the changes over time also occur within organizations themselves, such as employee motivation, innovation strategies, and organizational culture. All these factors tend to affect the performance of these organizations, and a key factor that also has the potential to decisively affect the organizational performance of organizations is the leadership styles adopted by their managers (Ng'ethe et al., 2012).

In organizations, people experience a wide range of affective states, and this applies also to managers (Huy, 2002). In several academic researches, personality traits have become a topic of great interest, especially when analyzing the relationships between the characteristics of managers and their behavior and attitudes in a professional environment. Effective leaders promote effective organizational functioning, allowing individuals, teams, and organizations to perform well (Bass, 1990).

In several investigations, the relationship between personality traits and behaviors, attitudes and performance in the workplace has been highlighted (Matzler et al., 2011). Personality refers to how the individual reacts, perceives, thinks, acts or behaves like a person in their environment. Personality can be defined as a dynamic or set of characteristics held by a person that influence cognition, motivation, and behavior in a variety of situations. For Robins (2003), personality is a combination of psychological traits of an individual. Following other perspectives, personality asserts itself as the relatively stable pattern of consistent internal behaviors and states that explain a person's behavioral tendencies (McShane & Von Glinow, 2000). According to Ozer and Benet (2006), personality concept is an effective tool that predicts performance at work, because the way people solve problems, their performance in the workplace and the way they complete their tasks, all these factors will contribute to the success of the organization. Personality traits also influence performance and career directions (Barrick & Mount, 1991; Hough & Furnham, 2003). Also, the conclusions reached by Blackburn (2006) have highlighted that the actions or behavior of employees will help the organization to achieve the goals.

Organizational performance comprises the results of an organization, which can be measured against defined outcomes, goals and objectives. Organizational performance is the ability to acquire and process financial, physical, and human resources appropriately to achieve the organization's objectives (Madella et al., 2005). According to Harbor (2008), organizational performance can be measured through the implementation of a series of measures that represent the result of the organization's activity. Other authors, namely Peterson et al. (2003), defined organizational performance as the ability of organizations to use their resources efficiently to produce results consistent with their strategic objectives. Other studies have considered organizational performance as something that allows to evaluate the success of organizations and to achieve their success. It is therefore essential to investigate the characteristics of managers and how these characteristics can influence the performance of their organizations (Antunes et al., 2018; Antunes et al., 2019).

Although there are several models that focus on the study of personality traits, the Big Five Model (McCrae, 1992) has been the most widely used to analyze the individual personality differences (Berglund et al., 2015). This model consists of five personality traits which are Extraversion, Neuroticism, Agreeableness, Conscientiousness, and Openness to Experience. Extraversion represents assertiveness, sociability, energy, and positive emotions (Band et al., 2014). Extroverted people are communicative, affectionate, active, and enthusiastic (Paramanandam & Radhamani, 2014), also self-confident, dominant, and exciting, and able to develop an interpersonal relationship with others and externalize their emotions. According to Syed et al. (2015), extraversion is related to social success.

According to Camps et al. (2016), neuroticism contrasts emotional stability and captures the tendency to experience a variety of disruptive thoughts and emotions. On the other hand, neuroticism can be characterized as the degree of some negative personality traits, such as unhappiness, impulsivity, aggressiveness and anxiety (Berglund et al., 2015), since neurotic people tend to be unhappy and they feel insecure about their life circumstances. Individuals who are characterized as neurotic are insecure, anxious, and more susceptible to stress (Costa & McCrae, 1992), as they are likely to interpret common situations as threatening.

Agreeableness includes such characteristics as altruism, trust, and humility (John & Srivastava, 1999). In the evidence of Costa and McCrae (1995), people with this characteristic are more trustworthy than people who do not reveal this distinctive aspect, and these people turn out to be manipulative, pessimistic, and selfish. Kind people also strive to build and maintain harmony and prefer to use compromising strategies to deal with any conflict (Camps et al., 2016).

Conscientiousness identifies directed, planned, and organized task behavior, such as thinking before acting, following norms, and prioritizing tasks (Oliver & Srivastava, 1999). Highly conscientious people are self-disciplined, trustworthy, ambitious, and efficient (Berglund et al., 2015). Other authors, such as Costa et al. (1991) associate conscientiousness with self-discipline, to the conquest of efforts, obedience, and competence, since their persistence and self-discipline characteristics, enables them to accomplish tasks or achieve goals in a successful way.

Finally, openness to experience is characterized by receptivity to new ideas and flexibility. This characteristic indicates the degree of intellectual curiosity, creativity and the individual tendency to learn, try new things, and consider new ideas. Individuals who reveal this personality trait in a prominent way are imaginative, open-minded, without prejudice, and curious (Berglund et al., 2015).

Consequently, the Big Five Personality Traits have very important effects, especially in terms of decision-making and leadership styles. Decision-making capacity is related to the choice of an alternative. Leadership involves many processes that are created by the organization and constantly adjust to the circumstances that arise daily. Leadership is defined as a way how to guide people with the organization's vision and mission, and how to achieve goals, despite the many obstacles that may arise. A leadership style can be defined as a recurrent set of characteristics that are associated with the firm's decision-making process (Albaum & Herche, 1999), and the characteristics may change due to the environment and the culture in which the organizations operate.

There is some research that has been based on the relationships between the behavior of the managers, in an entrepreneurial perspective, and the personality traits, and that sought to find evidence in the business performance of the various sectors studied (Collins et al., 2004). Also, Rauch and Freese (2007) stated that personality traits are good predictors of entrepreneurial behavior, and others revealed that some personality determinants influence internationalization strategies.

Organizations have been dealing with changes in the business environment, emphasizing human resources and capitalizing on their ideas, their intellectual capital, their intangibles and innovation behaviors (Unsworth & Parker, 2003). In the last decades, the theme of innovation has attracted the attention of many researchers and professionals, and innovation has been considered as a strategic driver to take advantage of new opportunities and to protect knowledge assets (Gatignon et al., 2002; Hurmelinna-Laukkanen et al., 2008). Innovation

plays a major role in providing unique products and services, creating more value than previously recognized and setting barriers to entry for new competitors (Lloréns-Montes et al., 2005). Therefore, innovation has sparked the interest of many researchers to identify their push factors (Becheikh et al., 2006).

In the literature, several definitions of the concept of innovation are found. Damanpour (1991) defines innovation as anything new to the business, which may consist of a system, a policy, a process, a product or a service, and is considered a tool for the success of the organization. Lafley and Charan (2008) refer to innovation as a new idea that materializes in benefits, revenues and profits. Despite the risk and uncertainty, successful innovation strategies can have a considerable impact on the company's financial performance and economic performance (Unsworth & Parker, 2003; Marques & Ferreira, 2009).

The ability of the individual to innovate in the workplace is one of the most important ways of producing innovation in organizations (De Jong & Hartog, 2007). The willingness and ability of individuals to innovate ensure the flow of innovation of organizations. Many studies have considered innovative behavior and attitudes crucial to organizations' performance and survival (Unsworth & Parker, 2003, Carmeli et al., 2006, De Jong & Hartog, 2007).

Following this point of view, this research proposal presents itself as an extremely innovative approach, providing a line of research that is expected to be extremely useful for the knowledge of the performance of companies and the decision-making process.

1.2. Big Five Personality Traits and Leadership Styles

Effective leadership promotes effective organizational functioning, leading employees, teams, and organizations to perform well. In this way, it is essential to analyze the factors that can influence the performance of managers (Dirks & Ferrin, 2002). Researches on this topic has revealed that personality traits decisively influence people's motivations, behaviors, and perceptions, including their values, social behavior, and organizational behavior (Fischer & Boer, 2014).

The role of leadership is extremely important when it comes to defining the organization's mission and vision, as well as setting goals, developing strategies, policies and procedures to achieve organizational goals efficiently and effectively (Xu & Wang, 2008). According to Harris et al. (2007), quality leadership is equally critical for institutions and their managers to be able to act and respond in a timely manner to changes taking place abroad. Also, according to Mitonga-Monga and Coetzee (2012), leadership styles are defined as a combination of

different characteristics, personality traits, and behaviors adopted by leaders to interact like other employees in the organization, performing behaviors to combine the organizational and personal interests, seeking to achieve the specific objectives of the organization.

The definition of leadership focuses on two different perspectives. These perspectives consist of transactional leadership and transformational leadership (Harm & Credé, 2010). Essentially, transactional leadership is a style of leadership more based on the goals and objectives of the organization itself, whereas transformational leadership is more geared more toward challenging work teams and reaching common goals (Harm & Credé, 2010).

Transactional and transformational leadership styles have their own characteristics that are unique to each of their styles. For example, transactional leadership is concerned with the task that is given and how the result of the task is presented. As for transformational leadership, the characteristics most associated with this style include concern for the emotions, ethics, standards, and goals from a long-term perspective, which demonstrates the need for this type of leader to be more people-oriented than tasks (Northouse, 2016). According to Bono and Judge (2004), in transformational leadership, the personality trait that is most pronounced is extroversion, whereas in transactional leadership a stronger correlation can be identified between this style and the personality trait of pleasantness. However, the investigation of Judge et al. (2002) evidenced a strong correlation between the five major personality traits and leadership styles. Therefore, it is important to analyze the relationship between the different personality traits, and their relationship with leadership styles.

One of these traits is extroversion, that is a characteristic marked by a pronounced involvement with the outside world and is related to the level of sociability of the individual. It includes features such as affectivity, enthusiasm, persistence, reliability, rigor, and responsibility. Extroverted leaders are socially dominant (Depue & Collins, 1999) and highly expressive in their social interactions (McCrae & Costa, 1987). People who are more extroverted are probably more comfortable setting goals and as a result are more likely to be considered as references or role models (House & Howell, 1992; Watson & Clark, 1997), as well as to create motivation inspiring. Moreover, extroversion may be positively linked to intellectual stimulation, since extroverted people are more receptive to change (Bono & Judge, 2004).

Another personality trait is conscientiousness, which measures the degree to which an individual is oriented to the duty and responsibility and encompasses impulse control and goal-directed behavior. It includes the preferences of the individual to follow rules and schedules and to what extent individuals are diligent, organized, self-disciplined, achievement-oriented.

Salgado (1997) identified conscientiousness as a strong predictor of success and his research showed that conscientiousness was positively correlated with work proficiency, proficiency training, and high academic achievement (Salgado, 1997). This is one of the most commonly investigated traits at work and organizational psychology (Bono & Judge, 2004). Individuals with a high level of conscientiousness tend to work hard and have a great sense of self-discipline (Costa & McCrae, 1992). People who have a relatively high score on conscientiousness are highly structured and linear in their way of working, which helps them to avoid deviations and to spend more time than necessary in solving problems. However, this is likely to limit their intellectual stimulation. Moreover, there are few reasons to believe that highly conscientious people will exhibit a positive view or will be inspirational in general (Bono & Judge, 2004) because conscious leaders use a more rational appeal to motivate their followers (Cable & Judge, 2003), while idealized influence and inspirational motivation are more strongly tied to emotions (Bono & Ilies, 2006).

Regarding pleasantness, this dimension concerns the degree of sympathy, courtesy, good nature, cooperation, consideration, altruism, reliability, and trust that an individual has. Pleasantness reflects the tendency for the person to be warm, generous and gentle (McCrae & Costa, 1987; Graziano & Eisenberg, 1997), as well as being also confident and modest and avoiding conflicts (Costa & McCrae, 1992; Graziano et al., 1996). Nice leaders are friendly, kind and want the best for their followers. They are therefore likely to care about the needs and interests of others. This personality trait also denotes the degree to which people believe that others they deal with have good intentions. People who are appreciated by others for their sympathy, similarity, or kindness have a greater influence on their followers than people who are not seen as friendly (Busch & Wilson, 1976; Martin, 1978; Hinkin & Schriesheim, 1989).

Neuroticism is the tendency for negative emotional experience and expresses the degree to which the individual demonstrates anger, anxiety, or depression rather than calm, self-confident, and security. Digman (1990) reported that individuals with neuroticism looked upon danger and suffered more because of their own anxiety, fear, and imagination. High scores regarding personality trait neuroticism can also be troubling in many risk environments (Fenton-O'Creevy et al., 2007). Neuroticism and its opposite pole, emotional stability, reflect the tendency to emotional adjustment. Individuals with high levels of neuroticism have a strong predisposition to experience emotional instability, including feelings of fear, sadness, self-defense, insecurity, and guilt, while emotionally stable people are relaxed and temperate (McCrae & Costa, 1991; Costa & McCrae, 1992). Barrick and Mount (1991), and Salgado (1997) reported that emotional stability has a positive effect on work performance in different sectors. On the other hand, other investigations have pointed out that neuroticism is strongly

related to low self-esteem and self-efficacy (Judge et al., 2002; Bono & Judge, 2004). Northouse (1997) argued that self-confidence is a prerequisite for leadership behavior. In this way, highly neurotic individuals are likely to avoid responsibilities and leadership roles and are less likely to engage in the efforts of their followers and their needs (Bono & Judge, 2004).

Finally, openness to experience is related to intellectual curiosity, as well as a predisposition to experiment with different activities or to consider unconventional ideas. People who are open to experience can be described as creative, autonomous, unconventional, curious, flexible, and thoughtful. It includes the breadth, complexity, and depth of an individual's life (McCrae & Costa, 1997). Individuals with a high degree of openness to experience are usually creative and will try different or innovative approaches to their professional activity. There are people with a high tolerance for uncertainty and the search for change, and for this reason, this dimension is characteristic of the tendency to search for sensations and predisposition to take risks (McCrae & Costa, 1997). Having an open mindset can lead individuals to perceive more individual differences in other people, leading to less restrictive and unprejudiced treatment (Flynn, 2005; Homan et al., 2010). In addition, people with an openness to experience are good at developing and articulating a vision because they are imaginative and creative, translating into an inspiring motivation (McCrae & Costa, 1987; John & Srivastava, 1999). Because of their resourcefulness and flexibility (McCrae, 1994; John & Srivastava, 1999), people with high openness tend to deal with organizational change, may see new approaches to problem-solving, and may think outside conventional standards, which are characteristics of intellectual stimulation. In addition, research on openness and creativity has supported the relationship between openness and intellectual stimulation.

Based on the theoretical framework of these subjects, five research hypotheses are defined with the aim to respond to the possible relationship between the five personality traits with leadership styles adopted by managers.

H1: "Extroversion" influences the leadership style adopted by managers.

H2: "Conscientiousness" influences the leadership style adopted by managers.

H3: "Pleasantness" influences the leadership style adopted by managers.

H4: "Neuroticism" influences the leadership style adopted by managers.

H5: "Openness to experience" influences the leadership style adopted by managers.

1.3. Big Five Personality Traits and Innovative Strategies

Innovation is an introduction of new products, processes or services and the application of distinct administrative systems that influence business performance (Bulut & Yilmaz, 2008). Innovative performance can be defined as a company's tendency to present novelties in the product and production process, to support new ideas, and to explore a creative solution to

issues that are more complex (Raghuvanshi & Garg, 2018). In another perspective, innovation performance comprises introducing new products, looking for unique methods and work techniques, exploring new ideas to solve complex problems, identifying performance gaps, mobilizing foundations for innovative ideas and turning innovative ideas into useful actions (De Jong & Den Hartog, 2007; Yeoh & Mahmood, 2013).

Several studies have focused on the role and importance of innovation in the success of organizations (Martins & Terblanche, 2003). Several authors, such as Salaman and Storey (2002), and Thornhill (2006) identified innovation as the main determinant of organizational success and competitiveness. Today, organizations pay more attention to their human resources, encouraging them to adopt innovative behaviors, as the innovations that are developed and implemented in organizations derive from the ideas developed by individuals in the workplace (Carmeli et al., 2006). In this way, the behavior of each employee based on an innovative attitude is considered by most companies as a great pillar for a good performance of organizations (Carmeli et al., 2006). Several other investigations, such as Turkina and Thai (2015), and Yan and Yan (2016) focused their analysis on the study of the characteristics of a successful entrepreneur in order to identify distinctive traits of his personality, having evidenced several characteristics in the entrepreneurial behavior, such as extroversion, desire for achievement, desire for independence, the need for power, the need for achievement, creativity, innovation, and productivity in situations of risk.

In any case, studies that show how the characteristics of managers affect company innovation are still scarce (Rauch & Frese, 2007). Innovation is influenced by certain characteristics of the manager, such as risk appetite, optimism, logical mind, higher education, past professional experience and field experience. Kickul and Gundry (2002) have shown that proactive personality, that is, the ability to identify opportunities, take initiatives, and act along with a strategic orientation, allow the identification of opportunities for the development of new products or markets. These characteristics also facilitate the company's growth and success through changes and transformations within organizational structures and ultimately will promote economic growth (Mucharreira & Antunes, 2015).

Brandstätter (2011) argues that the entrepreneurial role is strongly influenced by the personality of managers, as it shows that emotional stability has an impact on the creation of new ventures. On the other hand, openness to experience allows managers to find new opportunities and ways of structuring and developing companies. Also, the achievement motivation, that is, a component of conscientiousness, which allows managers to work hard and be persistent in pursuit of their goal. Extroversion is fundamental in the establishment of

a social network, and, finally, the propensity to risk, that is, a combination of emotional stability, openness, and extraversion, which allows the risk of failure.

In this context, it is important to highlight some evidence found in the literature on the relationship between personality traits and innovative strategies. Starting with neuroticism, individuals with a high incidence in this personality trait lack self-confidence and self-esteem, and they hardly want to take responsibility, since they are more likely to be anxious, fearful, depressed and moody (Judge & Bono, 2000; Zhao et al., 2010). Managers who reveal a pessimistic attitude and negative thoughts may compromise performance and success in their decision making and may even reveal difficulties in relationships that facilitate the organization's long-term success (Hurtz & Donovan, 2000; Ciavarella et al., 2004).

In the case of extroversion, it manifests itself in the tendency to be self-confident, dominant, active and exciting. Extroverts reflect positive emotions, a greater frequency, and intensity of personal interactions, and a greater need for stimulation (Bakker et al., 2002), and this is of relevance because to innovate, individuals need to relate to and interact with other individuals, whether within or outside the organization or in other contexts, hence the importance of communication skills, articulation, and social networks. According to Batey and Furnham (2006), extroversion is a good predictor of creativity and innovation. People with a high level of extroversion are dominant in social situations, optimistic and inspire positive feelings (Rothmann & Coetzer, 2003; Zhao et al., 2010; Brandstätter, 2011). The extroversion of managers is also positively related to firm performances, that is, high levels of extroversion facilitate the social interaction of managers with stakeholders and this allows for improved performance (Zhao et al., 2010, Rothmann & Coetzer, 2003, Baron & Markman, 2003).

Another personality trait is openness to experience, manifested by intelligence and curiosity (Bakker et al., 2002). These authors observed that people with a great openness to experience reflect a more flexible, imaginative and intellectually curious approach in situations characterized by stress. These authors also noted that openness to experience is the most salient personality dimension to predict the propensity for innovation. According to Chang et al. (2014), openness to experience represents the tendency of the individual to be creative, imaginative, intelligent, and perceptive. People with a high level of openness tend to be unconventional and have new ethical, social, and political ideas (Rothmann & Coetzer, 2003). In highly competitive and dynamic markets, managers must be willing to introduce new products, new services and technologies to compete with other companies, and this requires intelligence and creativity to acquire new knowledge about technological advances and solve day-to-day problems (Ciavarella et al., 2004, Zhao et al., 2010).

Pleasantness is the tendency to be kind, selfless, confident and modest (Zhao et al., 2010). Pleasantness involves living with others in pleasant and satisfying relationships (Matzler et al., 2011). A pleasant person demonstrates sympathy, cares about the needs of others, and attempts to restore peace in the event of disputes (Rothmann & Coetzer, 2003). Many authors argue that this personality trait is negatively related to business performance because managers must be able to benefit from unique opportunities, think first in their own interests and manipulate situations to allow the survival and growth of their company (Zhao & Seibert, 2006). However, Ciavarella et al. (2004) show another perspective, saying that managers who have good relationships of trust, show flexibility and courtesy to customers and their employees, provide greater profitability to their organization.

Finally, it is important to mention the fifth personality trait, conscientiousness. Individuals with great conscientiousness are trustworthy, responsible, organized, work-oriented, and achievement-oriented (Barrick & Mount, 1991). Matzler et al. (2011) argued that people with great conscientiousness commit themselves in the effort to share their knowledge with others and contribute to organizational success. On the other hand, Kumar and Bakhshi (2010) have stated that conscientiousness reflects a strong sense of purpose, self-discipline, obedience, obligation, and persistence, leading to hard work. Rothmann and Coetzer (2003) found that conscientiousness is positively related to creativity. The main characteristics of the managers that reveal this personality trait are dedication focused on the accomplishment of their tasks, orientation towards the objectives to be achieved and perseverance in their actions (Zhao et al., 2010). Based on these studies, it will be expected that conscious managers will invest more in innovation and facilitate the development and growth of their own companies.

Considering this theoretical framework, five research hypotheses are now presented with the aim to respond to the possible relationship between the five personality and innovative strategies.

H6: "Extroversion" influences the strategies of innovation adopted by managers.

H7: "Conscientiousness" influences the strategies of innovation adopted by managers.

H8: "Pleasantness" influences the strategies of innovation adopted by managers.

H9: "Neuroticism" influences the strategies of innovation adopted by managers.

H10: "Openness to experience" influences the strategies of innovation adopted by managers.

1.4. The relationship between Innovative Strategies and Organizational Performance

The performance of institutions depends on the quality of the decisions that are made by their directors. These decisions relate to a constant need for information that ensures a rational

management of resources and strategies. Performance evaluation systems, composed of financial and non-financial indicators, play a key role in the strategic definition of the organization because they provide value creation associated with the strategic objectives (Otley, 2003). Several factors such as the phenomenon of globalization, a manifestly more aggressive competitiveness of the markets, new management practices, the evolution of technology, among others, has led to a greater focus on companies' performance appraisal systems.

The strong market competition has led organizations to implement strategies and management systems to address weaknesses felt by managers in the information provided by financial measurement systems and their traditional short-term perspective. Organizations strive to improve their competitiveness by implementing quality and innovation-oriented management strategies using performance measurement systems that include a wide range of financial and non-financial measures (Antunes et al., 2019). According to Hoque (2004), the simultaneous use of financial and non-financial measures leads managers to pay more attention to critical success factors such as quality, service, times, decisions, reliability, innovation, and customer needs. The advantages of non-financial performance measures have been cited in the literature, emphasizing that they focus particularly on a long-term perspective, leading to better performance of organizations. Research based on performance measures presupposes that the integration of non-financial measures into measurement systems enables managers to better understand the relationships between the various strategic objectives, facilitate communication between employee actions and defined goals, and resource allocation and prioritization, considering these strategic objectives. However, it should be noted that the concept of organizational performance does not translate into an objective definition, that is, several studies emphasize financial performance, other market performance and even other operational performance. In this investigation, the organizational performance was considered under three perspectives, namely, financial, operational and market performance (Antunes et al., 2019).

Based on the literature, three research hypotheses are now presented with the aim to respond to the possible relationship between innovative strategies and organizational performance.

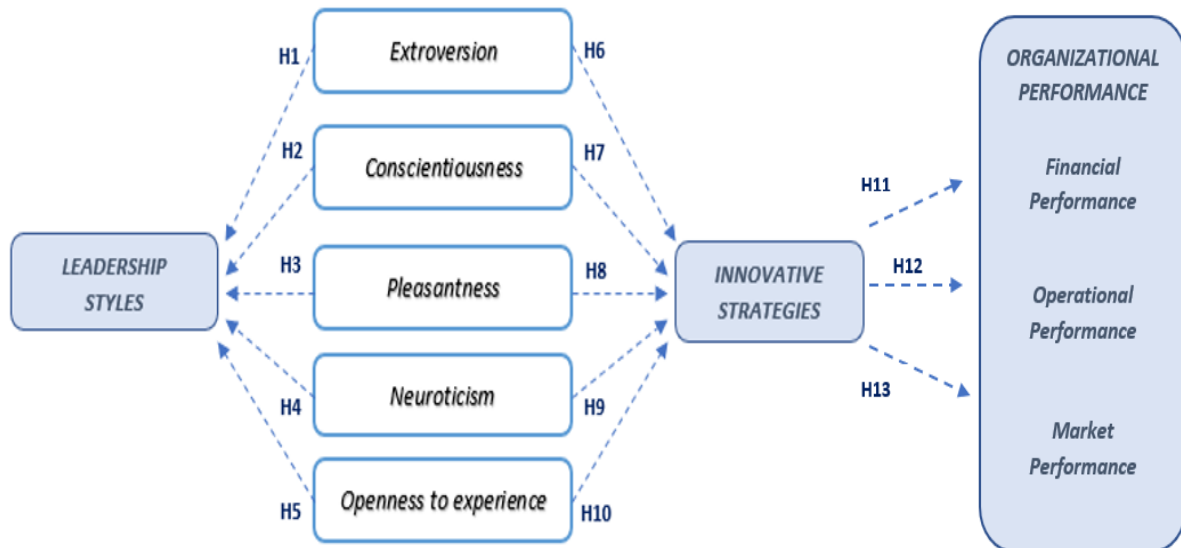
H11: Strategies of innovation adopted by managers influences organizational performance, namely financial performance.

H12: Strategies of innovation adopted by managers influences organizational performance, namely operational performance.

H13: Strategies of innovation adopted by managers influences organizational performance, namely market performance.

Completed the description of the fundamentals that led to the construction of the initial issues based on literature review, it is now presented to the proposed research model as illustrated in the Figure 1:

Figure 1 - Conceptual model



2. METHODOLOGY

Regarding to methodology, this research is of a qualitative nature, although using quantitative techniques, being the data obtained through the application of a survey elaborated by the authors to evaluate the different dimensions of the proposed conceptual model. The sample will consist of managers of Portuguese corporations, in different sectors and activities. In the treatment of quantitative data, structural equations model (SEM) will be used, to investigate the possible relations between the different dimensions incorporated in the model. The questionnaire will be designed with closed questions, using a Likert scale of five points for the evaluation of the opinions of respondents about the considered dimensions. For the characterization of the respondents and organizations, nominal and ordinal scales will be used.

3. FINAL CONSIDERATIONS

This research, that is still in development, is of great relevance because it assumes a combination of two important areas of knowledge, namely, Management and Psychology, which is an innovative approach, since there are only a few references in the literature that link

these two areas of expertise. Although there are many factors to consider when it is intended to study the viability and the success of organizations in highly competitive markets, the effects of decision-making by managers, determined by their personality traits and the human behavior, cannot be ignored at all. In the same way, also the emotional states of managers will have a determining effect on the results achieved by their organizations. An individual's personality refers to the way he or she reacts, perceives, thinks, and behaves as a single person and an individual in his or her environment. So, the way managers deal with and solve problems, how they make their decisions, or even how they deal with adversity, will undoubtedly contribute to determining the organization's success. Following a corporate approach, we think that this field of study will bring a great enrichment for the knowledge of organizations behavior, because, increasingly, the behavioral and cognitive component cannot be neglected in the analysis of the results of the companies, because the managers are the people who make the decisions and have to constantly seek to develop their capacities of resistance, resilience and look for the best strategies to solve problems.

This research is justified by the observation of a reality still relatively little studied at the level of organizational behavior, particularly about the perspective of personality traits and emotional states of managers and how these dynamics might have influence on making decisions and their attitudes and, consequently, what kind of relationship can we find between this psychology perspective and corporate performance. It is intended also to analyze these dimensions with innovative strategies and leadership styles because we believe that some evidence might be found between these dimensions.

ACKNOWLEDGMENT

This paper is an output of the science project developed under the funding promoted by IDI&CA 2019 (4th edition), of the Lisbon Polytechnic Institute (IPL/2019/PsyCorp_ISCAL - IDI&CA 2019).

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