



14th EBES CONFERENCE - BARCELONA

PROGRAM AND ABSTRACT BOOK

OCTOBER 23-25, 2014
BARCELONA, SPAIN

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14th EBES Conference - Barcelona Program and Abstract Book
ISBN: 978-605-64002-8-5
Publisher: Teknik Basım Tanıtım Matbaacılık
Istanbul - Turkey
October 2014

14th EBES Conference - Barcelona Program and Abstract Book
(ISBN: 978-605-64002-8-5)

EBES Publications / EBES Yayınları

Mailing Address / Yönetim Yeri Adresi: Akşemsettin Mah. Kocasinan Cad.
Erenöglü İş Merkezi No: 8/4 34080 Fatih - İstanbul, Türkiye

Publisher / Baskı: Teknik Basım Tanıtım Matbaacılık San. Tic. A.Ş. (Serifika No: 24871)
Keyap Tic. Mrk. Bostancı Yolu Cd. F1 Blok No. 93 Yukarı Dudullu Ümraniye / İstanbul, Türkiye - Tel:
90-216-508-20-20

Publication Type / Yayın Türü: Conference Book / Konferans Kitabı
Istanbul - Turkey / İstanbul - Türkiye
October 2014 / Ekim 2014

Human Resources Management of the East and West Companies: The Case of Spain versus Japan

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Abstract

This article is a theoretical study comparing the model of Japanese human resource management, analyzing their characteristics from the point of view of the hierarchy and structure, recruitment and selection, promotion, performance appraisal and motivation, leadership, training and communication versus the model of existing human resources management in the West, in particular the case of Spain. The objective is to analyze the differences between the two models (the eastern and western). The result of the study indicates that the premium Japanese management maturity of its leaders based on age and experience, unlike the Spanish model did not take into consideration, there are managers with 30 years at the top of the chart. Japanese workers are more motivated because the criteria and decisions are made objectively, which expresses a sense of equality and justice among employees, which is more subjective in Spain and sometimes unfair. The promotion and management turnover is usually rapid and there are plenty of specialists who have an overview of the company, while in the Japanese model promotion is slow, careful and thoughtful. In terms of leadership decision making is individual in the West, unlike Japan that are collectively, by consensus, by participating employees. In performance evaluation, the Japanese believe that quality should be made rather than controlled, time and money is earned. Training in the Japanese company due to the long working relationship it is more extensive than in the West. The distribution of individual offices fosters communication not unlike the Japanese who have the open system, which improves communication between people. Be direct and say things as they can cause conflicts with colleagues, boss or subordinate. Ambiguity provides the flexibility of the Japanese organization. We summarize in general, that the Japanese model the worker is more committed to the company because everything is very structured, standardized and try to apply the principle of full equality in the different items analyzed.

Keywords: Human Resources, Japanese Company, A Spanish Company, Differences, Equalities

The Investigation of Emotional Labor as an intervening Variable in the Relationship between Emotional Display Rules, Burnout and Job Satisfaction

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Abstract

Role of emotions at workplace has gained much importance by researchers and practitioners through the recent years (Abraham, 1999; Cote & Morgan, 2002). The study of emotional labor is important because it is a part of any job requiring interpersonal contact and it may impact many individual and organizational outcomes such as job satisfaction and burnout. Recent research has shown that the appropriate management of emotions within workplace is important for many types of jobs such as judge, therapist and teacher (Diefendorff & Richard, 2003). For the purpose investigating the effect of emotional display rules on emotional labor and in turn the impact of emotional labor on organizational outcomes such as burnout and job satisfaction in faculty, questionnaires were distributed to 310 faculty members of six Public and six Private universities. The data obtained was analyzed with the help of SPSS programme. The results of the regression analysis yielded a strong relationship between emotional display rules and emotional labor. Deep acting is found to be positively related to job satisfaction, the dimensions of surface acting were found to have a negative relationship with job satisfaction. Lastly, a negative relationship between deep acting and burnout, and a positive relationship between both dimensions of surface acting and burnout were found.

Keywords: Emotional Labor, Emotional Display Rules, Burnout, Satisfaction, Regression, Factor Analysis
JEL Classification: M54, J28, J24

The Impact of Immigrants' Settlements on Italian Firms

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Abstract

Immigrants workers differ from natives and their diversity brings opportunity for firms, who can diversify their skills, tasks and products, cut their costs and, in some cases, expand. The chance for firms to expand (e.g. by opening new establishments) can be given by the arrivals of immigrants that, earning lower wages than natives, contribute to reduce the production costs. The recent immigration literature started to investigate how firms respond to the growing availability of immigrants (Ottaviano-Peri,

2013). Olney (2013) highlights how firms' decisions may respond to low-skilled local labor supplies, he focuses on the extensive margin of adjustment by examining the impact of immigration on the number of establishments in U.S. cities. Following Olney's contribution, this study investigates the impact of immigration on firms' using data on the establishments in all sectors excluding agriculture, for 103 Italian provinces and the 2004-2010 time span. There are at least three important reasons to focus on Italy. The first is that, despite being one of the main destination country for low-skilled immigrants, Italy lacks of empirical studies focusing on firms' decision level. The second is that immigrants in Italy keep growing notwithstanding the economic crisis, with an annual average growth rate which was above 10% during the period 2004-2010. Moreover, immigrants growth rates are much higher in the South (i.e., the less developed area) than the Center-North. Third, during the same period, both the number of establishments and employees have increased by approximately 3% and 5%, respectively. Using instrumental variable technique in order to deal with the potential endogeneity of immigrants, this study analyses the impact of an increase in the share of immigrants on both the number of establishments and employment. The results show that an increase in the share of immigrants leads to an increase in both the number of establishments and employment. Interesting differences arise with respect to the macro area (i.e. Center-North and South), sector and establishments' size.

Keywords: Employment, Firms, Immigration

The Impact of International Migration and Remittances on Female Labor Force Participation in the Western Balkans

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Abstract

The aim of this paper is to investigate the impact of international migration and remittances on the female labour force participation in Albania, Kosovo and Macedonia, using an instrumental variable approach. We apply the same estimation technique in these three economies so that we can generate comparative analysis. For the empirical analysis of the study for the case of Albania we employ LSMS of 2008 data conducted by the Institute of Statistics in Albania (INSTAT); for the case of Macedonia we use household survey data conducted by the South East European University in cooperation with UNDP in 2009 and for the case of Kosovo we employ UNDP Kosovo Remittance Survey 2011. We argue that given the expected relationship between uncontrolled variables and the explanatory variables, we have to instrument for other potential endogenous variables in the model such as fertility, education and health. Our model includes controls for the main determinants identified in the literature such as household wealth, social capital, community variables, and labour market characteristics, and in addition instruments for the international migration and remittances. The results from the empirical estimations indicate that most of the control variables have the expected signs of the effects and the expected statistical significance. With regard to international migration and remittances, they have an estimated effect of about 33 percent on the Female Labour Force Participation in Albania, whereas empirical results for the case of Macedonia indicate that women who do not receive remittances are more prone to be part of the labour force. On the contrary, the results from the conditional mixed process estimations for the case of Kosovo found that remittances do not have a significant impact on female labour force participation. These results can be explained by differences in the characteristics of the countries, and we also intend to provide a discussion on these differences and provide country-specific policy recommendations.

Keywords: Labour Force Participation and Employment, Women Empowerment, Remittances, Endogeneity

JEL Classification: J21, J16, F24, I21

ENERGY STUDIES

Room: Re

Chair: Meltem Ucal

Forecasting Oil Price with Many Predictors

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Abstract

During the last decade the price of oil and its fluctuations have reached record highs. In 2002, the West Texas Intermediate (WTI), one of the most important benchmarks for crude oil prices, averaged around 26 \$/b, while in 2013 the WTI price has been around 98 \$/b. In this period the variation in the WTI price was around 40% of the average. These rise and fluctuations in the price of oil has renewed interest in producing reliable forecast of oil price because the future price of oil is one of the key variables for economic agents in making business decisions, in generating projections, or in assessing the macroeconomic risk. While many institutions including the European Central Bank and the International Monetary Fund relies on oil futures prices as a predictor of future spot prices there is no empirical evidence that oil futures prices help to predict oil prices. In this paper we investigate predictive power of the numerous variables including future prices, exchange rates and stock prices. Out-of-sample