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# Editorial: Issue 37–2: Summary of articles and transition of editorial team

In this issue we publish eight articles, whose authors come from six countries: Brazil, Chile, Ecuador, Peru, Portugal and Spain. The first article investigates the relationship between investor expectations and managers' handling of earnings. The second studies the impact of digital technologies on promoting sustainability in small- and medium-sized enterprises (SMEs). The third article analyzes, from the point of view of employees, how quality management is explained through Deming's quality principles. The fourth studies how environmental innovation can mitigate inequality, poverty and deficiencies in sustainable practices, promoting equitable development and environmental preservation. The fifth provides empirical evidence about the determinants of entrepreneurial intentions in a large sample of adolescents. The sixth studies organizational diversity, addressing transphobia in human resources professionals. The seventh seeks to discover how SME performance is affected by transformational leadership and the specific traits of organizational culture. The eighth is a study of gender impact on export managers of SMEs. A brief description of each is provided in the following paragraphs. In the final section of this introduction, we acknowledge the change of the editorial team and present the new editors.

[Esteves and Piccoli \(2024\)](#) study 175 companies operating in Brazil and found that optimistic/pessimistic (or neutral) investors' expectations are negatively related to the earnings management through accruals. The authors use a quantitative approach and apply a multiple linear regression model to test the relationship among the abnormal accruals, the firm-specific investor sentiment index and the control variables. The risk propensity of managers to manipulate earnings increases when they face known losses in the capital markets; emerging capital market expectations can influence managerial decisions, such as accrual-based earnings management. This result is contrary to the findings in advanced countries and calls for further international research.

[Santos et al. \(2024\)](#) integrate three very relevant topics for today's management: Industry 4.0, sustainability and small business management. They propose a conceptual framework based on evidence from an emerging economy (Brazil). Qualitative research was conducted through semi-structured interviews with leaders of SMEs to identify the specific challenges in achieving sustainability. Interviews were also conducted with technology providers to evaluate the existing solutions available to SMEs. The findings of this study confirm the feasibility of implementing the fourth industrial revolution (Industry 4.0) and sustainable practices in SMEs, integrating smart technologies as essential components across sustainability dimensions. However, the authors note that it is crucial to tailor the technologies to the specific characteristics of SMEs, considering cost constraints and implementation complexity. These are key findings and advice for small businesses.

[Rivas et al. \(2024\)](#) conduct quantitative research with the participation of 254 employees from all national parks in Ecuador to study the impact of Deming's quality practices on service quality in the parks. The results show that the presence or absence of four of these practices – leadership, talent management, work climate and training – significantly explains the service quality in the respective parks. This study contributes to the adaptation of Deming's quality principles to a specific organization, Ecuador's national park service, via individual and joint analysis to highlight which practices are the most important to service



quality. Its multidisciplinary approach and exhaustive research make this work an invaluable tool for understanding and improving the preservation of natural resources and the tourism experience in these protected areas. Future lines of research could focus on conducting a study that measures service quality from the point of view of park visitors and, given that leadership is a key practice, measuring the type of leadership (servant, transformational) that is associated with a higher quality of service in national parks.

*Souza et al. (2024)* address an interesting research question: how environmental innovation influences Environmental, Social and Governance (ESG) practices and how cultural dimensions moderate this interaction in Latin American companies. The final sample consists of 157 companies over 12 years, with a total of 1,204 observations. Data were collected from Refinitiv Eikon®, and results were generated using ordinary least squares regression, with country and year as controls. ESG performance is higher in companies that invest in environmental innovation; innovation positively affects individual environmental, social and governance factors; and masculinity, individualism, indulgence and power distance positively or negatively moderate the results. This study fills a gap and contributes to a better understanding of how environmental innovation can mitigate inequality, poverty and deficiencies in sustainable practices, promoting equitable development and environmental preservation. The findings contribute to the body of knowledge on sustainable practices in different cultures and countries. This study offers new perspectives to the literature, bringing significant contributions to the field.

Why do some adolescents have entrepreneurial intentions for their future, while others do not have the entrepreneurial spirit? This research question motivates the study by *Torres-Ortega et al. (2024)*, and they aim to determine the effect of a set of factors (attitude toward entrepreneurship, perceived behavioral control or entrepreneurial self-efficacy, previous experience, internal locus of control and entrepreneurial alertness) on the entrepreneurial intentions of Chilean secondary vocational school students. They sent an online survey to all secondary-level students from four Chilean vocational schools (3,052 students) and received a total of 1,644 valid questionnaires, which they analyzed using PLS-SEM. The results show that attitude toward entrepreneurship and perceived behavioral control positively and significantly impact the students' entrepreneurial intentions, but their previous experience does not. They suggest replicating this study in other countries, incorporating new variables and test new relationships. Entrepreneurship education programs at the secondary level should emphasize changing or stimulating positive attitudes among adolescents towards entrepreneurship, as well as improving their confidence in their entrepreneurial abilities. This is an original work and addresses a topic that has been little studied in the literature, especially relevant given the structure of educational systems in Latin America and other parts of the world.

*Baptista et al. (2024)* study gender diversity in organizations, a trending subject for human resource and organizational policies. Diversity is a highly emerging subject, and the first studies on the topic were about discrimination, civil rights and equal access to work. In this study, the authors have focused on the attitudes toward trans people and the levels of transphobia among 184 HR professionals with recruitment and selection roles in Portugal. Globally, an estimated number of 25 million people do not identify with the gender assigned at birth, identifying as trans. Transphobia is the term assigned to the type of discrimination and prejudice specifically linked to gender identity. The authors used a questionnaire based on self-constructed questions and previously validated scales, and the results have not shown high levels of negative attitudes toward either organizational diversity or intolerance toward trans people, these variables being correlated. The higher levels of intolerance were present in the portion of the sample without previous contact with trans people, in accordance with the Intergroup Contact Theory.

Peña and Caruajulca (2024) examine how the performance of entrepreneurial SMEs is affected by transformational leadership (TFL) and by specific organizational cultural traits. Confirmatory factor analysis (CFA) and structural equation modeling (SEM) were used to test the hypotheses based on the responses of 276 top executives from SMEs in the commerce, services, manufacturing, construction and agriculture industries in Peru. The authors find that organizational culture fully mediates the relationship between transformational leadership and organizational performance. Although TFL alone does not drive organizational performance, the mediating effect of OC is crucial for SMEs' long-term survival, especially important considering their contribution to employment, poverty reduction and GDP in developing countries. Entrepreneurial transformational leaders inspire their followers to achieve goals, strive to develop individual skills, transmit confidence and leave aside their own interests to focus on the common goal of growing their entrepreneurship competitively. This research enriches previous findings, contributing to the survival of SMEs, whose contributions are critical for developing countries' economies.

Vidal-Suárez *et al.* (2024) explore the existence of different export manager profiles in terms of managerial attributes and personal traits according to gender. The study aims to answer two research questions: (I) do export manager profiles differ depending on gender? If so, (II) which are the traits or managerial attributes that differ by gender and what is the relationship among them? The article relies on a quantitative empirical analysis of a sample of export managers of SMEs in Asturias (Spain). The gendered export manager profiles differ in terms of objective managerial attributes, personal traits, managerial styles and subjective perceptions relative to discriminatory practices and detrimental stereotypes. Two gender-specific substitution effects exist: one between managers' experiential skills and their formal education and the other between managers' entrepreneurial orientation and the use of relational networks. Gender is a less studied subject in international business and management literature despite its relevance in the international institutional context. The findings can help firms to understand the relevance of export teams that include managers of different genders, which will benefit from the combination of diverse managerial attributes, personal traits and relational processes.

This issue is part of a transition in the journal. Academia ARLA began in 1968 as a CLADEA publication that rotated among top Latin American business schools. However, in 1999, it changed direction to become a research-oriented journal, headquartered at the Universidad de los Andes in Bogotá. In 2007, Academia ARLA was accepted into the ISI/SSCI/JCR group of scientific journals in the fields of management and business.

In 2013, Elvira Salgado (Editor in Chief, EiC) concluded an agreement with Emerald to assume the role of publisher for the journal. Later that year, Carlos Pombo, associate professor in finance at Universidad de los Andes, was appointed as the EiC. He consolidated previous achievements, and we must all thank Carlos for his ten years of service as EiC.

In 2013, ARLA published 17 articles in three issues, had 146 submissions and achieved an Impact Factor of 0.395 (Ogliastri *et al.*, 2018). Now, it publishes approximately 30 articles in four issues each year. During this ten-year period, the journal successfully consolidated authorships from more countries. Currently, authors from Brazil and Mexico are classified among the top authors by country of origin. This was not the case ten years ago,

ARLA has consistently been among the journals with the highest indexation standards, boasting a Scopus 2.6 cite score. It is ranked within the second quartile (Q2) journal in the category of Economics, Econometrics and Finance since 2021. Additionally, ARLA has been ranked at least within the third quartile (Q3) since 2019 in six additional categories: Business and International Management, Management Science and Operational Research, Organizational Behavior, Public Administration, Education and Strategy. This reflects the thematic diversification and positioning of ARLA as a general journal in management.

The current five-year Impact Factor stands at 1.3 in Clarivate/JCR/SSCI, while in 2013, it was less than 0.5. There are only a handful of management and business journals from Latin America and Spain in this indexation standard group.

The Council of Latin American Schools of Management (CLADEA), as the owner of the *ARLA* journal, selected candidates for the EiC role and the publisher Emerald chose two co-editors, who had been Associate Editors of *ARLA*. We must welcome Manuel Alonso Dos-Santos and Gianni Romani, the new co-editors in chief.

Gianni Romani is doctor in Business Administration-Finance at the University of Sao Paulo, Brazil, a full professor at the Faculty of Economics and Administration (FACEA) of the Universidad Católica del Norte (UCN), Antofagasta, Chile, and Director of the Entrepreneurship and SME Center, FACEA/UCN. Her research area is angel investment in Latin America and entrepreneurship. She has articles published in various mainstream journals. She has co-edited an *ARLA* special section on “Entrepreneurship in Latin American Countries: Evidence from GEM and GUESSS projects” that was published in 2021. She has book chapters in the same themes. She was a principal researcher of the international project Global Entrepreneurship Monitor – GEM Antofagasta, of the Global University Entrepreneurial Student’s Spirit Survey – GUESSS Chile and of the Center for Integrated Development of Territories – CEDIT. She has been the main researcher in the Fondecyt project: Geography of Entrepreneurship in Chile and co-researcher on Mining Culture and Masculinity and Labor Projection of women in Chilean mining. She is a mentor for Mi Norte Foundation and UN Women Program. Currently she is leading the project Creation of the first business angel network in northern Chile, financed by CORFO and supported by Escondida BHP. She has recently been named leading member for Chile of the Global Business Angels Network (GBAN), the global community of angel investor networks that hosts the main angel networks in the world.

Manuel Alonso holds a Ph.D. in marketing and consumer behavior since 2013. Prior to earning his Ph.D., he collaborated with the University of Granada and the University of Jaén (Spain) as a part-time professor. Since 2013 he has worked at the Universidad de Concepción and the Universidad Católica de la Santísima Concepción (Chile). He is currently a full professor at the University of Granada. Manuel has experience as an author (56 articles in WoS JCR) and as an associate editor in several journals, such as *IJSMS*, *HSSCOM* or *IJIPM*. He has also edited several special issues, two of them in *ARLA*. The first special issue was in 2019: Challenges and Trends in Management for Ibero-America, and the second in 2022: Innovation in Economics, Management, and Marketing for Sustainable Growth, the latter with more than 2,100 downloads.

Professors Alonso and Romani will bring new team members for *ARLA*, and we look forward to continue offering the academic community a venue for some of the best research in business and management.

Enrique Ogliastri (Director, and interim Editor in Chief)

**Enrique Ogliastri**

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