



ESCUELA DE DOCTORADO

PROGRAMA DE DOCTORADO EN PSICOLOGÍA

**INFLUENCIA DE LOS FACTORES SOCIOEMOCIONALES EN LAS
ORGANIZACIONES EMPRESARIALES**

Presentada por

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A los hijos, a los hermanos, las esposas y los padres
y a los mercenarios con corazón de oro

Autorización de los directores

El **Dr. José Carlos Sánchez García**, y la **Dra. Brizeida R. Hernández Sánchez**, de la Universidad de Salamanca,

CERTIFICAN:

Que **Tancredi Pascucci** ha realizado, bajo su dirección, la Tesis Doctoral titulada: “Influencia de los factores socioemocionales en las organizaciones empresariales” y que esta cumple con los requisitos de calidad, originalidad y presentación requeridos en una investigación científica para optar al grado de Doctor por la Universidad de Salamanca.

Para que así conste, y tenga los efectos oportunos, los directores firman la presente autorización en Salamanca, a --- de mayo de 2023.

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Gracias

Agradeceré en orden más o menos disperso a quienes creo que me han ayudado de alguna manera durante este camino, lamentablemente sin centrarme en nadie en particular y esperando no olvidar a nadie. Agradecer es una de las cosas que no hacer bien.

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El gran escritor español Arturo Pèrez-Reverte Gutiérrez en su libro "Pureza de sangre" escribe que debemos tener cuidado con aquellos que han leído solo 2 libros en sus vidas. En esto estoy de acuerdo, con èl encontré a muchos de mis padres intelectuales en la literatura, el cine, y en el teatro. He leído muchos grandes clásicos de los años 1800 y 1900, libros comprometidos, autores frívolos y que suelen ser menos considerados. Soy de las personas que consideran arte también los cómics, las series de televisión o los videojuegos. Actualmente pienso en lo que he leído o visto en el pasado y trato de releerlo con un filtro que actualmente se basa en pensar en términos emprendedores. Pienso en la descripción de Tolstoy de la ciudad de Moscú en Guerra y paz antes de que fuera ocupada por Napoleón, al hecho de que los precios de algunos bienes de lujo y de consumo sube y bajan, pienso en los videojuegos de gestión en los que tienes que construir una ciudad, un imperio comercial, pienso en muchas películas que muestran subsidiarias bajo una economía colectivista o la homologación forzada de una influencia capitalista. Actualmente sigo esta línea, sobre la que me decidiré. O tal vez no.

Me temo que es un problema no especializarme y enfocarme en algo específico que me gusta, así como lamentablemente no me siento capaz de abrazar completamente una ideología o un modelo teórico. Lo importante para mí es encontrar algo que estimule mi curiosidad y la de los demás respecto a lo que trato, a cómo lo trato y cuando lo enfrento sin correr el riesgo de aburrir a mí mismo o a los demás.

Resumen

En este trabajo nos proponemos describir, a través de una colección de artículos, cuánto los factores socioemocionales influyen no solo en las elecciones individuales, sino también en los mecanismos organizativos a nivel de empresas y redes enteras de comunidades y organizaciones dentro de un territorio que puede incluso alcanzar proporciones internacionales (Gonçalves et al., 2016; Korsakiene et al., 2017).

Todo ello para recordar en qué medida este modelo debe ser considerado como una integración y una superación del paradigma de la Elección Racional (Graca Moura, 2017; Herfeld, 2020; Zafirovski, 2019), en línea con aportaciones en el campo de la Economía, como Racionalidad Limitada de Simon (1957; 1991), la Teoría de la perspectiva (Kahneman & Tverski, 1981; Kahneman, 2003) o la Aversión al riesgo de Thaler (2009). Hace tiempo que está claro lo necesario que es plantearse un modelo económico y de gestión que no se centre en un aspecto únicamente material, y donde los aspectos emocionales y relacionales son clasificados como variables perturbadoras a ignorar para que el modelo funcione mejor. Así lo han manifestado las recurrentes crisis económicas internacionales (Bone, 2021) a las que en los últimos años se han sumado las sanitarias (Garfin et al., 2020) y ecológicas (Tang & Luo, 2016) con tensiones cada vez más potentes en lo psicosocial (Jokic et al., 2021), habitualmente más descuidadas.

Un enfoque que esté también orientado a los aspectos más humanos de las elecciones económicas no es solo un enfoque más equitativo hacia aquellos que, en un modelo más frío y más racional, quedan excluidos porque son menos interesantes con fines de lucro, sino que es un enfoque que, a largo plazo, es más rentable y fortalece la economía, lo que le permite ser más resistente a los trastornos económicos, sociopolíticos y ambientales.

Palabras clave: emociones, sustentabilidad, resiliencia, comportamiento económico, comportamiento organizacional, función social.

Riassunto

In questo lavoro proponiamo di descrivere, attraverso una raccolta di articoli, quanto i fattori socio-emotivi influenzino le scelte non solo individuali, ma anche i meccanismi organizzativi a livello delle aziende e di intere reti di comunità e organizzazioni all'interno di un territorio che può raggiungere proporzioni addirittura internazionali (Gonçalves et al., 2016; Korsakiene et al., 2017).

Tutto questo per ricordare quanto questo modello vada considerato come un'integrazione e un superamento del paradigma della Scelta Razionale (Graca Moura, 2017; Zafirovski, 2019; Herfeld, 2020), in linea con contributi nell'ambito dell'Economia, come la Razionalità Limitata di Simon (1957; 1991), la Prospect Theory (Kahneman & Tverski, 1981; Kahneman, 2003) o la Risk Aversion di Thaler (2009). Dalungo tempo è chiaro quanto sia necessario considerare un modello economico e gestionale che non si concentri su un aspetto unicamente materiale che considera aspetti emotivi e relazionali come variabili di disturbo da ignorare per far funzionare al meglio il modello. Ciò è stato messo in evidenza da crisi economiche internazionali ricorrenti (Bone, 2021) cui negli ultimi anni si sono aggiunte quella sanitaria (Garfin et al., 2020) e ecologica (Tang & Luo, 2016) con delle tensioni sempre più potenti in ambito psico sociale (Jokic-Begic, Korajlija & Begic, 2021), solitamente più trascurato.

Un approccio orientato anche agli aspetti più umani delle scelte economiche è un approccio non solo più equo nei confronti di quelli che, in un modello più freddo e razionale, sono esclusi perché meno interessanti ai fini del profitto, ma è un approccio che a lungo termine è più proficuo e che rafforza l'economia, mettendola in condizione di essere maggiormente resiliente rispetto a sconvolgimenti economici, socio-politici e ambientali.

Parole chiave: emozioni, sostenibilità, resilienza, comportamento economico, comportamento organizzativo, funzione sociale.

Abstract

In this work we propose to describe, through a collection of articles, how much socio-emotional factors influence not only individual choices, but also the organizational mechanisms at the level of companies and entire networks of communities and organizations within a territory that it can even reach international proportions (Gonçalves et al., 2016; Korsakiene et al., 2017).

All this to remember how much this model should be considered as an integration and an overcoming of the paradigm of Rational Choice (Graca Moura, 2017; Zafirovski, 2019; Herfeld, 2020), in line with contributions in the field of Economics, such as Rationality Simon Limited (1957; 1991), Prospect Theory (Kahneman & Tverski, 1981; Kahneman 2003) or Thaler's Risk Aversion (2009). It has long been clear how necessary it is to consider an economic and management model that does not focus on a solely material aspect that considers emotional and relational aspects as disturbing variables to be ignored in order to make the model work at its best. This has been highlighted by recurrent international economic crises (Bone, 2021) which in recent years have been joined by health (Garfin et al., 2020) and ecological ones (Tang & Luo, 2016) with increasingly powerful tensions in the psycho social (Jokic-Begic, Korajlija & Begic, 2021), usually more neglected.

An approach that is also oriented to the more human aspects of economic choices is not only a more equitable approach towards those who, in a colder and more rational model, are excluded because they are less interesting for profit purposes, but it is an approach that in the long term it is more profitable and strengthens the economy, enabling it to be more resilient to economic, socio-political and environmental upheavals.

Key words: emotions, sustainability, resilience, economic behavior, organizational behavior, social function.

Organización de la Tesis Doctoral

De acuerdo con el RD 99/2011, del 28 de enero, por el que se regulan las enseñanzas oficiales de doctorado, la Comisión de Doctorado y Postgrado de la Universidad de Salamanca establece como posible formato la presentación de Tesis Doctoral la modalidad de Tesis por Compendio de Artículos revisados por pares, publicados en revistas especializadas y de impacto. Así, la presente Tesis Doctoral se presenta bajo esta modalidad, optando además a la mención de Doctor Internacional.

Las publicaciones incluidas en este compendio de Tesis Doctoral son:

1. **Pascucci, T.**¹, Cardella, M. G.², Hernández-Sánchez, B.³ & Sánchez-García, J. C.⁴ (2022). Systematic Review of Socio-Emotional Values within Organizations. *Frontiers in Psychology*, 12, 738203. <https://doi.org/10.3389/fpsyg.2021.738203>
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Presentación y Estructura de la Tesis Doctoral

PRESENTACIÓN Y ESTRUCTURA DE LA TESIS DOCTORAL

Esta Tesis Doctoral constituye un compendio de tres artículos científicos que abordan el análisis de las variables socioemocionales en las organizaciones.

De esta forma, la Tesis Doctoral se organizó en cinco capítulos, más dos apartados relacionados con las referencias bibliográficas y apéndices. En este apartado se describirán brevemente los diferentes capítulos incluidos, así como los aspectos esenciales de cada uno de ellos.

Capítulo 1: Introducción y Justificación. En este primer capítulo se presenta un detallado marco teórico. Por tanto, en primer lugar, se aborda el concepto de las diferentes lecturas de las decisiones en los agentes económicos, con bases racionales en el modelo clásico pero se tratan también los modelos más recientes.

Capítulo 2: Objetivos y Hipótesis. En este capítulo se presentan los objetivos (generales y específicos), así como las hipótesis, que justifican esta tesis doctoral. Las hipótesis implementadas se recogen en las publicaciones científicas que se han agregado en el Capítulo 4 (Compendio de Publicaciones Científicas). Valioso es el aporte de algunos autores como Kahneman (2003), Tverski (1981) y Thaler (2009) quienes subrayaron la importancia de las emociones en las elecciones de los operadores económicos. En este trabajo consideramos las organizaciones empresariales como estructuras que son traídas a la vida por grupos de personas con ideas, visiones y objetos para guiarlos (Burger-Hemlchen, 2013), haciéndolos coherentes entre sí (Barbaro, 2008). Una vez, en una perspectiva lineal centrada en la racionalidad, como la “Theory of Separation”, se pensaba que las empresas no podían seguir una lógica de lucro y perseguir una función social, pero tiempos más recientes han apuntado a superarlo (Wempe, 2008), siguiendo el modelo de la “stakeholder’s accountability” (Barrena et al. 2016), empoderando el sistema socio-económico con una modalidad cooperativa (Foley et al. 2021) y sostenible (Li et al. 2022).

Capítulo 3: Compendio de Publicaciones Científicas. Este capítulo puede considerarse el fundamento. Un artículo habla de una revisión sistemática sobre la influencia de los factores socioemocionales en las empresas e instituciones y el segundo la función de empoderamiento y resiliencia de una estrategia sostenible. El tercero es un artículo empírico sobre la intención emprendedora por la empresa sostenible.

Capítulo 4: Discusión y conclusiones. En este capítulo se hará un resumen de la presentación de el marco teórico y su aplicación en los artículos publicados.

Referencias Bibliográficas. Este capítulo incluye las referencias que aparecen en el capítulo 1 (introducción y justificación), el capítulo 3 (aspectos metodológicos), los resúmenes del capítulo (discusión y conclusiones). No se han incluido las referencias bibliográficas específicas de cada publicación científica. Además, todas las referencias se han redactado en el formato APA (American Psychological Association, 2020) en su séptima edición.

El siguiente trabajo pretende ofrecer una explicación respecto a las elecciones realizadas en el ámbito laboral y económico, tomando en consideración todos los componentes sociales y emocionales que influyen en su funcionamiento. Siguiendo el paradigma del Teorema de la Racionalidad Limitada, que va más allá ofreciendo una visión en la cual las elecciones no son totalmente impulsadas por una racionalidad desprovista de elementos perturbadores, como emociones, evaluaciones subjetivas y afectos. El mundo económico aún parece descuidar estos aspectos, continuando, refiriéndose a teorías que ven en los elementos psíquicos elementos

perturbadores, no dignos de mención para ser calculados en la lectura y en las intervenciones en los campos económico y organizacional. En cambio, ese trabajo nos ha demostrado lo importante que es seguir insistiendo en la importancia de los elementos sobranombrados y como la tendencia a descuidar su influencia conduce a planes que generan malestar psicosocial y ejemplos de mala organización. Por lo tanto, en este trabajo citaremos con frecuencia la acción de los asalariados, frente a la categoría de trabajadores autónomos y empresarios, ya que los primeros se caracterizan por menores niveles de libertad de circulación, pero también se ven desprovistos de prácticas administrativas y de autogestión que, en cambio, caracterizan a la segunda categoría, que a menudo debe construir su competencia y reglas de conducta sin indicaciones por parte de superiores, por un lado ejerciendo una mayor posibilidad de elección, por el otro al mismo tiempo con mayores niveles de responsabilidad y menor posibilidad de recibir más información desde arriba, más allá de las pautas generales y las obligaciones legales sobre algunas opciones fundamentales.

Capítulo 1

Presentación y justificación de la Tesis Doctoral

1.1 El mito de la Racionalidad

La racionalidad es un tema atractivo para muchos. El objetivo es adoptar una conducta encaminada a optimizar los recursos, tanto los de la persona como los de grandes grupos de individuos, sopesando cuidadosamente sus elecciones y excluyendo los factores perturbadores que pueden conducir a elecciones precipitadas y que lleva a un despilfarro innecesario de recursos. Alguien organiza sus días de forma esquemática y racional, intentando construir cuando se le permite, un buen equilibrio entre el deber y el placer: se levanta buena hora, se arregla, va al trabajo y dependiendo del tránsito que hay en la ciudad elige si ir con el coche o con los transportes públicos. Hace las compras para los siguientes días, da importancia a comer bien y sano. Saca el perro a pasear, a veces le sepija el pelo para no ensuciar la casa. Evita la suegra “padrona”. Utiliza los electrodomésticos evaluando cuando es más rentable, como por ejemplo en la noche, para ahorrar más. Pasa tiempo con su esposa, hijos y amistades. Dedicar algo de tiempo a sus intereses, quizás leyendo algo y enterándose de temas de actualidad.

Todo esto, no es solo cierto a nivel individual si no también se lo observa dentro de las Organizaciones y culturas basadas en la eficiencia en donde todo es organizado para evitar gastos excesivos tanto de recursos económicos cuanto en términos de gastos de energía en actividades mal rentadas. Esto ocurre también para los trabajadores que, formalmente, no tienen un estatus ejecutivo, pero muchas veces tienen que administrarse con habilidades organizativas y con importantes niveles de responsabilidad, como sucede con diferentes tipos de profesionales, investigadores, docentes y trabajadores socio-sanitarios (Forbes, 2014; González-Marcos et al., 2016; Iranzo-García et al., 2018; Webber & Dunbar, 2020). En este caso se dejan de lado los aspectos emocionales, ya que muchas veces son propugnadores de sesgos, errores de juicio o creadores de heurísticas que nos llevan a evaluar precipitadamente y de forma incorrecta nuestras elecciones, estrategias de trabajo, nuestras compras o incluso decisiones vitales decisivas (Baron et al., 1988; Baron, 1991; Bilalic et al., 2010; Bourdin & Vetschera, 2018).

A nivel organizacional el objetivo es ahorrar recursos y energía. Muchas veces una organización racional conduce al ahorro de costos, a maximizar las ganancias, a respetar los derechos de los trabajadores si son parte de los objetivos que la organización o institución en cuestión se ha propuesto. (Posada & Magdaleno, 2017; Zhou et al., 2019). Los primeros planteamientos basados en un uso preponderante de la Razón se remontan a diversas corrientes filosóficas de la Edad Clásica, para luego desarrollarse con fuerza en la Edad Moderna y generar sólidas corrientes filosóficas, políticas y científicas, junto a la circulación de las ideas de la Ilustración. y La Revolución Industrial y la Escuela de Economía Clásica y todas las Escuelas de Economía Política posteriores nacieron del empirismo. A partir de las primeras contribuciones de Adam Smith y de sus sucesores, varios economistas describen a los operadores económicos como sujetos caracterizados por un enfoque racional. Ese enfoque los lleva a generar riqueza dentro de un sistema económico que le permite crear y aprovechar oportunidades para desarrollar riqueza y crear innovación. (Schumpeter, 1942; Burton-Jones, 1999; Audretsh & Lehman, 2005; Sledzik, 2013). La Teoría de la Elección Racional sigue siendo hoy un paradigma sociológico convincente para muchos, que describe la interacción entre los individuos dentro de la Sociedad y el Mercado como una relación donde los individuos pretenden obtener el máximo beneficio (Zafirovski, 2019; Herfeld, 2020). Este enfoque ha encontrado una amplia aplicación en varios campos, también fuera del campo científico (por lo tanto, cabe mencionar) cuánto ha influido en diversas corrientes políticas,

sociales y de economía política. El modelo de economía clásica se basa en el supuesto según el cual el Hombre es ante todo un ser racional y que el Mercado, impulsado por él, sigue lógicas basadas en la autorregulación, asegurándose que los recursos mundiales, que por definición son una cantidad no infinita, sean suficientes. Todo ello se alimenta de una serie de corrientes filosóficas racionalistas y con tintes optimistas a partir del siglo XVIII. Es en particular, con la Ilustración y el Positivismo, que potencian todo lo que tiene una base empírica y racionalmente organizada. En este debate también nacieron, en el siglo XIX, disciplinas que tienen un enfoque científico, pero que se enmarcan dentro de las llamadas "Ciencias Humanas" según los cánones actuales, como la Sociología, la Antropología y la Psicología, así como se desarrollaron o nacieron importantes Movimientos Sociales como Comunismo, Socialismo y Pensamiento Anarquista que, con diversas facetas, ponen las bases sobre las fuertes tensiones sociales nacidas a partir del siglo XVIII y posterior a la Revolución Francesa, pero que se asientan fuertemente en el pensamiento racional, y que proponen un análisis de las dinámicas sociales, del poder y de la centralización. de la riqueza y se basan en una matriz común que define al Hombre como un agente llevado a un comportamiento cooperativo y destinado a combatir las injusticias y contradicciones ilógicas del mundo. Paradójicamente, si existe un proceso racional típico del modelo liberal, donde los recursos se gestionan sabiamente para obtener el máximo beneficio con el menor gasto, también existe una racionalidad en los movimientos socialistas que son a favor de las clases menos favorecidas, apuntando a una redistribución desequilibrada de la riqueza a favor de los patrones, quienes basan su riqueza en quienes tienen menos recursos económicos y son los verdaderos creadores de riqueza. Estos movimientos e ideologías, sin embargo, crean reacciones de otras corrientes de pensamiento que toman posiciones opuestas, como la oposición de la Ilustración, el Materialismo y el Positivismo por parte del Romanticismo, el Espiritualismo y la Metafísica entre los siglos XIX y XX. Después de todo, no todos somos racionales, alguien rechaza un enfoque similar. La comparación entre pensamiento racional y no racional continúa de manera más acalorada, en una fuerte dialéctica entre las diferentes corrientes de pensamiento que se superponen, nacen así nuevas disciplinas científicas y no científicas. Esta comparación se extiende también más allá de la Filosofía, creando conexiones entre diferentes Disciplinas, como es el caso de la aplicación de las teorías evolutivas a la sociedad gracias al darwinismo social, donde los procesos de selección natural que en su día se aplicaron a las especies animales también pueden ser utilizados para explicar la relación entre diferentes clases sociales y culturas, donde a menudo uno de éstos padece en una relación de sujeción a otro por un supuesto estado de inferioridad.

Distintos intelectuales y científicos sociales llegan a explicar las relaciones asimétricas entre razas y culturas, aportando una explicación racional que en ocasiones justifica una relación injusta como esta, en virtud de cierto atraso cultural, industrial e incluso biológico que tiene una de estas realidades. También nacen diferentes ideologías, entendidas como un complejo de creencias, opiniones, valores y estereotipos que brindan un mapa cognitivo a los individuos para comprender mejor el mundo (Carraro & Bertolotti, 2020), mitigando su ansiedad, pero limitando en ocasiones el examen de la realidad por sesgos (Coman, 2019; Calvillo et al., 2020) que conducen a un análisis parcial de las situaciones y ofrecen soluciones rígidas y en ocasiones ineficaces. En realidad, muchas de estas ideologías, incluso formalmente opuestas entre sí, como la liberal y la socialista, se basan en supuestos formalmente racionales (Blair & Pollak, 1979; Villacanas De Castro, 2011; Cato, 2018) además este enfoque que busca aislar solo un proceso racional parece estar en crisis (Kadtler, 2011; Wetterstein, 2012; Gunderson et al., 2021). Este modelo irá marcando sus límites de forma cada vez más violenta con los

diversos genocidios del siglo XX elimina con la aplicación industrial de un proceso de limpieza étnica, creando una aberración deshumanizadora (Savage, 2013), sin contar que el liberalismo muchas veces se desmorona también se puede observar las economías colectivistas que han llevado a varios estados a la quiebra o a grandes desequilibrios económicos y sociales (Valaskakis, 1987; Temkin, 1996; Yanishev-Nesterova, 2020; Bone, 2021).

1.2 Modelos alternativos

Ya entre finales del siglo XIX y principios del XX, los modelos racionalistas, ya en crisis, son desafiados por diversas teorías en el campo psicológico. La más famosa de las cuales la provoca el nacimiento del Psicoanálisis que habla de la coexistencia de un mundo racional y consciente y de uno inconsciente, movido por afectos y fantasías (Freud, 1899, 2013). Luego nacerán las ciencias cognitivas, que de manera similar subrayan la presencia de componentes no racionales en la mente humana para ser manejada (Beck, 1967; Arnold, 1984).

Además de estos aportes desde la clínica, es importante subrayar los desarrollos en el campo de la economía, donde el paradigma de la Teoría de la Elección Racional es desafiado por el de la Racionalidad Limitada (Simon, 1957), donde los procesos de toma de decisiones son no fruto de un razonamiento lógico ponderado, más bien, en el proceso de toma de decisión influyen aspectos como la disponibilidad cognitiva de quien está a punto de elegir, por la estimación del tiempo que se cree tener a disposición y la cantidad de procesos de evaluación y decisión de que se dispone, que lo llevará a tomar una decisión lo más satisfactoria posible, aunque no perfectamente acertada; más adelante Simon (1991), aplicará el mismo paradigma también a las estrategias consideradas en el campo organizacional, donde tomamos en consideración no sólo a un individuo con su bagaje cognitivo y relativa capacidad para aprender nuevas estrategias, sino a un conjunto de individuos con capacidades incluso heterogéneas, pensamientos y una forma de aprendizaje organizacional que se mueve de una manera más compleja que la forma en que evoluciona un proceso de toma de decisiones individual. Dentro de estos vale la pena mencionar las contribuciones de Kahneman (2003), Kahneman & Tverski (1981) y Thaler (2009), que destacan cómo las emociones son absolutamente importantes en la realidad psíquica, muchas veces influyendo fuertemente en los procesos de toma de decisiones en el campo económico, considerando también en qué medida las decisiones implican un uso superior de heurísticas en condiciones de incertidumbre y en contextos particulares, que van desde las compras diarias, hasta las inversiones e incluso el ámbito de las apuestas, que en ocasiones tienen modalidades similares en cuanto a pensamientos no propiamente racionales (Peters et al. 2006; Peters et al., 2019).

La Teoría de la Prospectiva introduce la importancia del contexto en la definición de las influencias que puede sufrir la decisión humana, donde unas condiciones precisas de incertidumbre y confusión nos llevan a recurrir a las funciones de encuadre, que nos brindan marcos de referencia que nos ayudan a clasificar con mayor familiaridad. Con acontecimientos, que se produce gracias a modelos económicos o ideologías precisas, que nos brindan -a veces erróneamente- la certeza de haber entendido a lo que nos enfrentamos (Zhang, 2012; DeLisle & Grissom, 2017). El encuadre a menudo nos lleva a confiar en creencias genéricas y, a veces, aplicadas apresuradamente, un poco como una serie de estereotipos que a menudo se tienen en cuenta y se aplican, conscientemente o no, creencias que a veces son realmente verdaderas o basadas en datos empíricos, a veces reales. a veces anacrónico o simplemente calumnioso y totalmente falso, aunque en muchos casos todavía muy extendido y arraigado.

El racismo y el modelado a seguir (Kakarika et al., 2022; Ng, 2022; Perez-Moran & Rodriguez-Macias, 2022) se encuentran entre los ejemplos más famosos, que a menudo no solo conducen a la discriminación injusta contra algunas personas, sino que también conducen a la exclusión y persecución de elementos que en realidad podrían brindar aportes importantes, muy frecuentemente producen en algunos sujetos creencias difíciles de reestructurar y muchas veces se aplican, conscientemente o no, en diferentes Organizaciones a nivel incluso institucionalizado.

A nivel de cultura organizacional estamos hablando de dinámicas de razonamiento que en ocasiones pertenecen a un paciente gravemente comprometido, sin embargo, muchos sistemas tratan de resistirse al cambio a toda costa, se basan en una serie de supuestos básicos muchas veces irracionales (Schein & Schein, 2017), a pesar de una innegable serie de fracasos (Beer & Spector, 1993; Gardiner & Simmons, 1998; Kartolo & Kuantas, 2019). Fue importante el aporte de la teoría bi-lógica, que vio en paralelo dos modos distintos de pensamiento, uno racional, caracterizado por el principio aristotélico de no contradicción, y el otro que sigue la línea del inconsciente, ilógico y con un modo de pensar indiferenciado (Rayner, 1995; Blanco, 2019). Esto quiere decir que no existe un pensamiento completamente irracional o racional, sino que todo proceso de pensamiento tiene componentes de ambas dimensiones, entra en juego la Teoría de la Utilidad Esperada donde, en ausencia de un proceso de toma de decisiones perfectamente racional, quien toma una decisión comparará rápidamente los posibles resultados de sus elecciones (Shoemaker, 1982).

También cabe mencionar los conceptos de Rol (Zou et al., 2019; Wang et al., 2020; Davis et al., 2021) y Estatus (Fuentelsaz et al., 2018; Zhu & Zhao, 2021), que en el contexto organizacional y social tiene una fuerte resonancia. El rol puede ser definido como un conjunto de conductas y una serie de características individuales que la Sociedad espera que un determinado individuo tenga, mientras que el estatus consiste en una posición precisa dentro de la sociedad, posición que en ocasiones implica una serie de beneficios y obligaciones. Entendiendo que las sociedades han evolucionado a lo largo de la historia, haciendo más compleja y fluida la distinción entre ambos conceptos (Bauman, 2021), lo que a nivel lineal puede mostrarnos el rol como un aspecto dinámico y negativo, ligado a los deberes prescritos por cultura mientras que el estatus es un concepto estático y positivo, vinculado a derechos y privilegios.

La novela *Andrómeda* de Michael Crichton describe una misteriosa epidemia que se estalla en un pueblo estadounidense, en donde las autoridades se mueven para monitorear la situación. Se envía un helicóptero cuyo piloto es un ejemplo de la coexistencia de estatus y rol. Su estatus se puede definir como alto: tiene un excelente salario, un buen plan de vacaciones, gastos médicos cubiertos, un fondo universitario para él y sus hijos. Para contrarrestar un excelente estado, tiene expectativas de papel particularmente exorbitantes: si por casualidad se detecta que el brote epidémico se está extendiendo y por casualidad el helicóptero y el propio piloto también están infectados, este último sabe bien que él y el helicóptero serán fusilados. hacia abajo en vuelo para contener el riesgo de pandemia. Este comportamiento puede parecer irracional, pero en esto recordamos que el estatus y el rol son mecanismos sociales por los cuales el individuo, queriéndolo o no, es llevado a someterse para mantener la cohesión social. El paradigma de la racionalidad choca aún más si tenemos en cuenta que muchas veces este equilibrio entre rol y estatus no se mantiene equilibrado: hay muchas personas con un bajo estatus pero a las que se atribuyen grandes responsabilidades y, al igual, hay quienes tienen un estatus mayor y que suelen tener grandes cargos que a veces eluden sus deberes y responsabilidades también ante

la quiebra.

La historia militar, política y económica enseñan con qué frecuencia los grandes fracasos cuya causa es atribuible a individuos individuales en el poder tienen consecuencias negativas para ellos. Además, sobre todo a nivel organizacional, existen mecanismos psicológicos con capacidad de cambio que pueden avanzar incluso muy lentamente, algo por lo que una cultura organizacional, aunque fracasa, tarda mucho en cambiar y muchas veces trata de crear situaciones gracias a las cuales podría recuperar el nivel de funcionamiento perdido, incluso cuando esto ahora es claramente imposible (Homans, 2017; Wang et al., 2019; Vanzella-Yang & Abrutyn, 2021).

En este caso es inevitable hablar del concepto de poder, un aspecto que va mucho más allá de la simple dinámica racional para ser auténticamente comprendido y gestionado. Por poder entendemos la capacidad de "ser capaz de..." (Castelfranchi & Poggi, 1998; Castellani, 2020) de realizar un determinado tipo de acción, quienes detentan el poder pueden exigir tratamientos específicos, exigir que no tengan obligaciones particulares, imponiéndolas por su cuenta para complacer a sus subordinados. El poder puede ejercerse fácilmente bajo condiciones específicas de estatus, independientemente de cualquier derecho o competencia. El poder puro es de hecho por definición incompetente, quien lo posee no necesariamente tiene que ser hábil en lo que hace y si quiere puede evitar las consecuencias en caso de fallar (Carli, 2016).

Un ejemplo histórico típico que describe esto es la anécdota por la cual el emperador romano Calígula nombró senador a un caballo. En este caso se trata de una clara manifestación de poder, el poder del emperador único sobre el poder del senado, donde el primero se arroga el derecho de elegir a alguien que es claramente inadecuado porque "puede" hacerlo y "puede" vencer la oposición de los otros, en este caso del Senado. El poder genera muchas veces una lucha de poder, la anulación de los aspectos auténticamente interpersonales entre personas y grupos de personas, donde cada grupo acaba deslegitimando al otro apelando a razones científicas y racionales, fingiendo que en realidad no existe una relación también compuesta por colusión e identificación excesiva con roles y estatus dentro de esta relación entre grupos (Carli & Panizza, 2017). En cambio, necesitamos redescubrir este mundo, entenderlo y manejarlo mejor. También es importante identificar la intencionalidad o no de ciertos comportamientos. En ocasiones los usuarios de un servicio o producto que ha sido adquirido en una transición económica o incluso cuando se trata de servicios que los ciudadanos tienen derecho a recibir se enfrentan a retrasos, errores o malentendidos que les impiden disfrutarlos plenamente.

A veces se trata de un simple error, fruto de la falta de competencia de los representantes de una determinada empresa o de un servicio público, pero a veces nos encontramos ante un comportamiento deliberadamente descuidado, con el fin de reforzar el control de la organización sobre el usuario (Bonchorst et al., 2012; Muniz & Cecchetto, 2021; Nabavi Noori, 2022). Esto también ocurre en el llamado mercado libre, donde las empresas influyen en las tendencias de compra para obtener un mejor control de quienes están acostumbrados a comprarlas (Hammouri et al., 2022; Siano et al., 2022).

Todo esto nos siempre es deseado, muchas veces quienes emiten comportamientos similares lo hacen sin darse cuenta, puede también ser que cuando comenzaron a implementarlos lo hicieron conscientemente, pero luego pierden conciencia de ellos o están inmersos en un contexto donde esta actitud está tan extendida que se ha vuelto un automatismo.

1.3 Función social y racionalización de recursos

El debate entre el modelo racional puro y las versiones que perciben la influencia de otros procesos heurísticos, especialmente si se aplican en el ámbito organizacional y empresarial, continúa en las últimas décadas, hasta la enunciación de la "teoría de la separación" (Friedman, 1962; Werhane y Freeman, 1999), que separa claramente la función social de una organización, encaminada a ofrecer un servicio y los aportes positivos para la comunidad en la que nació la empresa (Barbaro, 2008), de su naturaleza encaminada únicamente al lucro y al ahorro de recursos, desencadenando una larga serie de discusiones donde se intenta falsificar esta afirmación, subrayando la importancia de construir negocios que sean capaces de considerar el lado ético en su operación, sin enfocarse solo en la ganancia (Freeman, 2000; Freeman et al. 2004; Hartmann, 2011; Wempe, 2008). Es más, incluso los recientes acontecimientos negativos del siglo XXI, como las crisis económicas desencadenadas en EE. mundo, desencadenó una nueva crisis económica y aumentó el sufrimiento psíquico (Bauman, 2021; Petrarca et al., 2021; Umar & Mirza, 2021; Yavorovskyi, 2021). La pandemia no solo se está cobrando millones de víctimas en todo el mundo, sino que también ha infligido un profundo desequilibrio organizativo e institucional. Los sistemas de salud muchas veces han trabajado para crear políticas para limitar los movimientos de las personas y para evitar reuniones entre estas. Las organizaciones empresariales en cambio han empujado hacia la reanudación de actividades para no causar un daño excesivo a las empresas, ambas tratando de involucrar a la política en sus demandas.

En realidad, ambas posiciones se caracterizan por considerar solo los aspectos racionales, los profesionales de la salud tratan de limitar la propagación del virus, los empresarios en vez intentan evitar la inminente crisis económica. Ambos tienen posiciones opuestas, pero tienen en común que no consideran los aspectos del sufrimiento psíquico al que se ven sometidas las personas, aspecto completamente descuidado. Por más complejos que puedan parecer los factores psicosociales, estos deben también ser considerados por las organizaciones de carácter empresarial, llevándolas incluso a asumir una función social, antes prerrogativa plena de los sistemas institucionales, pero es bueno que los agentes privados también se ocupen de el bien común, siguiendo los aportes de la "Responsabilidad de los Stakeholders", donde la intervención de grupos de personas comprometen los recursos de sus actividades económicas para mejorar también la comunidad en la que operan (Barrena Martinez et al. 2016; Elizandro et al. 2018; Freeman et al. 2004; Markopoulos, 2021).

También consideramos que el factor emocional es muy importante dentro del bienestar de quienes lideran una organización empresarial o de otro tipo (Carree & Verheul, 2012; Stephan et al., 2018). Es importante considerar la influencia de las emociones en la sensibilización de las organizaciones con respecto a un enfoque más consciente y responsable (Humpfhrei et al., 2005; Manzoor et al., 2018; Miceli & Castelfranchi, 2018).

Como desafío adicional, agregamos la necesidad de considerarlo solo el bienestar psicosocial que esperamos inculcar a través de actividades específicas de la empresa, sino también se tiene en cuenta el aspecto ambiental (Urbano et al., 2019).

Además, las últimas décadas han visto la intervención de nuevos constructos que subrayan la importancia de factores que no son solo racionales, como en el caso de la inteligencia emocional de Goleman y más recientemente la ecológica (1996; 2010), o con aportes corroborados por estudiosos provenientes de el campo de la Neurobiología, como con el "cerebro emocional"

(Ledoux, 2014) y superando la distinción entre mente racional y emocionalidad (Damasio, 1994). Muy a menudo, en la constitución de una organización de tipo empresarial existen varios elementos fuera de una organización precisa regida únicamente por la lógica racional, en muchos casos la motivación para iniciar una actividad empresarial parte del apoyo y modelos que la persona recibe gracias a la familia (Cardella et al., 2020; Edelman et al., 2016;), dentro de una evolución de la literatura que analiza la forma en que el rol familiar interactúa con el rol laboral (Babic et al., 2020; Lu & Kao, 2013; Lavassani & Mohaedi, 2014), estamos hablando por tanto de áreas que también pueden caracterizarse por importantes aspectos económicos inducidos, pero que son fuertemente imbuidos de aspectos afectivos y emocionales (Bozzon & Murgia, 2021), para no hablar de la presencia de inevitables dinámicas afectivas relacionales que encontramos dentro empresas familiares, que en niveles significativos también constituyen una parte importante del potencial económico en algunos países (Caputo & Zanone, 2019).

1.4 Cultura y ecosistemas emprendedores

Por "cultura" entendemos la forma en que un contexto, definido dentro de límites territoriales precisos o también definido por sus áreas de competencia, es representado en términos, incluidos simbólicos y emocionales, por un grupo de personas que forman parte de él (Carli et al., 2008). Por ecosistema emprendedor entendemos ese conjunto de individuos que pueden ser emprendedores potenciales o existentes y formar organizaciones emprendedoras de varios tipos tales como capitalistas de riesgo, ángeles de negocios y bancos o incluso instituciones como universidades, agencias del sector público que ingresan al mercado, interactuando o no entre ellos, pero aún creando un fuerte sistema de interdependencia (Mason & Brown, 2014).

Los emprendedores que forman parte de ella están orientados a invertir y en ocasiones arriesgarse a perder lo que han invertido con la esperanza de aprovechar al máximo lo que han empleado (Stam & Spigel, 2016). La Tabla 1 muestra las contribuciones de varios autores en la definición de un ecosistema emprendedor, ya que estas contribuciones se aplican a diferentes áreas geográficas y contextos económicos.

Tabla 1 Aportes de varios autores sobre una definición de ecosistema emprendedor

Autores y Año	Definición
Goncalves et al., 2016	Representantes que incrementan la actividad empresarial a nivel regional y local operando a nivel cultural, político y de cooperación entre diferentes entidades.
Carvalho, 2017	Una buena combinación de actores económicos (potenciales y ya existentes), organizaciones empresariales en diversas capacidades, instituciones (universidades, sector público, instituciones financieras) y procesos (crecimiento económico y empresarial, mentalidad emprendedora) que crean un contexto favorable para las actividades empresariales.
Leitao Dantas et al., 2018	Comunidad formada por diferentes factores y agentes dentro de un área geográfica, interdependientes entre sí y capaces de promover y crear nuevas organizaciones empresariales
Caetano et al., 2019	Sistema compuesto por actores - de organismos públicos y privados – que interactúan en contextos compartidos para conectar diversas organizaciones e instituciones empresariales a nivel formal e informal
Pereira et al., 2019	Sistema compuesto por actores - provenientes de entidades públicas y privadas - capaces de promover el desarrollo empresarial, el crecimiento

	económico y productos valiosos, todo en caso de que se cumplan ciertas condiciones tales como capital humano, cultura favorable al crecimiento, mercado suficientemente dinámico, apoyo institucional y respaldo social.
Rodriguez- Aveces et al., 2019	Un conjunto de empresarios, organizaciones e instituciones con el propósito común de coordinar y mediar las relaciones entre varias empresas.
Fonseca & Saloma, 2020	Participación local y regional que tiene como objetivo desarrollar el espíritu empresarial, adoptando un enfoque empresarial que consiste en una propensión al riesgo y una mentalidad abierta.
Saudè et al., 2020	Ámbito territorial capaz de desarrollar factores positivos como espíritu emprendedor, buena apertura al cambio y capacidad para una buena coordinación y cooperación. Todo moviéndose dentro de una armoniosa colaboración entre gobierno, universidades y empresas.
Findik-Coscunkay & Coscunkay, 2020	Un sistema que contiene factores orientados al emprendimiento.
Larios-Hernandez & Borbolla-Albores, 2020	Un sistema de creencias, métodos, valores y modelos que influye en el desarrollo empresarial a nivel regional o local.
Ravindran Nair, 2020	Conjunto de factores económicos y sociales que el emprendedor, interactuando directa o indirectamente con nosotros, explota para lograr un buen resultado.
Galindo-Martín & Mendez-Picazo, 2020	Conjunto de diferentes elementos culturales, económicos, legislativos que, bien combinados, permiten la creación y desarrollo de realidades empresariales e innovadoras
Desai, 2021	Contextos que permitan condiciones sociales y financieras adecuadas para desarrollar organizaciones y productos innovadores a nivel local.
Jeorge et al., 2021	Conjunto de diferentes elementos, como la cultura, la política y los grupos de asociación que permiten, a nivel local o regional, crear nuevas actividades comerciales, también caracterizadas en términos de originalidad y un buen grado de sostenibilidad.
Pereira, 2021	Un compromiso social y medioambiental de los agentes públicos y privados para fomentar la actividad emprendedora

Los ecosistemas emprendedores incluyen elementos económicos, políticos, sociales y culturales, muchas veces animados por componentes conscientes o inconscientes que desencadenan dinámicas de rivalidad o en todo caso que desalientan la cooperación funcional entre algunos de ellos. Isenberger

(2008, 2010, 2011) presenta un modelo exhaustivo del Ecosistema Emprendedor, representado en la Fig. 1 e incluye diferentes dimensiones, definidas por el Foro Económico Mundial (2014).

- Dominio político (Policy) = Este es el componente normativo dentro del cual nace y se mueve una empresa, este aspecto incide en la rapidez con que puede nacer y evolucionar o por el contrario encontrar dificultades o tropiezos. Desde este punto de vista es claro que un gobierno sólido y un órgano legislativo eficiente es un ámbito en el que se facilita el desarrollo empresarial, mientras que los continuos reordenamientos gubernamentales, la legislación desordenada y la ralentización de la burocracia desfavorecen la actividad empresarial.

- Sector financiero (Finanzas) = Esta parte está ligada a los recursos económicos, que pueden

obtenerse a través de la actividad comercial, recursos personales de los accionistas o incluso a través de agentes externos, como durante las actividades de financiación colectiva o los llamados "ángeles empresariales".

- Dominio de la cultura (Cultura) = Esta área está vinculada a cómo la cultura, en términos de tolerancia al riesgo y la posibilidad de fracaso de una actividad económica, la aceptación del trabajo por cuenta propia, modelos a seguir, la preferencia por la innovación y modelos de negocio positivos de referencia.

- Factores de apoyo (Apoyos) = la actividad emprendedora debe recibir refuerzos positivos y, si es necesario, también apoyo psicológico y material, por parte de la familia de origen de los emprendedores, de las Instituciones u otros amigos y conocidos

- Capital Humano = Este recurso tiende a estar desvinculado de los aspectos materiales, refiriéndose tanto a los recursos físicos y económicos con que cuenta la empresa, sino más bien a la calidad de su trabajo y al clima organizacional experimentado por sus trabajadores. Además del Capital Humano en esta área también vemos el Intelectual, Social y Psicológico con el que tiene una fuerte relación de interdependencia y en conjunto definen las cualidades interpersonales, la resiliencia, el espíritu de iniciativa, la solidez organizacional y el conocimiento de los operadores clave de la propia empresa (Alkhateeb et al. 2016; Danvila-Del-Dalle et al. 2019; Korsakiene et al. 2017).

- Dominio del mercado (Markets) = Aquí encontramos la disponibilidad de la cuenca de mercado, nacional y/o extranjera a la que se dirige la empresa, interactuando con todos tanto aquellos ya adquiridos como también los que son potenciales dentro de esta área. Cuanto mayor sea la cuota de mercado de la que recurra la empresa, mayor será el número de clientes con los que interactúa y con los que crea acuerdos comerciales y los ingresos económicos relacionados.

Puede haber un tipo de ecosistema que puede ser más o menos sólido, también se define por el equilibrio que tiene entre estas diferentes áreas, es una realidad que tiene fortalezas y áreas críticas, que en algunos casos pueden llevar al éxito de esa realidad y a veces no.

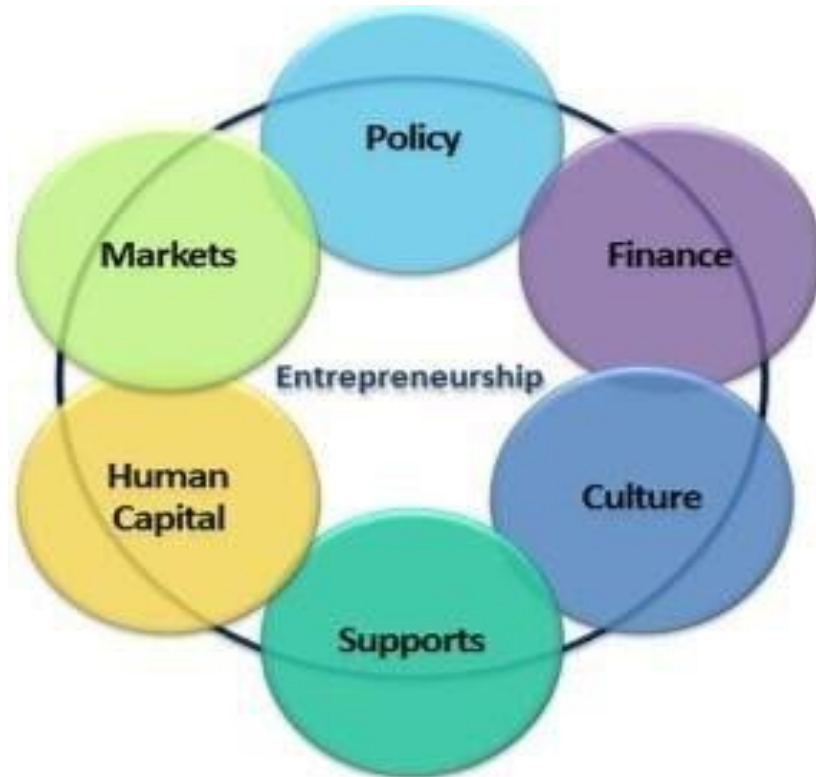


Fig. 1 Representación gráfica del modelo de ecosistema emprendedor.

En algunos casos podríamos encontrarnos en un ecosistema donde la realidad política está ausente, lo cual está ligado a la inestabilidad política o a una política liberal, a veces los recursos materiales son escasos. Nos encontramos en un contexto donde las personas están acostumbradas a depender de sus recursos internos. , en este caso nos referimos al Capital Humano. Muchas veces el ecosistema emprendedor de un área geográfica se diferencia de los demás porque quizás esté desequilibrado de una manera característica en comparación con los demás. Supongamos, por ejemplo, que algunos ecosistemas emprendedores, con un mercado menos dinámico que otros, parecen tener un mayor nivel de Capital Humano y/o Apoyo Social. La figura 2 muestra los países con mayor número de registros en los años entre 2016 y 2020 en comparación con una combinación de palabras clave como “Emprendedor*” Y “Capital humano”. Se desprende que, como sucede con la mayoría de los trabajos de investigación, Estados Unidos y Reino Unido son los 2 primeros países de la lista pero Italia y España se encuentran en el tercer y cuarto lugar, lo cual es bastante inusual ya que no tienen una fuerte presencia en comparación con otros países en términos de investigación y no tienen economías sólidas importantes como otros países del G20.

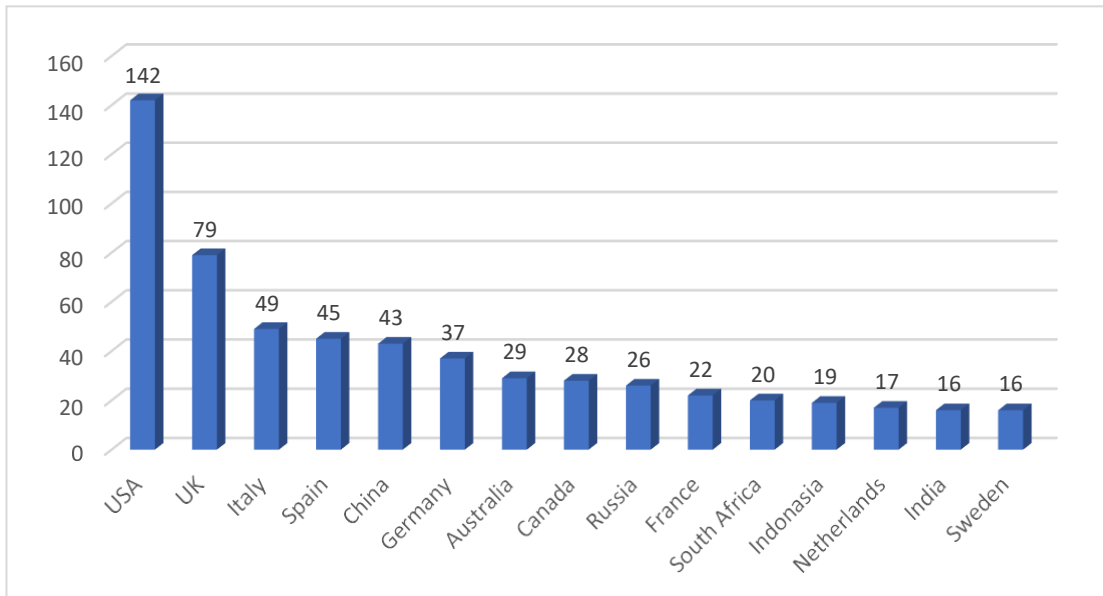


Fig. 2 Representación gráfica de los 15 países más prolíficos en términos de aportes al Capital Humano

Algunas áreas geográficas específicas de un país, en virtud de su historia y cultura, tienen diferentes concepciones sobre la ética del trabajo, la propensión al riesgo empresarial y los niveles de dinamismo y capacidad de innovación. Esta poderosa diferencia entre una realidad y otra lleva a diferentes áreas, incluso bajo una misma nación, a tener diferentes fortalezas y puntos críticos, no fácilmente homologables entre sí en términos de idioma, cultura, legislación, políticas económicas y tributarias (Brown & Mowson, 2019; Freire-Gibb & Gregson, 2019; Lafuente et al. 2021; Nording, 2019). No solo eso: a menudo diferentes regiones con diferentes culturas llegan a percibirse a sí mismas como si fueran estados diferentes, desencadenando ocultas o, a veces, rivalidades explícitas entre ellas (Cunningham et al. 2019; Helman, 2020; Li & Kang, 2021). Estas incompatibilidades también crean contrastes que son directamente observables y que a menudo desencadenan una narración negativa que representa a los del otro entre los miembros de una cultura, describiéndolos de manera negativa como perezosos, agresivos, violentos (Hansen & Kahnweiler, 1993; Mittins et al., 2011; Recke & Perna, 2021), a menudo utilizados para justificar comportamientos agresivos, de explotación o de no cooperación con ellos. Muy a menudo el ecosistema emprendedor también contribuye, junto con otros factores no económicos, a intensificar las tensiones entre diferentes grupos dentro de una misma nación, dando también lugar a profundas divergencias en términos políticos, culturales e incluso sanitarios, desencadenando muchas veces el nacimiento de movimientos secesionistas, luchas intestinas, rivalidades políticas, terrorismo y guerras civiles, cosas que han ocurrido varias veces en la historia, como el terrorismo de ETA en España y el IRA en el Reino Unido, la Guerra Civil Americana, la Guerra de Yugoslavia, el desmantelamiento de la URSS y las intervenciones militares relacionadas en antiguos estados satélites y muchos otros episodios y guerras que entre las diversas causas coadyuvantes tuvieron el hecho de que existieron diferentes modelos económicos irreconciliables y en donde esta relación muchas veces terminó en una rivalidad, incluso violenta, entre los respectivos estados o regiones. En este caso, podemos decir que muchas veces estas grandes convulsiones políticas están motivadas por aspectos económicos, que también forman la mentalidad y la capacidad o no de convivir con el exogrupo (Andrews et al., 2022; Johnson et al., 2022). En este caso, un sistema emprendedor no se rige por dinámicas

puramente racionales, sino también por elementos culturales y organizacionales que no están perfectamente alineados con un proceso puramente racional, que nos proponemos analizar dentro de este trabajo.

1.5 Justificación de la Tesis Doctoral

Este trabajo pretende seguir los pasos de la Teoría del Comportamiento Planificado aplicada en el entorno empresarial (Ajzen, 1991; 2001; 2002; Ajzen & Fishbein, 1980), donde el comportamiento de un agente que se encuentra tomando una decisión, con también importantes factores económicos, se representa en la Fig. 3 como el resultado de una serie de factores tales como las propias actitudes (Krueger, 2005; Krueger et al., 2000), normas subjetivas (Liñán & Chen, 2009; Shinnar et al., 2012), que producen la intención de realizar luego una conducta, en este caso empresarial y (Bird, 1988; Bird & Bush, 2002; Krueger et al., 2000).

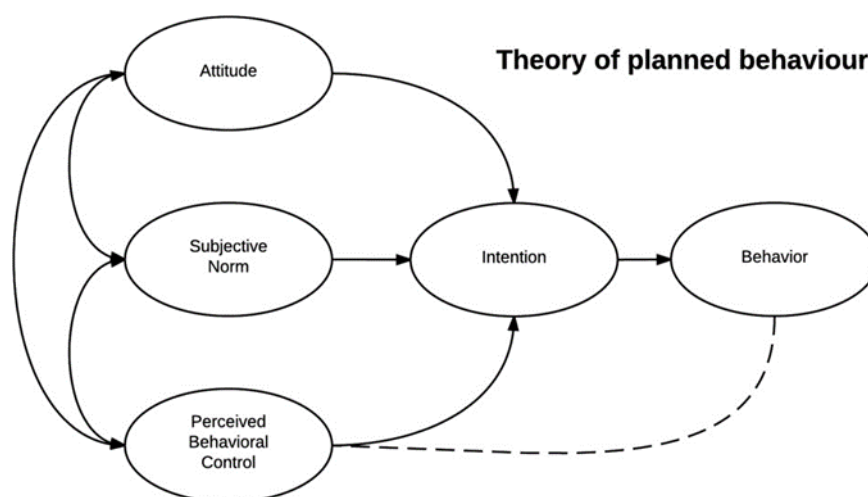


Fig. 3 Representación gráfica de los componentes que subyacen al Comportamiento Planificado

Siguiendo lo indicado anteriormente, nos encontramos ante un modelo que ofrece una integración al Modelo de Acción Razonada (Fishbein & Ajzen, 1975), añadiendo como elemento adicional el de Control de Comportamiento Percibido, aspecto no considerado anteriormente que incluye un aspecto más vinculado a las percepciones subjetivas de la persona que se prepara para implementar el proceso de toma de decisiones. Hipotetizamos que este tercer elemento básico está en consonancia con el constructo de autoeficacia banduriana (1977), que trabaja sobre una percepción positiva de la persona con respecto a sus capacidades, en relación con el componente psicosocial y de las personas cercanas a él. Dentro de esta modalidad psíquica y de toma de decisiones es importante recordar que el razonamiento disfuncional está al acecho. La primera es aquella que, aunque basada en enfoques todavía muy difundidos, hace uso de una modalidad que considera las evaluaciones y decisiones como un proceso únicamente racional, muchas veces basado en enfoques que recuerdan la fe ciega del positivismo a las materias científicas o simplemente Disciplinas que tienen un enfoque científico.

Todavía están presentes en el lenguaje de varios representantes que los describen como inapelables y libres de distorsiones (Milgrom, 2021), proponiendo muchas veces lecturas que consideran variables perturbadoras en lugar de elementos fisiológicos e incontrolables dentro de una empresa y un sistema económicos (Hayek, 1944). Por ejemplo, en la época de la pandemia

fueron frecuentes las declaraciones del mundo médico de descuidar otros campos para dedicarse solo al suyo, olvidando que la pandemia ha puesto en peligro a las naciones no solo desde el punto de vista médico, sino también económica y psicosocial (Boschele, 2021; Krikonian & Torreele, 2021). Otra "trampa cognitiva" con la que te arriesgas a caer es el razonamiento ideológico. La ideología lleva a los extremismos a ver la realidad achatada a lo largo de una polarización en dos extremos (Stanig, 2013; Su., 2022; Wheeler et al., 2020), por ejemplo, en una visión que ve a todas las empresas como grupos de individuos solo motivados para ganar y explotar a los trabajadores y los recursos naturales y todas las instituciones como justas e infalibles o, por el contrario, califican a los organismos públicos de gigantes con pies de barro bloqueados por trámites burocráticos, incapacidad de los trabajadores frente a empresas y autónomos que dirigen la economía y son injustamente acosados por leyes, impuestos y actitudes negativas. El enfoque ideológico es ciego, automáticamente implementa procedimientos (no siempre, ¡muchas ideologías se encuentran electoralmente para derrocar a los opositores políticos sin proponer alternativas reales!) de gestión de crisis y normalidad que se dan sin un conocimiento real de la situación y el contexto, aplicándolos con fuerza, lo cual ha ocurrido en varios estados que han insistido en viejas estrategias políticas o aplicando al pie de la letra las estrategias de líderes carismáticos que durante mucho tiempo han liderado con éxito movimientos políticos y/o inspirado nuevas formas de organización, aunque su aplicación fuera de contexto lleve a un vacío celebratorio, ya no vigente y de la antigua renovación. Por citar ejemplos, no estamos hablando del fracaso político y económico de los estados que han abrazado programas económicos liberales, nacionalistas o estatistas, sino también lo podemos observar en muchas naciones que han abrazado los ideales del liberalismo o los que están bajo la influencia soviética (Baker, 1986; Cypher, 1993; Millar, 2003; Jim & Liu, 2020), sino también a nivel organizativo, como ocurrió en Italia tras la Reforma anti-asilo de los años 70. La reforma de Salud Mental es una excelencia caracterizada por la innovación durante sus primeros años, con la cual su principal impulsor Franco Basaglia pretendía derribar los asilos como un lugar deshumanizador para los pacientes psiquiátricos, lamentablemente Basaglia muere antes de haber terminado la realización de su proyecto, él no tiene un sucesor digno que lo iguale en creatividad y carisma y quienes lo apoyan son demasiado débiles para igualarlo.

Su proyecto incluía elementos acertados e interesantes, como la humanización del cuidado, un tratamiento que preservara la dignidad humana de los pacientes psiquiátricos, una visión de la psiquiatría menos orientada hacia un rol de control social, un enfoque menos centralizado y orientado a la necesidad del territorio. Lamentablemente esto pierde sentido, su visión se vacía de significado y se utiliza con un enfoque celebratorio e ideológico, apoyado en una visión más burocratizada y casi industrial, que excluye la competencia y el trabajo de los psicólogos, manteniendo un enfoque principalmente médico con psiquiatras y "sociales", con los trabajadores sociales, que se ocupan principalmente de las tareas burocráticas y administrativas, muchas veces sólo vinculadas a la defensa de las instituciones en detrimento del individuo.

El pensamiento de Basaglia es luego explotado por las direcciones psiquiátricas de la política, que exaltan y defienden su legado sin aplicarlo de hecho. La Salud Mental italiana ha sustituido los asilos por los Departamentos de Salud Mental, que han demostrado ser un sustituto débil, los centros de salud mental el sufrimiento y el malestar social de las personas más frágiles no ha disminuido como esperaba Basaglia, al contrario se ha agravado con creces y muchas veces torpemente encubierto, falta también el cambio cultural que esperaba Basaglia, los pacientes

psiquiátricos siguen siendo vistos como " locos peligrosos" (Trivelli , 2015; Ronchetti et al., 2020). Esta actitud ideológica se hapuesto en marcha dentro de los servicios públicos psicosociales en Italia, pero modalidades disfuncionales similares han hecho daño a nivel organizativo también en el contexto de empresas privadas con importancia y sucursales a nivel internacional, donde los ejecutivos y los accionistas a menudo se posaron en posiciones que no condujeron a una innovación fructífera y la consideración de los equilibrios psicosociales de los trabajadores y las áreas en las que operaba la empresa (McGaughey, 2007; Boso et al., 2019; Zhou et al., 2022) o existen importantes trabajos de fidelización de marca delcliente que se basan en fuertes influencias emocionales (Kumar et al., 2017). Esta tesis propone una visión no simplista y reduccionista de la actividad emprendedora, una acción compleja en sí misma porque se encuentra potencialmente en contacto con todos los dominios subsiguientes, tales como la sostenibilidad económica, organizacional, política, cultural, humana y ambiental (Mason & Marrón, 2014). El reduccionismo (Gamage & Wikramasinghe, 2012; Fors & Lannerfors, 2019), en oposición a la perspectiva del paradigma de la complejidad (Schindehutte & Morris, 2009; Carstensen, 2016; Moreno-Casas, 2021), ofrece un fuerte atractivo en términos de mayor facilidad de comprensión y aplicación, pero hemos elegido un modelo más difícil y potencialmente confuso que hace justicia ala complejidad del mundo empresarial. Evidentemente todo es más difícil, sobre todo si tomamos aquellas empresas que, además del objetivo de generar ingresos, también se fijan el de una adecuada consideración para sus trabajadores, una buena integración dentro del sistema en el que se desenvuelven y una "política verde". Lo más importante es recordar la esencia del emprendedor, es una persona que arriesga, que innova, que aprovecha las oportunidades y las crea (Schumpeter, 1934; Lumpkin y Dess, 1996; Ireland et al., 2003), hablamos por tanto de un agente dinámico que debe ser capaz de sentir que se mueve con mayor libertad de maniobra. Sabiendo que no somos seres perfectamente racionales, por lo tanto conscientes de una tendencia humana a utilizar heurísticas y caer en sesgos, tomando decisiones racionales, pero también queriendo dejarnos tomar de vez en cuando por decisiones impulsadas por la intuición. Hay que ser consciente del riesgo de un enfoque ideológico, permitiéndose tener ideas políticas y éticas personales, incluso muy claras, usándolas como brújula para la toma de decisiones, pero dejándolas de lado o razonando por otros cauces cuando sea necesario. El "tengo que" ("tengo que pensar en el medio ambiente", "tengo que tener una plantilla multicultural", "tengo que apuntar a nuevos mercados, aunque arriesgue a mis trabajadores", "tengo que crear un negocio innovador") suele ser un vínculo cognitivo que, manteniendo unos principios de los que no se puede apartar, puede resultar limitante si no nos sentimos preparados para aceptar nuevas estrategias. Dentro de un dualismo entre emociones y racionalidad es importante considerar un modelo de integración entre las dos dimensiones, sin descuidar los aspectos de optimización inherentes a la racionalidad, pero sin excluir siquiera de esta especie de ecuación los aspectos más humanos vinculados a un concepto de justicia y solidaridad (Connolly et al., 2021; Kroon & Reif, 2021; Wang et al., 2022). Por lo tanto, es bueno no solo tener un enfoque ahorrativo y ordenado de los recursos, sino también recordar que hay áreas en las que vale la pena invertir, aunque no es posible considerar un retorno inmediato de los recursos invertidos. Esto es cierto para todas las organizaciones que deben tomar en consideración el equilibrio psicosocial del territorio en el que operan, calcular el bienestar psicofísico de los trabajadores, empresarios y usuarios de bienes y servicios, así como adoptar políticas más orientadas hacia un discurso de sustentabilidad y respeto ambiental y sensibilidad. Especialmente si se descuida de estos aspectos se corre el riesgo de tener consecuencias negativas a largo plazo incluso para la propia organización.

A menudo, ante una mala organización pública o privada, algunos trabajadores que la representan aprovechan de este vacío de poder para actuar al margen de las normas y protocolos de intervención reconocidos, trabajando de manera chapucera e incorrecta, perjudicando al otro y aprovechándose de su posición. De ahí la importancia de un experto que tenga habilidades en términos de coordinación de trabajo y manejo de balances oficiales y no organizacionales para prevenir estas situaciones de incompetencia que pueden generar situaciones de fuerte injusticia.

A veces es mejor seguir una especie de imperativo categórico y tomar decisiones que parecen innecesariamente costosas en términos de dinero y esfuerzo, por ejemplo, dedicando más recursos y tiempo a activar servicios de apoyo a favor de sujetos más frágiles, promover la cohesión social y el desarrollo de estrategias de desarrollo sostenible. No solo porque es correcto, sino también porque un enfoque más cínico y sin escrúpulos conduce a un gran desequilibrio dentro de la comunidad en general, así como al equilibrio del mercado. La figura del emprendedor, si adopta un enfoque no influenciado por ideologías (¡a pesar de tener ideas políticas personales!), si considera con un sabio equilibrio aspectos relacionados con la racionalidad como sensibilidad psicológica y social, puede concretarse en uno de los componentes principales del espíritu empresarial, o el de un libre albedrío. Todo en una perspectiva equilibrada, que no cede ante actitudes maniqueas y extremistas que ven la libertad como un valor únicamente liberal, evitando condenar uno u otro enfoque por ser vistos como incompatibles (Kostylo, 2019; Hammersley, 2021). Esto también implica una visión de una ética del trabajo no extrema, que concibe la coexistencia de diferentes sistemas: puedes tener una misión que conciba tu trabajo como caracterizado también por una misión social, pudiendo tomar en consideración la solidaridad hacia los demás, manteniendo correctos principios de racionalización del trabajo, evitando la inexperiencia total y pudiendo prever una remuneración razonable, sin olvidar que la ayuda a toda costa debe estar limitada a los propios recursos, capacidad y al principio de supervivencia. De esta manera, también se manejan características del comportamiento humano que se actúan en el contexto organizacional, como la motivación de ganar y ahorrar recursos para obtener una mayor ganancia, pero también activando en ocasiones un enfoque que no apunta superficialmente a la riqueza y la capacidad. • en evitar desperdicios, presupuestando gastos más altos si se manejan las dificultades de la organización para interactuar con sujetos frágiles, que a menudo requieren mayores niveles de atención y cuidado. El mundo inconsciente no suele hacer distinciones, e influye para que alguien viva dentro de una reacción simétrica y poco constructiva.

En esta tesis partimos del supuesto de que el mundo se compone de “facetas”; o elementos que lo hacen más variado y escurridizo que las categorizaciones simplistas aguas arriba e hipergeneralizadas, basadas únicamente en el modelo Rational Choice. Esto no significa claramente que debemos ceder a una visión del mundo totalmente impredecible e incontrolable, solo recordemos que muchas veces la lectura de los fenómenos sociales, económicos y organizacionales debe ser contextualizada, las soluciones que se ofrecen para cualquier problema deben ser personalizadas, construidas teniendo en cuenta los factores locales de esa zona y cultura precisas. También recordamos que debemos considerar los factores que van mucho más allá del mero factor material, como sucede por ejemplo cuando se cita al Producto Interno Bruto como el único factor adecuado para describir el bienestar de una nación (Ridley, 2020). En todo ello, será fundamental abordar un triste prejuicio de carácter ideológico, que describe un dualismo irreal: por un lado, hay autónomos y emprendedores, competentes, pero codiciosos y que no contemplan la función social en sus

actividades, por otro los demás los empleados públicos, tendencialmente incapaces, pero con un fin en mente acorde con el bien común.

En realidad, se trata de una actitud fruto del desconocimiento y de un estudiado deseo de tergiversar la realidad para hacerla más controlable por parte de los administradores. Hay freelancers que también se preocupan por el bienestar de las personas, más allá del simple lucro, así como hay empleados públicos que son competentes representantes del Estado, pero a veces también mezquinos y básicamente sólo apegados a sus privilegios, indiferentes a la psico-social malestar de la ciudadanía. No consideramos al hombre como un ser puramente racional, el es un agente con emociones y afectos personales y familiares, preferencias subjetivas e inevitablemente cuestionables, con ideologías y creencias personales que lo guían solo parcialmente en una elección completamente racional, haciéndolas más humanas. y con comportamientos que pueden ser estudiados y predichos según enfoques más recientes y que consideran la influencia de estos factores.

Emergen facetas que incluyen un razonamiento basado también en consideraciones emocionales, no siguiendo únicamente una lógica puramente racional. Nos levantamos no muy tarde porque somos mayoritariamente diurnos y no nocturnos, prefiriendo levantarnos con el aire fresco de la mañana y sintiéndonos estimulados porque nos sentimos más productivos, elegimos nuestra ropa para lucir más refinada, pero también porque es agradable de llevar algo elegante, vamos al trabajo para sentirnos útiles y activos, calculamos la ruta para ahorrar, pero también porque nos gusta no contaminar innecesariamente el aire, compramos por logística, pero también porque necesitamos una rutina, pasamos tiempo con la familia porque disfrutamos de su compañía, comemos bien y sano porque queremos cuidar nuestro cuerpo, sacamos al perro y de vez en cuando lo cepillamos para no ensuciarla casa, pero también para evitar el propio perro de la incomodidad, evitamos ver a la suegra porque la odiamos de verdad, usamos los electrodomésticos que consumen más por la noche para ahorrar en la cuenta, pero también para darle al buen ejemplo y pasamos tiempo con la esposa y los hijos porque con los años estos momentos ya no existirán y serán diferentes, tal vez dedicando un poco de tiempo a lo que nos gusta y a nuestras amistades que nos importan, tal vez leyendo algo e informándonos sobre temas de actualidad para estar en el lugar, pero también para sentirse parte del mundo.

Capítulo 2

Objetivos e hipótesis

2.1 Objetivos generales

- 1) Determinar, a través de una revisión sistemática y con herramientas bibliométricas, qué tan importante parece ser la influencia de los factores psicosociales con respecto a los contextos empresariales y organizacionales.
- 2) Analizar qué tan significativo es el factor emocional en áreas como la inclusión de los sistemas empresariales dentro de la Comunidad y en relación con la sostenibilidad ambiental.
- 3) Analizar cómo factores como la autoeficacia emprendedora y el apoyo social fortalecen la intención de emprendimiento sostenible
- 4) Validar los Cuestionarios de Intención Emprendedora y Cuestionarios de Consideraciones de Consecuencias Futuras con respecto a una muestra de estudiantes universitarios.

2.2.1 Objetivos específicos

- 1) Los aspectos psicosociales no tienen una función sino son considerados como "variables perturbadoras" dentro de la literatura que trata sobre Psicología Organizacional y del Trabajo. De hecho, estos aspectos, dentro de un Paradigma de la Disciplina más moderno y multifacético, toman en consideración elementos útiles para analizar y gestionar mejor las Organizaciones, no sólo sociales y sin fines de lucro, sino también lucrativas.
- 2) Las emociones tienen la importancia de ser elementos que determinan una actitud prosocial a nivel individual y, a nivel organizacional, una forma más humana y respetuosa de gestionar a las personas, el medio ambiente y las comunidades en las que se insertan las organizaciones empresariales.
- 3) Subrayar hasta qué punto las empresas con ánimo de lucro también están dispuestas a acoger una función social, normalmente monopolizada por el Estado o por asociaciones sin ánimo de lucro. Esto está en consonancia con la gran importancia que los propios empresarios otorgan al libre albedrío que, siguiendo las teorías sobre la "Stakeholder accountability", lleva al empresario a considerar también acciones y estrategias guiadas por la moral y el sentido cívico, sin concentrar sus esfuerzos únicamente sobre aspectos relacionados con el beneficio.
- 4) Detectar cómo un enfoque dirigido a la sostenibilidad y la cooperación es un factor positivo en términos de resiliencia organizacional, frente a un enfoque individualista que considera solo la ganancia.
- 5) Cuando hablamos de sostenibilidad no tenemos la atención dirigida solo al respecto del medio ambiente, si no también a la dinámica social y al bien de los trabajadores, lejos de una perspectiva ideológica que los define como variables mutuamente regañón.
- 6) Identificar entre las líneas de literatura sobre negocios orientados a la sostenibilidad artículos que se centren no sólo en aspectos enfocados al respeto por el medio ambiente, sino también vinculados a una mayor armonía entre las organizaciones y la comunidad en las que operan al respecto a las normas sociales, los derechos civiles y los derechos de los trabajadores.

7) Demostrar qué tan positivo es el apoyo social de familiares y compañeros en el fortalecimiento de la intención de emprendimiento sostenible en estudiantes universitarios.

2.2 Hipótesis

H1. El factor socioemocional tiene un fuerte valor dentro de los comportamientos de los agentes económicos y las organizaciones y no se considera sólo como una variable interviniente o aleatoria.

H2. Los aspectos socioemocionales pueden ser factores protectores y promover el bienestar dentro de las organizaciones, generando habilidades positivas y conductas prosociales.

H3. La variable de emociones también influye en el fortalecimiento de la función social dentro de las organizaciones.

H4. Por sostenibilidad entendemos un modelo que concibe la coexistencia de variables ambientales, sociales y de innovación.

H5. El aspecto de la sostenibilidad está conectado a la cooperación entre las personas y la organización, lo que permite una mayor estabilidad y resiliencia frente a las emergencias.

H6. La variable capital humano favorece una intención hacia el emprendimiento sostenible.

H7. Identifique en qué medida las decisiones de los trabajadores sociales se ven influenciadas al considerar sus consecuencias a corto o largo plazo.

H8. El capital humano y la intención de la impedancia sostenible se fortalecen con un apoyo social significativo.

Para seguir este hilo, se citarán a continuación 3 trabajos de publicación científica.

Publicación 1. Revisión Sistemática de Valores Socioemocionales en las Organizaciones. (Pascucci, et al., 2022). Objetivo general 1, hipótesis 1, 2 y 3

Publicación 2. Cooperación y Responsabilidad Ambiental como factores positivos para la Resiliencia Empresarial. (Pascucci et., 2022). Objetivo general 2, hipótesis 2, 4 y 5.

Publicación 3. Sensibilidad ambiental para formar una Intención Empresarial sostenible. Objetivos generales 3 y 4, hipótesis 5, 6 y 7.

Capítulo 3

Aspectos metodológicos

3.1 Metodología de las Revisión Sistemática

Las primeras 2 publicaciones consisten en 2 revisiones sistemáticas de las publicaciones realizadas sobre los temas tratados en los artículos. Tomamos en consideración solo las revistas para crear una selección más enfocada en los títulos, utilizando 2 bases de datos de investigación como WOS, EBSCO y SCOPUS. WOS es una base de datos sólida y una de las menos recientes, ofrece un mayor espacio para contribuciones de habla no inglesa entre las investigaciones citadas (Li et al., 2018); EBSCO es más reciente y cubre varios títulos más específicos (Chen, 2022); SCOPUS, por otro lado, es un instrumento más reciente y extendido (Burnham, 2006).

Estas revisiones se realizaron para derivar los países y autores más influyentes y prolíficos sobre el tema, rastreando sus afiliaciones para identificar cualquier grupo y polo de investigación especializado, la progresión temporal de las publicaciones, rastreando cualquier tendencia. La Tabla 2 muestra las cadenas booleanas a partir de las cuales se iniciaron las revisiones sistemáticas de literatura en las publicaciones 1 y 2, considerando también el período de tiempo considerado.

Tabla 2 Características de los estudios

Palabras Clave		
Publicación 1	“Organization” AND “Emotional Value” OR “Social Value”	
Publicación 2	“Entrepreneur and Education” AND “Social and impact or resilience” AND “Sustainability”	
Database		
Publicación 1	SCOPUS	
Publicación 2	Scopus, WoS, EBSCO	
Periodo analizado		
Publicación 1	2000-2020	
Publicación 2	2000-2020	
Idioma		
Publicación 1	Ingles Inglese	
Publicación 2	Sin restricciones de idioma	
	Publicación 1	Publicación 2
Documentos de inicio	2366	199
Documentos finales	1761	166

Además de esta revisión descriptiva y cuantitativa del conjunto de aportaciones recogidas, una vez depuradas eliminando las citadas en ambas bases de datos y las irrelevantes, se realizó un trabajo de mayor definición de las áreas de Investigación, obteniendo clusters. Los clusters son la representación gráfica de las subáreas de un tema de investigación, con el objetivo de identificar las principales líneas temáticas a partir de los descendientes clave que aparecen en los resúmenes de los artículos, cada cluster está formado por conjuntos de palabras clave vinculadas entre sí y clasificadas según a sus co-ocurrencias. Para derivar este mapeo se utilizó el programa VosViewer, 1.6.10 (Van Eck y Waltman, 2014) utilizando los artículos extrapolados de una de las dos bases de datos, en este caso SCOPUS.

La Tabla 3 describe la lógica detrás de las elecciones de análisis de palabras clave dentro de los grupos obtenidos del uso de VosViewer. Las 2 publicaciones se diferencian en el número de registros recopilados, mucho más numerosos en la primera publicación, por lo que fue necesario considerar criterios de inclusión y exclusión más estrictos, con el fin de excluir un mayor número de trabajos que los de la publicación 2.

Tabla. 3 Tipos de análisis

	Tipo de análisis	Propósito de análisis
Publicación 1	Análisis de las co-ocurrencias de las palabras clave utilizadas por los autores	Reducirlo con criterios más específicos
	Análisis de citas en revistas y artículos.	Identificar cómo se consideran los aspectos socioemocionales
Publicación 2	Análisis de palabras clave simples	Utilizar criterios de inclusión más abiertos, a fin de considerar un mayor número de contribuciones, dado el número limitado
	Análisis de citas en revistas y artículos.	Identificar con qué frecuencia se consideran los 3 aspectos de la sostenibilidad ambiental y social

Una co-ocurrencia de palabras clave dentro del título o resumen de diferentes artículos se interpreta como una similitud entre los dos artículos, lo que lleva a que se representen gráficamente dentro de un tema científico. Por ejemplo, la palabra clave "Inteligencia emocional", al ser una palabra que aparece en cientos de artículos, resulta ser un elemento que puede convertirse en el elemento central de todo un clúster, que recopila palabras clave que recuerdan conceptos contiguos y palabras clave y similares. tales como "Liderazgo" y "gestión del cambio" (generalmente un buen liderazgo y la capacidad de cambiar la estrategia de gestión organizacional pueden vincularse o correlacionarse con una alta inteligencia emocional). En la representación gráfica, las palabras clave se representan en términos de tamaño, con un número que define su "fuerza" en términos de peso conceptual y el número de ocurrencias con las que se cruza con otras palabras, elementos destinados a señalar la relevancia de los contenidos. que representan y estas palabras clave están unidas por líneas, que representan la correlación entre ellas. Estas diversas palabras clave forman clusters, que representan los conceptos citados en la Literatura y se interrelacionan entre sí, formando diferentes líneas de investigación dentro del panorama científico de esa área citada. Las diferentes líneas de investigación se diferencian por colores.

3.2 Artículo empírico

El artículo empírico de este compendio de investigación se centra en la evaluación de la intención emprendedora orientada a construir una actividad centrada en un proyecto de sostenibilidad. Por sostenibilidad entendemos un conjunto de actividades encaminadas a garantizar un desarrollo económico equilibrado que respete tanto los recursos ambientales de la zona como las garantías sociales dentro de la Comunidad y colectivos de trabajadores. Para detectar la intención de emprendimiento sostenible se utilizaron varios cuestionarios validados con este estudio:

- Algunas partes extrapoladas del Cuestionario de Intención Emprendedora (EIQ, Liñán, 2005). Estas partes se refieren a: la importancia de las normas sociales (1 ítems: familiares, amigos y compañeros), el Control conductual percibido para convertirse en un emprendedor sostenible (5 ítems), la actitud emprendedora hacia los negocios sostenibles (5 ítems), y la intención emprendedora sostenible (3 ítems).
- El cuestionario de conciencia ambiental (Gatersleben et al., 2002): 11 ítems revelan qué tan amigable con el medio ambiente es el sujeto.
- Cuestionario de evaluación de normas personales (Steg et al., 2011) con respecto a la actuación a favor del medio ambiente (3 ítems).
- Cuestionario sobre la consideración de consecuencias futuras e inmediatas (Strathman et al., 1994), que considera la medida en que las personas consideran las consecuencias distantes (5 ítems) frente a las inmediatas (7 ítems) de los comportamientos potenciales.

Este estudio involucra a 743 participantes, de los cuales 342 hombres y 401 mujeres, en su mayoría estudiantes universitarios contactados en diferentes Facultades. Los cuestionarios fueron evaluados mediante la prueba de confiabilidad Alpha de Cronbach y la prueba de Levene para identificar la igualdad de las varianzas del grupo. Estos cuestionarios se desarrollarán utilizando el programa de análisis estadístico SPSS y SmartPLS para medir el modelo de ecuaciones estructurales para verificar la validez estadística del modelo y probar el efecto de las variables mediadoras.

Capítulo 4

Compendio de Publicaciones

Compendio de publicaciones

A continuación se publican los artículos que siguieron la línea trazada en esta tesis. El formato sigue el de las revistas en las que fueron publicados.

4.1 Publicación I: Systematic Review of Socio-Emotional Values within Organization

Resumen

La teoría de la separación asume, con provocación, que una organización no puede conciliar utilidades y función social. Las organizaciones pueden reconciliar estas dos misiones, aparentemente opuestas, al considerar las emociones, especialmente las emociones morales, para crear una motivación genuina para enfocarse en objetivos más allá de las simples ganancias económicas y proteger a las organizaciones o grupos de personas de actitudes y comportamientos disfuncionales, así como considerar el papel importante de la rendición de cuentas de las partes interesadas. Usando el método PRISMA, creamos una revisión de registros utilizando palabras clave relacionadas con el valor socioemocional dentro de las organizaciones, con un enfoque particular en los últimos 20 años. Usamos la base de datos SCOPUS y, después de eliminar los registros irrelevantes, usamos VOSviewer para crear un mapa de conglomerados de diferentes áreas en este tema. Algunos registros citan el valor socioemocional como relacionado con el sufrimiento organizacional y de los empleados, mientras que otros artículos lo consideran un factor positivo para las organizaciones que mejora el desempeño y previene problemas. Este artículo tiene como objetivo subrayar cómo incluso las organizaciones dedicadas a la libre empresa y el lucro pueden ser sensibles a la función social y son capaces de tener estrategias orientadas no solo a la ganancia, dentro de una perspectiva hipercompetitiva que no es capaz de considerar el factor humano.

Este trabajo pretende superar la dicotomía disfuncional que opone a las organizaciones dedicadas únicamente al lucro a aquellas interesadas en promover el bienestar de los individuos y de las comunidades.

En esta dicotomía, los primeros son representados por empresarios y empresas que siguen un principio que está orientado únicamente hacia la ganancia, ligado a procesos puramente racionales y en donde los aspectos emocionales, psicológicos y sociales son considerados como unos elementos indeseados que impide la plena realización de la ganancia. Por esto, tales aspectos son considerados como variables perturbadoras a prevenir o "remediar" gracias a proyectos de intervención que limiten al máximo su influencia negativa.

A los segundos pertenecen los profesionales de la salud mental, las asociaciones sin fines de lucro y el Estado, quienes están más interesados en promover el bienestar individual y comunitario sin importar los ingresos.

En fin, hemos visto como, gracias a los aportes más recientes dentro de la Psicología Organizacional, la Psicología Comunitaria y los más recientes aportes en el campo de los diversos constructos sociológicos, fiscales y económicos que en realidad, esa dicotomía puede ser superada.

Palabras clave: Organización, emoción, social, valor, influencia socioemocional, parte interesada.



Systematic Review of Socio-Emotional Values Within Organizations

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The theory of separation assumes, with provocation, that an organization cannot reconcile profits and social function. Organizations can reconcile these two, apparently contrasting, missions, by considering emotions, especially moral emotions, to create a genuine motivation for focusing on goals beyond simple economic earnings and protecting organizations or groups of people from dysfunctional attitudes and behaviors, as well as considering the important role of the stakeholder accountability. Using the PRISMA method, we created a review of records using keywords relating to a socio-emotional value within organizations, with a particular focus on the last 20 years. We used the SCOPUS database and, after removing irrelevant records, we used the VOSviewer tool to create a cluster map of different areas in this topic. Some records cite the socio-emotional value that is related to organizational and employee suffering, while other articles consider it a positive factor that improves performance and prevents problems in organizations.

Keywords: organization, emotion, social, value, socio-emotional influence, stakeholder

INTRODUCTION

Entrepreneurial organizations are structures that develop ideas from all members, promoting alternative views and projects (Burger-Helmchen, 2013). Their social function aims to facilitate cohesion between people, institutions, and a collective conscience (Barbaro, 2008). For the theory of separation (Friedman, 1962; Werhane and Freeman, 1999; Alzola, 2011), social function and profits are two separate and independent missions of an entrepreneurial organization. Many authors have attempted to reconcile this dualism through research (Freeman, 2000; Freeman et al., 2004; Wempe, 2008; Hartman, 2011). The theory of separation follows an ideological dualism, whereby the entrepreneurial world (Thorpe et al., 2006), based on profit and with an individual mode, fights against a collective strategy, which aims to achieve a common good and neglects earnings. Recently, however, there has been a change due, in part, to overcome the ideological contraposition that preceded the fall of the Berlin Wall and the collapse of many state-run enterprises (Yanishev-Nesterova, 2020), when it became necessary to create a new entrepreneurial paradigm that united the entrepreneurial efficiency with a sensitivity to social, ecological, and community areas (Magala, 2002). Even before the fall of Communism, there was debate over whether an extremist approach of maximum vs. minimal state intervention was sufficient for finding a solution for the economy in some countries (Valaskakis, 1987), suggesting a strategy, in which, state institutions form partnerships with the entrepreneurial world to tackle certain problems. Social entrepreneurship is

not a recent topic, having been studied since the 1970s (Moran, 1976), not only in authoritarian countries, where there is a need for the state to perform social functions to reach consensus (Tuber, 2019) but also in democratic and liberal countries, following a research path that can be considered parallel to studies about the classic entrepreneurial paradigm. In this case, there is an unavoidable need to reconcile a social mission with an earnings goal, which can be realized through rational resource management. Emotions (Graca, 2017) and moral emotions are important for giving information that could not be delivered through simple, rational, and emotionally deprived thinking, not only for an insufficient perception of reality (Miceli and Castelfranchi, 2018) but also to help us perceive the suffering and disagreement of others, to improve their lives, and to avoid anger, sadness, anxiety, and negative behavioral consequences, thereby preventing aggressive acts (Caprara et al., 2014). The quest to overcome the past division between emotions and rationality began with the ancient Greek dualism of “*pathos*” and “*logos*” and continued throughout the subsequent centuries. This contraposition was eliminated by the psychoanalytic approach (Freud, 1911; Rayner, 1995; Blanco, 2019), whereby the human mind is shown to work without following a rational line, using cognitive sciences (Beck, 1967; Arnold, 1984), in which emotion, rational processes, and cognitive functions are melted down to give us the opportunity to evaluate and manage our daily lives using the emotive intelligence paradigm (Goleman, 1996), which states that even people with the highest scores on the traditional intelligence quotient (IQ) test can perform worse than people with lower IQs but higher emotional intelligence. Emotions are important during strategic phases of organizational life, such as succession (Manzoor et al., 2018), especially in a family firm (Razzak et al., 2019). Emotions are important for reinforcing our moral and social motivations, which propel our actions toward reaching a less selfish goal that is more oriented toward equity and justice ideals. An important position in this paradigm is the stakeholder, a person or group interested in pursuing specific goals—in this case, also oriented toward social responsibility—within an organization (McVea and Freeman, 2003; Verkerk, 2013; Correa and Larringa, 2015; Barrera Martinez et al., 2016; Elizandro et al., 2018) in the areas of sport (Escamilla-Fajardo et al., 2020), education (Tolochko et al., 2020), environment (Lawrence et al., 2020), engineering (Cierna and Sujova, 2020), or medicine (Blau et al., 2012; Lierville et al., 2015; Stawicki and Firstenberg, 2018; Lomakina, 2020; Naslund, 2020).

There is a dualistic conception: An organization with a “pure” entrepreneurial philosophy, founded on profit and an individualistic view based on a zero-sum-game, where the profits of an organization are more important than the richness and wellness of society; in contrast, there is an organization that adopts a strategy strictly oriented to improving society, in terms of health, security, quality of life, or other aspects, without consideration for profit, resulting in a poor or sometimes negative economic balance (Nikodemaska-Wolowik, 2008; Kirzner, 2019; Mensik, 2019). The social accounting for the stakeholder model is a paradigm, where even an entrepreneurial organization that is usually focused on satisfying only the interests of its founders

and shareholders must also consider the needs of the society and the community in which it operates (Hadden, 2012; Tang and Luo, 2016; Bhatia et al., 2020; Dimitropoulos, 2020). While a traditional entrepreneurial approach involves capital investment by one person, two or more associates, or a total or prevailing state capital, there has recently appeared a new form of capital contribution, crowdfunding (Pavlidou et al., 2020). This is a solid alternative to these strategies because institutional resources are often delayed by bureaucratic procedures, while spontaneous fundraising by a private organization depends on the individual willingness of organizational associates. This strategy, which is more efficient, has been used in different areas, such as social entrepreneurship (Morell et al., 2020; Figueroa-Armijos and Berns, 2021; Motero et al., 2021), research (Dalrup et al., 2020), and start-up development (Lee and Lehdonvirta, 2020; Shi et al., 2021), to help different small investors support international entrepreneurial activity (Tiberius and Hauptmeijer, 2021) or cope with international crises, due to ecologic emergencies (Predkiewicz and Kalinowska-Beszczynska, 2020) or pandemics (Saleh et al., 2021). Previously, these areas could be treated in a sufficiently short time because, while public institutions are dedicated to managing problems that are potentially harmful to the community, they are sometimes limited by bureaucracy, political dynamics, priorities on interventions, and temporary or permanent lack of resources; meanwhile, private organizations have difficulty managing some national crises that make it necessary to switch from a profit-making to a social mindset. This difficulty emerged clearly during the coronavirus disease 2019 (COVID-19) pandemic that started in 2020 when both liberal and centralized systems faced important difficulties for the aforementioned reasons, including liberal countries with a profit-making philosophy, delayed lockdowns, and antiepidemic measures to save money and economic activities; in contrast, governments that put the wellness of people first had important difficulties for a more complex reason, that is, people in this situation were considered more important than the economy, but many workers suffered from the pause in economic activities, while many citizens also suffered a perceived loss of freedom to move due to lockdowns imposed in different countries around the world. This situation made politicians respond to different requests from people, with demands to guarantee health but also work rights, which are irreconcilable aspects; whoever has to state a priority between these two functions suffers a sort of “double bind,” risking the loss of political appreciation by choosing one over the other. Organizations must consider socio-emotional aspects without focusing only on profit-making goals and considering their social function, based on a genuine and sincere motivation, without following a consensus approach that is typically adopted by political leaders or parties, who change their priorities to maintain power (Gellately and Kiernan, 2003).

MATERIALS AND METHODS

We believe that socio-emotional factors are not just for consideration in clinical studies as a psychological weakness that needs to be cured but also in a positive way, as psychological

wellbeing indicators or protective factors within organizational studies. Our hypotheses can be summarized as follows:

1. During the last 20 years, articles discussing the importance of socio-emotional factors have significantly increased.
2. Socio-emotional factors are not only considered negative, for example, appearing in clinical studies.
3. Socio-emotional influence is considered to be a positive factor in improving organizational management.

In this study, we considered the influence of socio-emotional factors on the life of organizations, considering both negative consequences, where a “suffering” organization is characterized by negative emotions among its members, studying its normal working and functioning considering a normal socio-emotional process, or considering records mentioning organizational strategies based on the socio-emotional aspects. We used the PRISMA statement (Liberati et al., 2009) to refine our research, using SCOPUS to obtain a literature review about this phenomenon, without considering the publication year 2021 and considering all records marked as articles or reviews, excluding conference articles, conference reviews, editorials, letters, notes, short surveys, erratum, books, and book chapters. We used a Boolean String “ORGANIZATION” AND “EMOTIONAL VALUE,” OR “SOCIAL VALUE” and excluded all pertinent records regarding non-psychological or organizational business areas. We considered only records with the following inclusion criteria:

1. Records discussing both lucrative and non-lucrative organizations.
2. Records discussing entrepreneurial organizations.
3. Records discussing organizations belonging to public institutions.
4. Records written in English.

We also stated exclusion criteria and did not consider records defined by the below keywords within their subject area because they did not involve a psychological aspect:

- Biochemistry
- Medicine
- Mathematics
- Earth Sciences
- Physics

Once we refined a list of records on SCOPUS, we used VOSviewer (Waltman et al., 2010) to create a cluster analysis using author keywords and excluding redundant keywords, reusing SCOPUS to cite them within each cluster.

RESULTS

We extrapolated 1,761 records. The first mention citing the influence of socio-emotional value on organizations appears in a publication of 1922 (Link, 1922), describing a Psychological Service Centre, where, despite strong stress on individual psychology among first clinical psychological contributions, there is a significant sensibility about organizational functioning, going

beyond simple individual psychology. After this first work, there were no further articles for almost 20 years, with some articles after the 1960s about therapeutic groups and health organizations. If we consider the number of records during each decade between the 1960s and the 2020s, as we can observe in **Table 1**, we notice an exponential incrementation of studies about this area, with more than 50 articles published by the 1990s. We hypothesized that the importance of socio-emotional influence on organizations is due to the birth of interest in emotions (Burton, 1963; Krebs, 1975; Hoppe, 1983; Goodnow, 1990) outside clinical and experimental psychology, which, up to the second half of the twentieth century, were exclusively treated within psychotherapy studies and laboratory walls.

Continuing to represent a graphical trend in **Figure 1**, we revealed that this trend has grown over the last 20 years, with a veil between 2005 and 2010 (probably due to the important economic crisis during 2007–2009) and a good incrementation after 2015.

If we consider countries that have published at least 30 records about this topic, we can observe in **Figure 2** that the United States is the highest publishing country, with a significant gap to others. The United States, the United Kingdom, and Australia are the first three countries treating this topic, showing the supremacy of an Anglo-Saxon research approach, even though many Asian and European countries contribute.

Considering most active journals as presented in **Tables 2, 3**, we underline how much socio-emotional value is a core topic in most business management publications, where the organization has to consider the variables in order to have a peculiar sensitivity to satisfying community requests and to preserve a positive organizational climate and individual wellness among personnel. Some journals in this area have an h-index superior to 40, showing how much this area attracts important research teams.

Despite the Anglo-Saxon supremacy of the literature, if we consider the most productive authors, there are many contributions from Spanish, Turkish, Israeli, and Indian researchers. The most prolific author on this list is Applebaun from a Business School in Montreal, who has written articles about leadership and stereotypes among organizations (Applebaun et al., 2016c). Emotional intelligence is an important area of interest for various authors (Boyatzis, 2009; Boyatzis and Ratti, 2009; Gabel-Shemueli and Dolan, 2011; Meisler, 2014); Eisenberger, affiliated with the Psychology Department in Houston, focuses on organizational perceived support, another important aspect in the wellbeing of employees (Ameli et al., 1998; Kim et al., 2016; Kurtessis et al., 2017), and Karatepe and Srivastava are Turkish and Indian researchers, respectively, who publish articles about negative socio-emotional aspects

TABLE 1 | Number of records for each decade with more of 50 records publication and incrementation publishing rate.

Publishing years	Records No.	% Incrementation rate
1991–2000	103	110%
2001–2010	403	289%
2011–2020	1201	202%

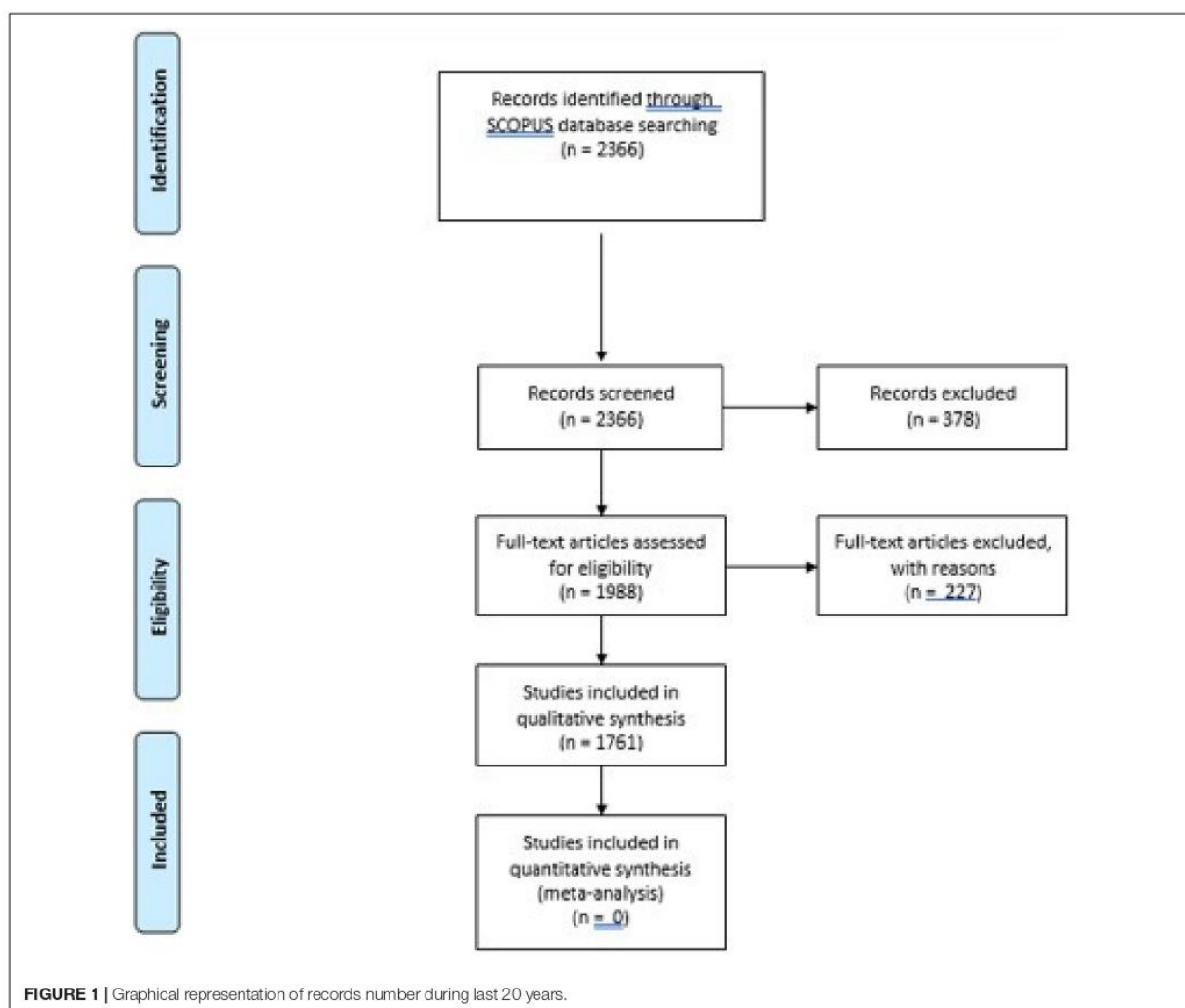


FIGURE 1 | Graphical representation of records number during last 20 years.

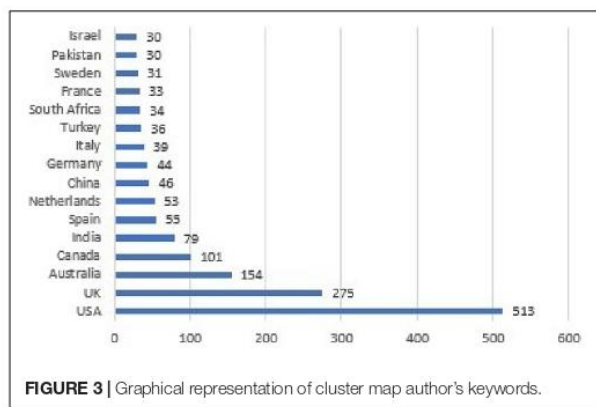
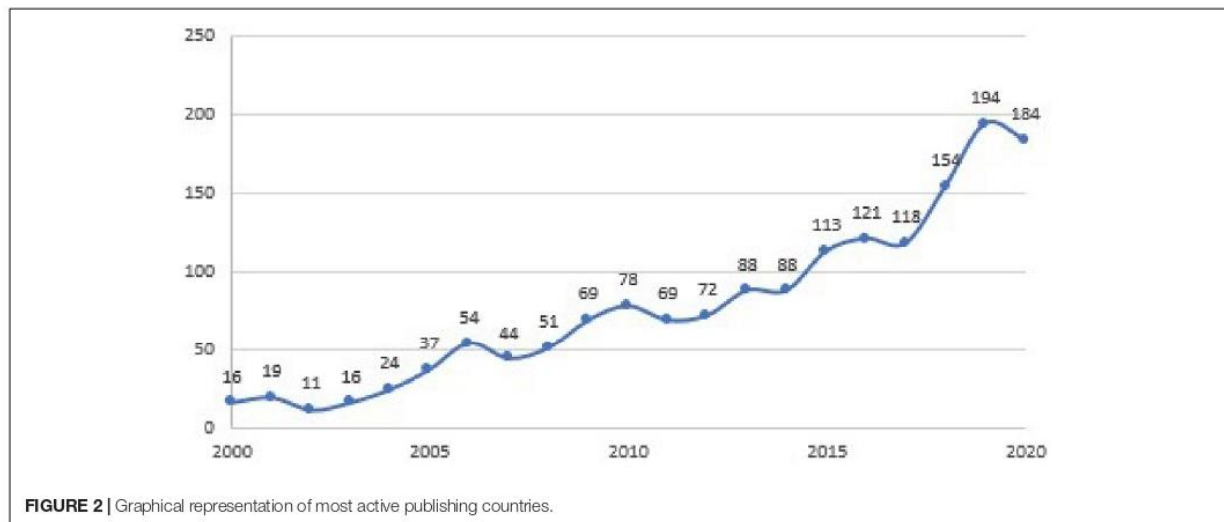
regarding organizations, such as burnout or work-family conflict (Karatepe and Tekinus, 2006; Karatepe and Zargar-Tizabi, 2011; Karatepe, 2015; Srivastava et al., 2019; Srivastava and Argawal, 2020; Srivastava and Dey, 2020).

We used VOSviewer to divide the previous group of articles on SCOPUS, using their author keyword co-occurrence. We stated a minimum of 10 occurrences, extrapolating 53 items. We revealed a graphical representation, which was regrouped into six different clusters. These clusters, with their co-occurrence, are graphically represented in another image in **Figure 3**.

Cluster (Red Colored) 1: Emotional Exhaustion (15 Items, 318 Records)

This is the cluster regrouping with the highest record number (18% prevalence) and recalls significant distress within organizations (Peng et al., 2010; Reed et al., 2018), regarding

both users and personnel, where the psychological suffering of the first damages the second and vice versa. Stress (Deckard and Present, 1989; Mical et al., 2008; Richardsson et al., 2008; Martinéz et al., 2013; Sheldon et al., 2015; Linden et al., 2018; Prada-Ospina, 2019), anxiety (Goetz et al., 2006; MacNeil et al., 2009; Inal et al., 2010; Shongwe and Cilliers, 2020; Wu et al., 2020), and depression (LeDoux et al., 1998; Galvin et al., 2006; Jafri et al., 2011; Karatepe and Zargar-Tizabi, 2011; Rooney and Grant, 2013; Wu et al., 2020) are principal indicators of this psychological symptomatology, sometimes reaching dangerous levels and becoming a psychiatric emergency (Johnson et al., 2016; Gil-Rivas et al., 2019). This vulnerability makes personnel members uncomfortable, causing burnout (Booth and Faulkner, 1986; Gupchup et al., 1994; Robinson et al., 2003; Skaalvik and Skaalvik, 2011; Rama-Maceiras et al., 2012; Glaser and Hect, 2013; Huynh et al., 2014; Malik et al., 2016), which has important consequences not only at the individual level but also



to family and working performance (Glaser and Hect, 2013; Babic et al., 2020).

Cluster (Green Colored) 2: Emotional Intelligence (12 Items, 297 Records)

This cluster is the second most numerous cluster (17% prevalence) regarding socio-emotional aspects (Crusheil, 2006; Kerr et al., 2006; Akerjordet and Severinsson, 2007; Hopkins et al., 2007; Koman and Wolff, 2008; Coskun et al., 2018; Chen et al., 2019; Perez-Fuentes et al., 2019), which can create a buffer effect against distress within organizations, preventing individual and organizational suffering. Organizations are not purely rational institutions (Carter, 2005) where every individual has a precise role, with tasks to perform and intervention protocols to manage automatically with plenty of clear satisfaction and without ambiguities and inner conflicts (Chiva and Alegre, 2008; Meisler, 2014). People who work are not always satisfied with their personal and working life and clearly change jobs constantly. They are sometimes frustrated by difficulties, and working skills cannot be evaluated, excluding emotional

components. Emotional intelligence (Chrusciel, 2006; Suliman and Al-Shaikh, 2007; Davies et al., 2010), since its introduction by Goleman (1996), defines an important ability to cope with problems that cannot be navigated using only intellectual skills (Brown et al., 2006), considering also moral aspects that a pure rational intelligence does not consider, thereby creating learning opportunities (McCracken, 2005; Vorhauser-Smith, 2011; Starbuck, 2017). Emotional intelligence can be used within organizations to prevent emotional exhaustion (Meisler, 2014; Clark and Polesello, 2017), to manage and create an appropriate organizational climate (Der Foo et al., 2004; Morehouse, 2007; Chen et al., 2016) that improves organizational performance (Gabel-Shemueli and Dolan, 2011; Wei and Li, 2011; Bettis-Outland and Guillory, 2018) and leadership (Kent, 2006; Fowle and Wood, 2009; Hess and Bacigalupo, 2010; Lindebaum and Cartwright, 2011; Applebaum et al., 2016a,b,c,d) and provides organizations with an ethical approach (Rok, 2009; Fairchild, 2010; Capell and Gabell-Shemueli, 2013; Caldwell and Hayes, 2016; Asgary and Lawrence, 2020).

Cluster (Blue Colored) 3: Organizational Culture and Knowledge Sharing (8 Items, 89 Records)

An important aspect of organizations is the cooperation between different workers within their organization (Shihi and Susanto, 2010). This aspect, apparently simple and reasonable, is sometimes forbidden, bringing the workers of an organization to work without coordination (Cangemi et al., 2008; Daniels, 2009; Kahili, 2017). This means that different departments or workers from the same organization could work on the same task doing intervention already carried out by the other (Meisler and Vigoda Gadot, 2014), or sometimes performing counterproductive actions (Zhang and Shi, 2017), just like a psychiatrist who prescribes psychotropic drugs with significant collateral effects for a cardiopathic patient cured by another physician. Organizations have their peculiar organizational

TABLE 2 | List of most active journals about this research line.

No.	Journals	h-index	Research area
32	Journal of Management Development	55	Business and Management Accounting; Organizational Behavior and Human Resource Management
30	Journal of Organizational Change Management	66	Business, Management Accounting; Decision Sciences
29	Journal of Managerial Psychology	74	Business, Management Accounting; Decision Sciences, Psychology
29	Personnel Review	67	Business Management Accounting; Psychology
26	Leadership and Organization Development Journal	62	Business, Management and Accounting; Organizational behavior and Human resource management
18	Journal of Services Marketing	96	Business, management and accounting
16	Employee relations	48	Business, management and accounting; Organizational Behavior and Resource Management
15	Human Resource Management International Digest	11	Organizational Behavior and Resource Management
15	International Journal of Conflict Management	50	Business, management and accounting; Social Sciences
15	Management Decision	91	Business, management and accounting; Decision Science

TABLE 3 | List of authors with more of 4 publications about socio emotional influence.

No.	Author	Affiliation	h-index	Prevailing research area
5	Applebaun, S., H.	John Molson School of Business, Montreal, Canada	27	Business Management Accounting; Social Sciences; Decision Sciences.
4	Boyatzis, R., E.	Cleveland University, United States	31	Business Management Accounting; Psychology; Social Sciences; Economics, Econometrics.
4	Dolan, S., L.	ESADE, Barcelona, Spain	12	Business Management Accounting; Psychology; Social Sciences; Medicine; Economics, Econometrics.
4	Eisenberger, R.	University of Houston, United States	40	Psychology; Social Sciences; Business Management Accounting; Medicine.
4	Karatepe, O., M.	Mersin University, Turkey	44	Business Management Accounting; Social Sciences; Economics, Econometrics and Finance; Environmental Sciences
4	Mesler, G.	Haifa University, Israel	6	Business Management Accounting; Psychology; Economy, Econometrics; Social Sciences; Medicine.
4	Srivastava, S.	Jaipur Institute of Management, Noida, India	4	Business Management Accounting; Social Sciences; Economy, Econometrics; Decision Sciences; Psychology.

2005; Evans, 2006; Stone et al., 2006; Gray, 2009; Strandas et al., 2019) and school education (Salami, 2008; Galtseva et al., 2020). Some of these activities are more complicated than others and sometimes less socially considered (Syed et al., 2005; Gray, 2009, 2010; Blau et al., 2012; Yagil, 2014; Hur et al., 2015; Shin et al., 2015; Pandley, 2018; Adams and Mastracci, 2020; Dhliwayo and Coetze, 2020). This cluster focuses on both positive and negative emotions (Donnay et al., 1993; Wilkinson, 2002; Humphreys et al., 2005; Driller et al., 2011; Mularz and Johansen, 2016).

Cluster (Light Blue Colored) 6: Hospital and Quality of Life (5 Items, 207 Records)

This cluster is located within the walls of the hospital and is treated by intervention protocols based on the socio-emotional influence (Berman et al., 2016). Hospital patients cannot be cured using only medication and pharmacological therapies and must be considered as human beings with their own personalities and desires, needs, and fears. Medicine must consider life wellness and satisfaction in patients, especially for medical pathology, where psycho-social aspects and quality of life of patients

(Powell and Kornfeld, 1993; Knight et al., 2001; Erim et al., 2015) contribute to a better disease progression, considering the severity of their clinical condition, which can be chronic, mild, or permanent (Duncan and Siegal, 1998; Sengelov et al., 2000; Tsunoda et al., 2007; Segalla et al., 2008; Inal et al., 2010; Yu et al., 2010). Palliative therapies in this case, sometimes have significant prognostic effectiveness despite usually being used in terminal-illness departments, and the decision-making process (Solloway et al., 2005; Oliver and Jacobs, 2007; Gronstad, 2017; Bakst et al., 2019) during therapy is a fundamental aspect in diagnosing and acting at the right moment during the healing process.

DISCUSSION

This study did not only consider emotional (Lombard, 2021) or social (Micaelson, 2021) values because these constructs are often used interchangeably, even if there are some important differences. In contrast to the “hard” sciences, we treated a research area full of disturbing variables as decision science, where we must adopt a complexity paradigm (Jorm et al.,

2021). Considering a negative attitude through socio-emotional influence, people who use an emotional approach are irrational and potentially target manipulation (Lenidou and Lenidou, 2009; Yang, 2016). Our topic analysis uses cluster mapping with two orthogonal Cartesian axes in **Figure 4**, giving a graphical setting, where the horizontal defines a cluster mostly centered on individual wellness or, in contrast, defining an organizational setting, while the vertical is more oriented to a negative consequence/state or a positive way.

In a synthetic description, the position of every record under the same cluster could be in a different graphical area. For example, burnout is a keyword under cluster 1. Many authors define burnout as a syndrome characterized by individual psycho-physic suffering, which can also regard some causes and consequences related to the entire organization of a worker, defining this construct and its cluster negatively, but connected at both an individual and organizational level (Schulz et al., 1995; Yip and Rowlinson, 2009; Brown and Quick, 2013; Jones-Schenk, 2019). It emerges as a balanced result, whereby cluster 1, with the highest number of co-occurrence, is related to psychopathological problems, but the other clusters are positively related to socio-emotional values, where there is a positive influence that improves protective aspects in organizations. The emotional intelligence or other aspects bring potential improvement to organizational performance in terms of a more efficient organization and communication (clusters 3 and 4), personal skills, and inner positive characteristics for better interpersonal competence (clusters 2 and 5) or considering the psychological needs of users and patients to improve their wellness (cluster 6).

Our three hypotheses have been verified by this review.

1. If we consider the last 20 years of research, we notice an incrementation in records considering both emotions and organizational keywords, following a general incrementation trend, whereby emotions are not neglected considering their influence among organizations. There were mild decreases during times of economic recession, for example, during the economic crises of 2008 and 2020, with the beginning of the economic recession caused by movement limitations due to COVID-19, following a new increase.
2. Our cluster analysis revealed prevalence and where emotions are considered negatively, with discussions of stress, burnout, depression, and clinical manifestations due to emotional dysfunction, but we underline that it is just a cluster, whereas the others talk about leadership, gender issues, and organizational performance due to an ethical approach, which also considers emotions as “humanizing” to an organization.
3. Emotions also relate to organizational management, whereby emotions cannot be considered only in an individual way, as single human characteristics, but are also related to organization and people groupings.

For this research, we found many records, even considering only English-language articles and reviews and only using the

SCOPUS database to focus on the research topic. This must be underlined as a limitation, as we excluded other databases.

CONCLUSION

People working within an organization and the same management rules are strongly moved by a purely rational mechanism, and problems that organizations treat cannot be solved following only rational logic. Kahneman and Tversky (1981), Kahneman (2003), and Thaler and Sunstein (2008), demonstrate that emotions strongly determine important human decisions, even significant financial investments. Recalling the beginning of this study, the theory of separation brings an organizational attitude that spoils the organization from their social function, creating an extremist world consideration, in which an organization cannot consider the possibility of earning money by considering the common good, neglecting environmental sensitivity, labor and political rights, urban sustainable development, and creating wars and exploitation. Trying to overwhelm an ideological approach, the integration of profit and social function must involve socio-emotional elements among organizations introducing social accountability (Hadden, 2012; Tang and Luo, 2016; Bhatia et al., 2020; Dimitropoulos, 2020), which aims to obtain a balanced vision between these two dimensions. Emotions are fundamental to moving managers to a major social sensitivity and an ethical approach to business management (Rok, 2009; Fairchild, 2010; Capell and Gabell-Shemueli, 2013; Caldwell and Hayes, 2016; Asgary and Lawrence, 2020), better communication (Dibben, 2004; Swift and Hwang, 2013; Lim et al., 2018), and improved organizational performance (Gabel-Shemueli and Dolan, 2011; Wei and Li, 2011; Bettis-Outland and Guillory, 2018), preventing conflict (Flanagan and Henry, 1994; Leggat and Balding, 2013; Gokturk et al., 2017; Herkes et al., 2019) and suffering (Micael et al., 2008; Richardsson et al., 2008; Skaalvik and Skaalvik, 2011; Martinéz et al., 2013; Rooney and Grant, 2013; Shongwe and Cilliers, 2020). There has been an important incrementation rate during the last 20 years on this topic probably due to the generalized growth of the research. The economic crisis of 2008–2009 reopened discussion of the importance of social function among entrepreneurial organizations, where the exaggerated free economic speculation of single businessmen damaged Western economies; it was the failure of a liberal system that equaled the fall of the Berlin Wall almost 20 years before, where, on the contrary, there was a socialistic failure with an overcentralized economy, which limited entrepreneurial freedom, creating a closed and not competitive market. The COVID-19 pandemic revealed significant neglect of the socio-emotional influence of human behaviors.

Many countries around the world have delayed a tempestive and preventive intervention and have underestimated the pandemic problem in favor of a short-term economic decision strategy, which does not consider long-term effects and consequences (Zang et al., 2020). Different enterprises, such as fashion firms (Zara, Armani, Zegna, H&M, Gucci, etc.), have reconverted some of their factories for the production

of medical instruments. Surely, the smart working, already existing, will receive a better diffusion and application, and any service or selling activities are improving in the educational, medical, or selling sectors (Soled et al., 2020; Spurlock, 2020). An important intervention in many countries is the educational system, changing the teaching style, no longer being based on face-to-face relations (Choe and Choi, 2020). There is now a confrontation between economic superpowers, and Europe has to participate as a single country formed by different nations. There is some financial European aid, which is implementing different economic aid programs for each individual European nation. Moreover, there are—beyond the usual European projects that the EU promotes annually—different specific European projects, such as Pan European Hackaton #EUvsVirus, which regroups different people from every European country, with different preparations who create different projects to fight the emergency using different focus areas.

This strategy is predominantly insufficient and prioritized economic and sanitarian aspects, where the latter mostly considered just medical aspects without considering a bio-psycho-social model (Engel, 1977), which could properly set a better preventive intervention strategy, avoiding a delay of contention strategy against the virus and with chaotic management of the health emergency, where a late intervention by health workers only partially coped with the biological risk, but almost totally neglected the psycho-social negative consequences of the pandemic, creating important discomfort among the population (Griffith, 2020; Banerjee et al., 2021; Jokic-Begic et al., 2021; Szmulewitz et al., 2021; Taylor et al., 2021). COVID-19 is not only a pandemic, which has caused the death of millions of people, but it has also seriously damaged world economies, creating a psycho-social impairment among the population and acting negatively toward organizational vulnerabilities among work and health organizational systems, considering, in this case, only the economic priority, with biological risk as a secondary consideration. However, even in this case, only the medical aspect of this drama was considered, neglecting plenty of effective prevention (better than a cure!) being realized by considering psychological intervention (Hanna-Attisha and Olson, 2021;

Mimiaga et al., 2021; Zhang et al., 2021). It is difficult to maintain critical thinking in this case, and often people fail in this task because it is easier to follow emotional thinking (Wynes, 2021; Yu et al., 2021), which has often negatively influenced socio-political decisions, for example, creating and maintaining populist movements, which are stronger in uncertain times (Bone, 2021). Stakeholder accountability moves its actions through a complex situation, especially during an actual socio-economic crisis, where there is a significant impairment in terms of social cohesion and trust between people and institutions (Antinyan et al., 2021; Fikukova et al., 2021; Surina et al., 2021; Ye et al., 2021). The accountability of stakeholders means that a single person or a group of people operate for an individual initiative, without an institutional setting, following their own principles, intrinsic rules, and ethics (Salsbury et al., 2018). There are some easy ways to lead in this situation, in which, people must cope with another great challenge: to cooperate with the institution and other people within the same organization or become an autocratic leader, taking every decision alone, deciding easier and faster, but forgetting a democratic approach and risking important mistakes (Zarinah et al., 2017; Hentschel et al., 2018; Levene and Higgs, 2018). History has many examples of “gifted” people in moral and leadership terms who take charge, with all the decision-making power in their hands and guide the destiny of entire countries.

DATA AVAILABILITY STATEMENT

The original contributions presented in the study are included in the article/supplementary material, further inquiries can be directed to the corresponding author/s.

AUTHOR CONTRIBUTIONS

TP and GC stated keywords and build the cluster analysis. TP contributed to write and sampling statistics. BH-S and GC contributed to discussion. All authors contributed to the article and approved the submitted version.

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4.2 Publicación II: Cooperation and Environmental Responsibility as Positive Factors for Entrepreneurial Resilience

Resumen

En esta revisión, estudiamos el estado de la educación empresarial en su aplicación a la resiliencia empresarial. Consideramos registros de los últimos 20 años sobre resiliencia empresarial que consideran su impacto social y se enfocan en la sustentabilidad. El objetivo del estudio fue determinar si una empresa que enfatiza el impacto social y la sostenibilidad en lugar de las ganancias podría reforzar la resiliencia empresarial. La importancia de este estudio es que ofrece una descripción más compleja de la resiliencia empresarial al conectar la sensibilidad social y ambiental con una lógica orientada a las ganancias. Encontramos un leve aumento gradual, primero, en los años de la década de 2000 y un salto en 2010. Luego, usamos VosViewer para crear un mapa de grupos a partir de la lista de registros de WOS, creando tres grupos de: "educación y sostenibilidad", "espíritu empresarial". e impacto social" e "innovación", y estos tres grupos se relacionaron con una resiliencia empresarial superior. Este enfoque debe adoptarse en tiempo real para poder adaptarse a las crisis socioeconómicas, adoptando un enfoque funcional basado en la cooperación y la conciencia de la complejidad. Este trabajo pretende subrayar en qué medida el concepto de "sostenibilidad" no se limita a la atención del impacto ecológico únicamente, como afirman muchos detractores de este modelo. De hecho, la sostenibilidad también significa tomar en serio los aspectos sociales, psicológicos y de bienestar de los trabajadores y ciudadanos que conviven y deben cooperar con las organizaciones locales para mejorar su armonía y cooperación. El intento de este trabajo es brindar un aporte que tiene el propósito ideológico e intelectual de enriquecer el debate sobre la sustentabilidad que muchas veces termina siendo aplanada en una dicotomía que es brutalmente sistemática y que opone un enfoque, dirigido únicamente a la atención al medio ambiente, frente a un enfoque más conservador, que pretende mantener la economía industrial y el aparato productivo y cuya renovación costaría el empleo de varios miles de trabajadores y empresas. En realidad, Sostenibilidad significa que la comunidad debe comprometerse a respetar el territorio local, pero también a respetar la comunidad, al sentido cívico, a los trabajadores y a las corrientes minoritarias. Sostenibilidad significa también innovación, significa introducir métodos innovadores que son capaces de preservar el potencial del territorio, generar empoderamiento, respetar la autonomía de los ciudadanos, de los trabajadores y también de los "eco emprendedores" que encuentran así una forma más moderna e innovadora de mejorar el territorio y las comunidades mismas. Lo que se puede deducir es que, Sostenibilidad no significa derribar lo que funciona y causar consecuencias en términos de daños psicosociales, en detrimento de la clase trabajadora y de los menos favorecidos. Este enfoque, además de ser más moderno y atento a los derechos y vulnerabilidades del territorio, también tiene la ventaja de crear comunidades y organizaciones más resistentes a las crisis internacionales o locales, porque presta atención y nos lleva a respetar más el tema de las personas o grupos, de personas frágiles y nos lleva a adoptar un enfoque centrado en la interdependencia y no al individualismo que a la larga es perjudicial para todos.

Palabras clave: sostenibilidad; resiliencia; cooperación; impacto social; empoderamiento

Review

Cooperation and Environmental Responsibility as Positive Factors for Entrepreneurial Resilience

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Abstract: In this review, we study the state of entrepreneurial education as it applies to business resilience. We consider records over the last 20 years about entrepreneurial resilience that consider their social impact and focus on sustainability. The aim of the study was to determine whether an enterprise that stresses social impact and sustainability rather than profits could reinforce entrepreneurial resilience. The importance of this study is that it offers a more complex description of entrepreneurial resilience by connecting social and environmental sensitivity with a profit-oriented logic. We found a mild incremental rise in, first, the years of the 2000s and a jump by 2010. We then used VosViewer to create a cluster map from the record list of WOS, creating three clusters of: “education and sustainability”, “entrepreneurship and social impact” and “innovation”, and these three clusters were related to superior entrepreneurial resilience. This approach should be adopted in real time to be able to adapt to socio-economic crises, adopting a functional approach based on cooperativeness and awareness of complexity.

Keywords: sustainability; resilience; social impact; empowerment



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1. Introduction

Crises in the last 20 years and throughout the 20th century have reached international proportions, often based on economic triggers. For example, two world wars occurred as a consequence of political and economic expansion, the Great Depression followed the Wall Street (NY, USA) crash of 1929, the 1973 petroleum crisis, the capitalist re-invention of former Soviet republics following the fall of the Berlin Wall, the Great Recession of 2007–2009 and, more recently, the COVID-19 recession as a consequence of the pre-existing vulnerability of socio-economic systems around the world, which led to the chaotic management of the flow of goods and people around the world [1,2]. These events stressed the need for Entrepreneurship Education (EE) to equip new and existing entrepreneurs with the managerial and entrepreneurial skills to manage similar difficulties and prevent similar crises in the future. A firm’s survival depends on its ability to withstand difficulties, and it can be defined as “resilient” if it can adapt positively without altering its mission. [3–6]. “Resilience” is a term borrowed from Civil Engineering, which defines a material that has good resistance under pressure, is also used in Individual Psychology to define good adaptation during difficulties and has similarly been adopted in Management Science to define a “resistant” organization that can survive without significant impairment during international crises [7–9]. Not every business organization is resilient, and those that are are not at risk of being eliminated by a sort of economic Darwinian selection. EE is a discipline that began in 1947 to train new entrepreneurs to rebuild world economies after the war and received increasing attention during the 1980s, when universities began offering courses to train future entrepreneurs [10,11] and create entrepreneurial research in the U.S. and Europe and then also in Asia [12].

International markets are prone to unpredictable events that can negatively influence a business, be they political, financial, environmental, technological, health-related or

cultural. These can significantly affect consumer behavior, reducing the enterprise's earnings [13–19], but we cannot adopt a fatalistic view of the economy, whereby we renounce the responsibility to prevent similar, unexpected events or, at least, to buffer their negative consequences on markets and economic activity. Following a liberal logic, especially after the fall of the Berlin Wall and the conflict between capitalist and communist countries, many entrepreneurs followed an aggressive business strategy based on saving resources and maximizing profits without considering workers' rights, ecosystem balance or community needs [20–23]. This has impaired societies and the environment. For example, an entrepreneur who is entirely oriented toward profit maximization is not motivated to create a bond with the area where the enterprise operates; instead, they exploit the community's workforce, raw materials or strategic position [24], and the capital generated is sent elsewhere, leaving the community that invested in this activity impoverished. Sometimes, the environment in which these communities live become polluted, and they suffer socio-economic distress [25–27]. In contrast, some projects offer an alternative entrepreneurial model based not only on economics, but also on innovative strategies and social aspects of the area in which they operate [28–31], also involving some integrated models of the stakeholder theory [32]. An entrepreneurial organization cannot consider itself to be an isolated institution, considering that it has a precise community context, even if it operates across different regions [33]. This aggressive and hypercompetitive strategy does not consider the importance of cooperation [34,35], which requires a coordinated approach, even in Entrepreneurship, where different institutions and organizations have a functional approach in order to reach a common goal. The approach of cooperativeness first emerged at the end of the 1980s [36], and there are some interesting studies concerning this approach [37–39]. We considered the importance of sensibility for environmental responsibility where an enterprise, even a small business, adopts an approach aiming to reduce the impact of its activity in terms of pollution or territorial alteration. In this case, we cite ecological intelligence [40] and community psychology [41,42], both of which must be considered so as to improve entrepreneurial performance. Future entrepreneurs must also be trained to consider these factors, as well as the social impact in terms of community wellness, including terms of employment, social cohesion, a sense of community and community empowerment [43–45]. It is not just an ethical question because an enterprise that acts responsibly will be appreciated by the community, which may lead to stronger partnerships [3,5,25,28,37]. In the next section, we describe our hypothesis for conducting a literature review in relation to the coexistence of multiple factors, such as earnings and environmental and social sustainability, to reinforce entrepreneurship organization and then describe this scientific literature with state-of-the-art cluster mapping that defines its various components.

This study, designed to overturn Fisher's Separation Theorem [46,47], sought records in which entrepreneurial organizations merged their profit motive with both social and environmental aspects to become more resilient and robust [4,5,8,26]. Entrepreneurship Education should equip entrepreneurs with not only the right skills, but should also motivate them to improve the world by extending beyond simple profit accrual. In this case, it is important to reinforce the social function, and in this work, we define this as a pro-social and collaborative attitude characterized by a sustainable strategy, positive social impact and a cooperative entrepreneurial approach that reinforces the empowerment of communities in which the organization operates [6,7,26,36,38].

2. Materials and Methods

For this review, we studied records from the last 20 years on entrepreneurial education that reinforce entrepreneurial resilience and survival, expecting that most would focus on sustainability and social sensitivity. To conduct this analysis, we used the following Boolean string: "(entrepreneur and education)" AND "(social and impact or resilience)" AND "(sustainability)". We searched the literature between 2000 and 2020, without limitations in relation to area, type of record or language; however, the most prevalent language was

English. We decided on a wide selection because we noticed that this was a recent and uncrowded line of research, and we wanted to select a significant number of records in order to generate a satisfying review and cluster analysis. For this review, we stated an ambitious social function that involved all three aspects. We verified that there would be a more abundant record selection if we considered EE only from the sustainability, social impact or empowerment points of view. This is not just a choice governed by a practical need, but has the goal of evidencing that social, sustainability and entrepreneurial performance and resistance are not mutually exclusive domains.

Due to the fact that we opted for a restricted definition of our interest area, including different aspects contributing to a “virtuous” entrepreneur that aims to satisfy all three missions of social, ecological and economic goals, our record selection was poor, but specific, with just 16 excluded records that were defined as not pertinent. These records mostly involved a type of organization that is not dedicated to a sustainable and/or a social mission.

We used three databases on 26 August 2021—SCOPUS (<https://www-scopus-com.ezproxy.usal.es/search/form.uri?display=basic&zone=header&origin=#basic>), WOS (<https://www.webofscience.com/wos/alldb/basic-search>) and EBSCO (<https://web-s-ebsohost-com.ezproxy.usal.es/ehost/search/advanced?vid=2&sid=b763d2d8-f1f6-4ffa-90af-8eb7241e75a8%40redis>)—for record mapping and then VosViewer to analyze a list of records extrapolated from WOS, the platform from which most records were excluded due to a lack of relevance. We used the PRISMA Statement [48] to represent our records, as demonstrated in the selection chart provided in Figure 1.

Following the PRISMA checklist, we catalogued the title, abstract, keywords and type of study for each record. After the duplicates were removed, we excluded another group of records that mainly focused on financial aspects, history, university educational strategies, medical treatments, entrepreneurial orientation, philosophy, pedagogical strategies and blended education. This selection process aimed to be highly specific, uniting different domains for a holistic overview, instead of separating aspects related to, for example, sustainability, social impacts or Entrepreneurship Education, thereby differentiating itself from other reviews that are broader and more difficult to analyze than this record selection process. After this strict selection process, we chose the database with the most records for cluster mapping, which was WOS.

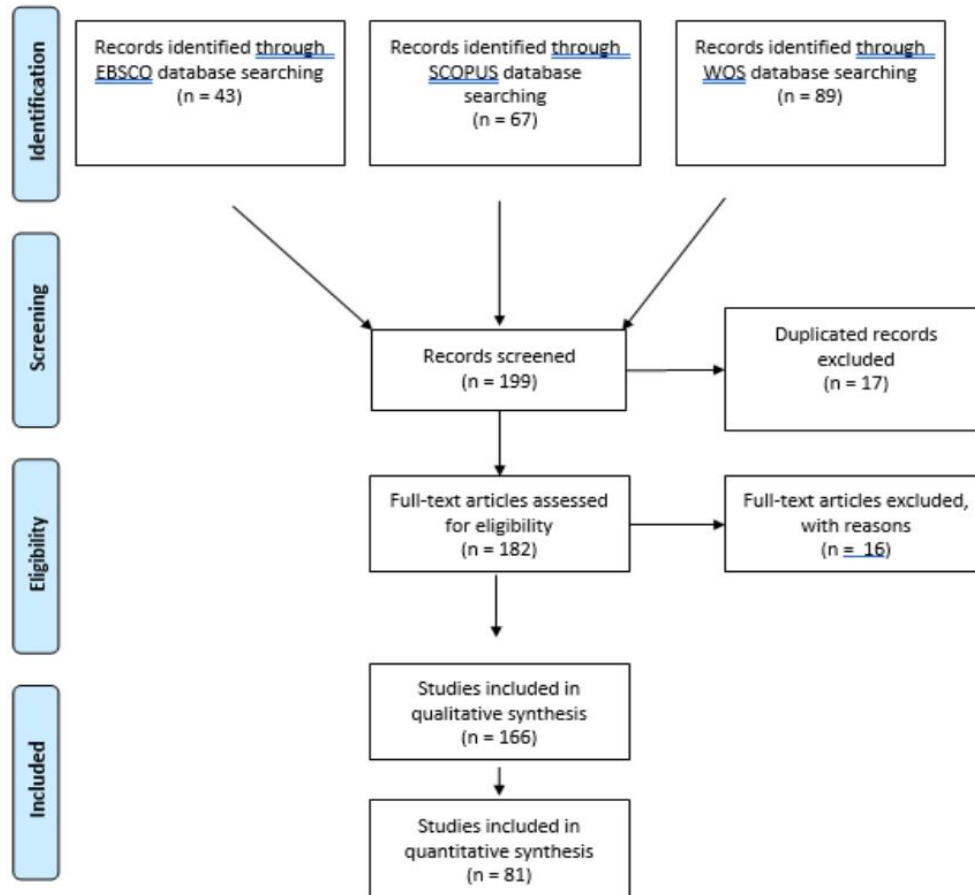


Figure 1. PRISMA Statement chart representation.

3. Results

Interest in the topic of entrepreneurial education to foster organizational resilience has emerged recently, judging from the evolution of the number of records in the last 20 years (Figure 2). Beginning in 2000, there was discontinuous and poor production of work on the subject, with a mild increase during the economic crisis of 2007–2009 and a jump after that. We hypothesized that this world crisis provided an important lesson to entrepreneurial organizations: that an approach that was totally focused on profits was dysfunctional and dangerous for economic stability [13,17,18,20].

Most of the contributions originated from the U.S. and UK, confirming a primacy trend found in many other research lines. We appreciate, as illustrated in Figure 3, that, unexpectedly, the third most active country was Spain, followed by India, Canada and Malaysia, demonstrating that there was also interest from European and Asian countries. We think that that the need to reinforce research on Entrepreneurship Resilience is related to the actual economic crisis unfolding across the globe. We could hypothesize that this urgency is changing the research trend, passing from developed and English-speaking countries to a new group of developed and non-English speaking countries.

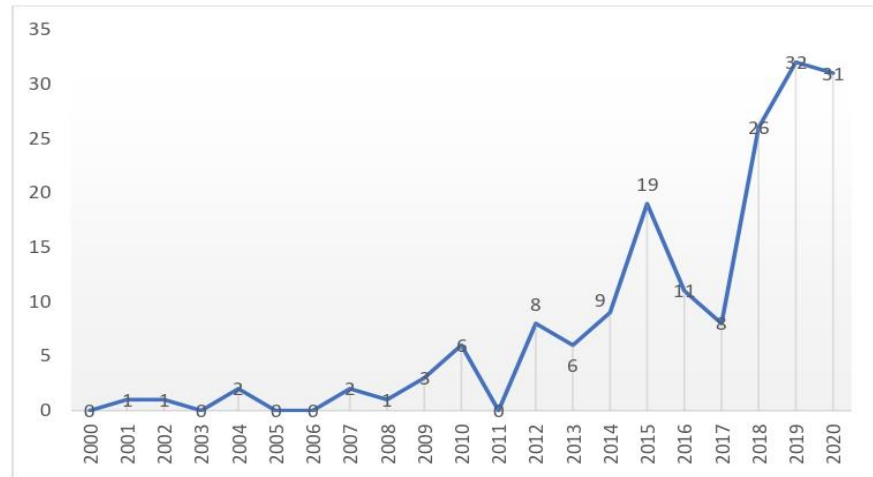


Figure 2. Publication progression during the last 20 years.

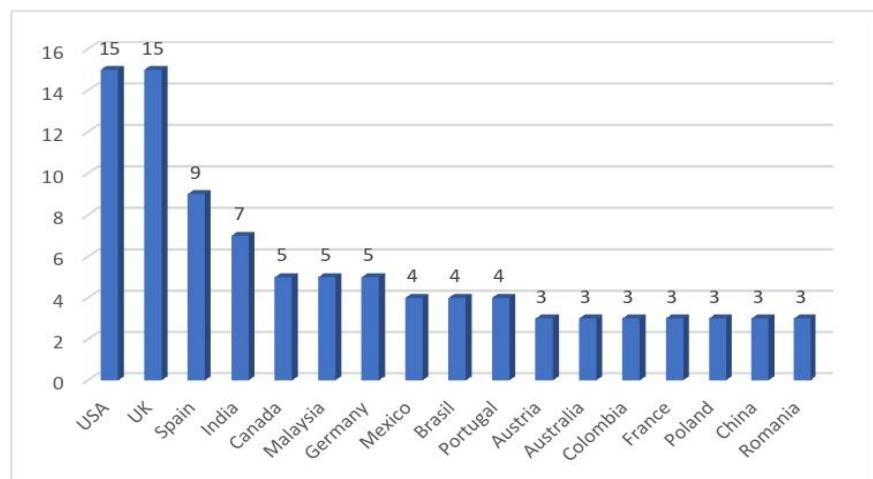


Figure 3. Representation of most productive countries for record publishing.

As previously stated, this is an emerging topic, and only a small number of authors have published papers on it. As represented in Table 1 they come from both developed and developing countries that have an h-index between 4 and 20. We do not yet have a large enough number of publications to hypothesize that the results are significantly generalizable, but we can observe that most of these authors are from developing countries. Some of them work together, forming research lines concerning sustainable entrepreneurship [49,50].

Table 1. Representation of authors with more than 2 publications in our record.

No.	Author	Actual Affiliation	H-Index	Prevailing Research Area
2	Matzenbacher D.E.	Universidade Federal do Rio Grande do Sul, Porto Alegre, Brazil	4	Environmental Sciences, Social Sciences, Business Management and accounting
2	Mets T.	Tartu Ulikool, Tartu, Estonia	9	Business Management and Accounting, Social Sciences, Computer Sciences
2	Raudsaar M.	Tartu Elikool, Tartu, Estonia	3	Business Management and Accounting, Social Sciences, Environmental Sciences
2	De Barcellos M.D.	Universidade Federal do Rio Grande do Sul, Porto Alegre, Brazil	20	Business Management and Accounting, Environmental Sciences, Social Sciences
2	Iyer V.G.	University of Louisville, Louisville, KY, USA	14	Neurosciences, Nursing, Psychology

Table 2 represents the most active journals. The first is Sustainability, which specializes in this area (in particular with regard to Environmental Sciences), but a variety of journals in countries, such as the U.S., UK, the Netherlands and Germany, have research areas that are quite varied, from social science to engineering.

Table 2. Representation of most productive journals.

No.	Journals	H-Index	Research Area
16	Sustainability	85 (Q1)	Environmental Sciences, Social Sciences, Energy
6	International Journal of Entrepreneurial Behaviour and Research	67 (Q1)	Business, Management and Accounting
3	International Journal of Sustainability in Higher Education	59 (Q2)	Social Sciences, Education, Human factors and Ergonomics
2	Smart Innovation Systems and Technologies	22 (Q4)	Computer Sciences, Decision Sciences
2	International Journal of Entrepreneurial Venturing	17 (Q3)	Business and International Management, Management of Technology and Innovation, Strategy and Management
2	Journal of Cleaner Production	200 (Q1)	Strategy Management, Renewable Energy, Industrial and Manufacturing Engineering
2	Journal of Rural Studies	104 (Q1)	Forestry, Development, Sociology

4. Cluster Analysis

If we had conducted a brief study on Entrepreneurship Education with just one component, such as “entrepreneur and education” AND “social and impact or resilience” or “entrepreneur and education” AND “sustainability”, we would have had a much larger group of records; for example:

- “Entrepreneur * AND Education” AND “Social AND impact OR resilience” has 809 records on EBSCO, 700 on SCOPUS and 1229 on WOS;
- “Entrepreneur * AND Education” AND “Sustainability” has 578 records on EBSCO, 508 on SCOPUS and 552 on WOS.

Once we refined the list of records on WOS, which included all previous dimensions, we used VosViewer [51] to load this list to create an analysis that clustered different research areas related to this research line. We decided to use VosViewer for its graphical intuitive representation, whereby the most important keywords are located in the representation area. Cluster mapping is an important analysis technique that provides a graphical representation of research lines, where similar topics, summarized by their tracking keywords, are regrouped into wider categorizations in each thematic cluster. A map of 3 clusters with 11 items is represented in Figure 4. The most powerful keywords identified in this case are Sustainability (Link strength = 25; Occurrence = 20), Education (Link strength = 24;

Occurrence = 18), Innovation (Link strength = 23; Occurrence = 12), Social Entrepreneurship (Link strength = 13; Occurrence = 9) and Impact (Link strength = 11; Occurrence = 7), with a relationship between them that reinforces the others in a holistic conception, whereby, for example, a Sustainability-centered approach is the goal for improving an Organization but can also act as a method by which to improve it.

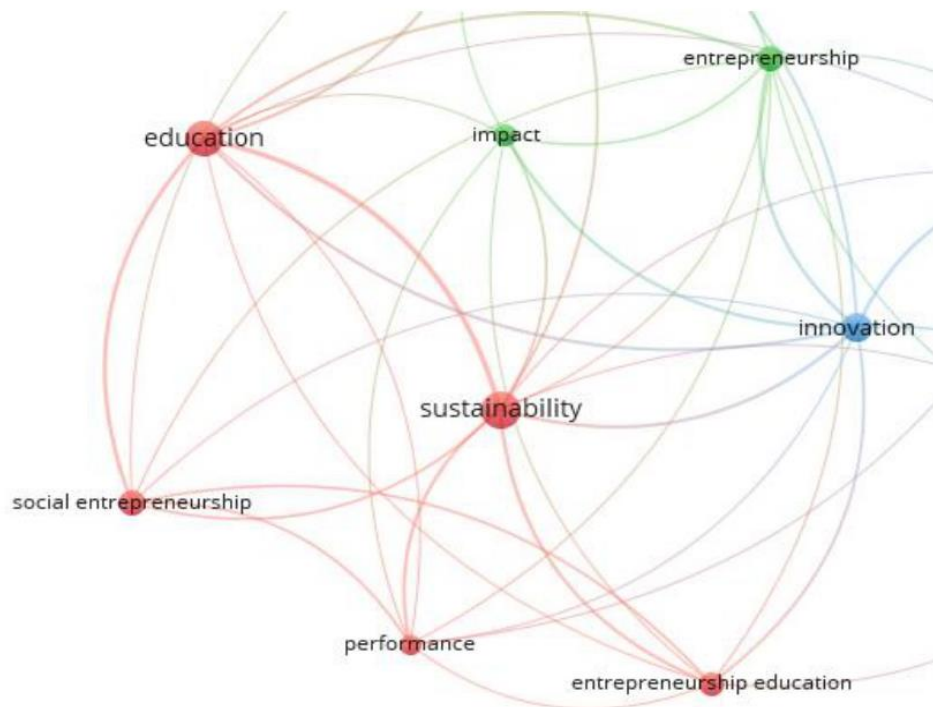


Figure 4. Cluster map of our research topic.

4.1. Cluster 1: Education and Sustainability (5 Items)

The first and most numerous cluster on Figure 5 (Education with link strength = 24 and occurrence = 18; Sustainability with link strength = 25 and occurrence = 20) occurs around two keywords concerning the training of future entrepreneurs with a sensitive, pro-environmental attitude [26,52–57]. In this cluster, entrepreneurial education [23,52–62] and performance appear because a well-formed entrepreneur has a higher performance level [6,63–65], which reinforces his or her empowerment [21,66]. This cluster also includes the social entrepreneurship keyword [31,67–69], an area distinguished from sustainability [24,44,52,53,70,71], although it has some common points regarding socio-economic interdependence [54,72].

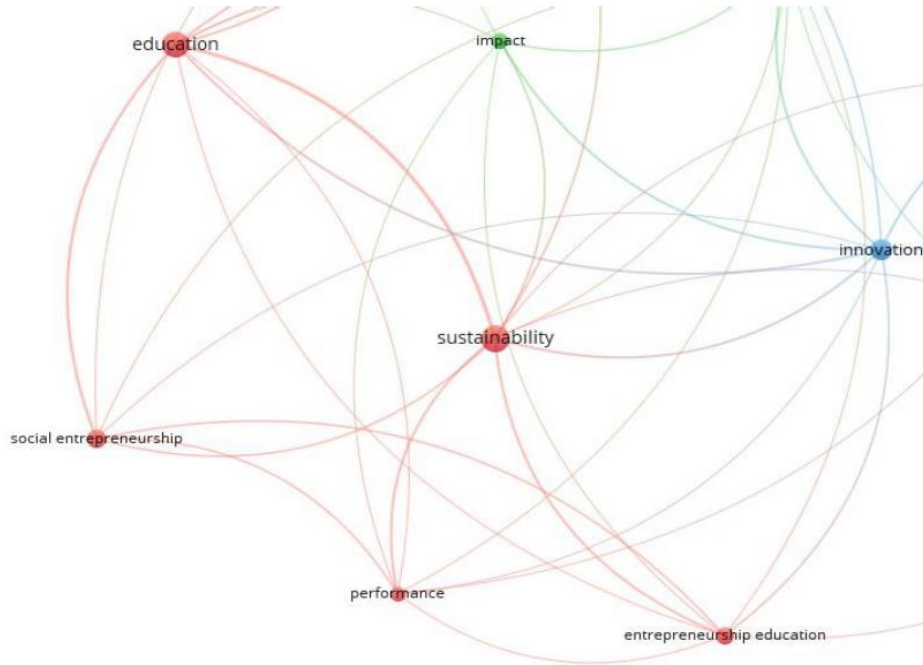


Figure 5. Representation of Cluster 1 map.

4.2. Cluster 2: Entrepreneurship and Social Impact (3 Items)

This cluster on Figure 6 focuses more on the management [17,20,26,28,68,73–75] of this kind of enterprise [75]. Following the previously cited stakeholder theory [7,58,76], these kinds of organizations pursue an entrepreneurial strategy to consider the wider social impact [49,58,70,75,77,78], thereby reinforcing entrepreneurial resilience through stronger community approval (Entrepreneurship with link strength = 16 and occurrence = 10; Social Impact with link strength = 11 and occurrence = 7), which would help it to survive in a crisis.

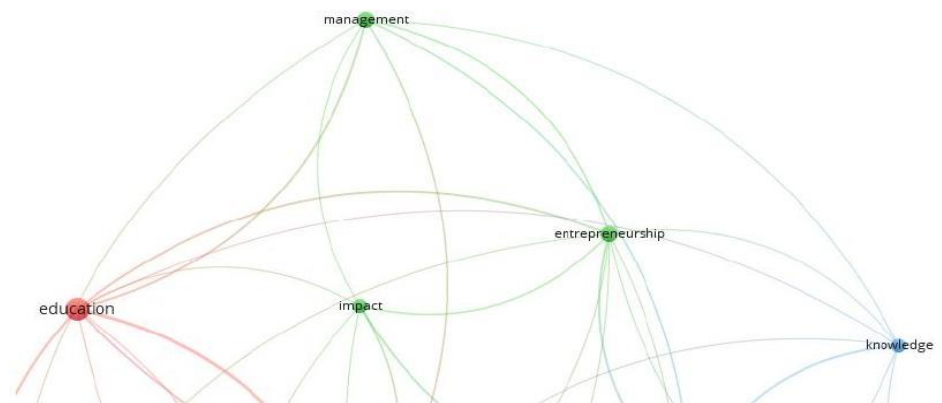


Figure 6. Representation of Cluster 2 map.

4.3. Cluster 3: Innovation (3 Items)

An important aspect in Figure 7 of a functional education is the incorporation of innovative points of view and protocols (Innovation with link strength = 23 and occurrence = 12;

Knowledge with link strength = 9 and occurrence = 7) into a mindful entrepreneurial strategy [34,79–84]. This can be realized through an exchange of knowledge [11,54,60] with university institutions [11,59,62,85], which creates the right combination between theory and practice.

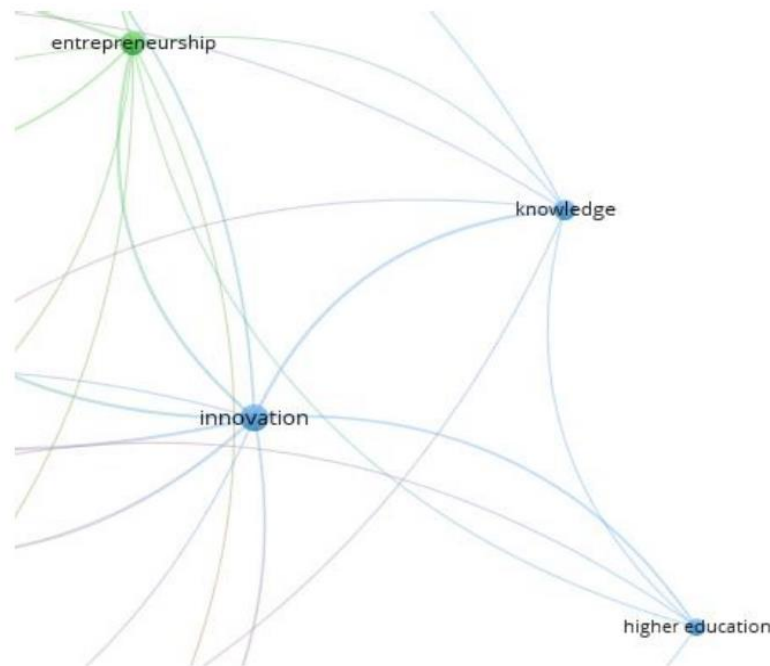


Figure 7. Representation of Cluster 3 map.

Figure 8 clearly shows the main point of view of this review. The keyword “Sustainability” is, in this case, the most powerful keyword (with a total link of 25 and 20 co-occurrences) that recalls the other cluster keywords. This means that, over the last 20 years, Sustainability has become a core theme, considering the relatively recent formation of the Kyoto Protocol and other green initiatives that have called attention to the pollution emergency and the need for sustainable development [86–89]. This need does not find appreciation in countries that have so far stressed the urgency of a solid economy without considering the environmental cost [90,91]; however, in countries trying to integrate environmental approaches within economic and social planning [91–95], the sustainable approach is not seen as antithetical to economic and social development.

Figure 9 regroups the main items that have been characterized for their cluster strength and co-occurrences. Social Impact, Innovation and Sustainability are the most important keywords in this study, which is founded on intersections between these three domains in which they merge and combine to create a new area of research. The main area of this study is defined by Entrepreneurship Education, which connects these three aspects, namely, Innovation, Sustainability and Social Impact; there are some intersections between the Innovation and Social Impact areas, as defined by Social Entrepreneurship, which combine a managerial approach of traditional enterprise with the need to satisfy the social function [31,46,47,61,96]; the intersection between Innovation and Sustainability is located in Higher Education due to a proper use of knowledge [7,11,54,59,60,62,85]; Entrepreneurship Resilience is related to a combination between Social Impact and Sustainability, where the Organization is strategy oriented so as to consider the interdependence of environmental and social factors in relation to a business [5,7,10,17].

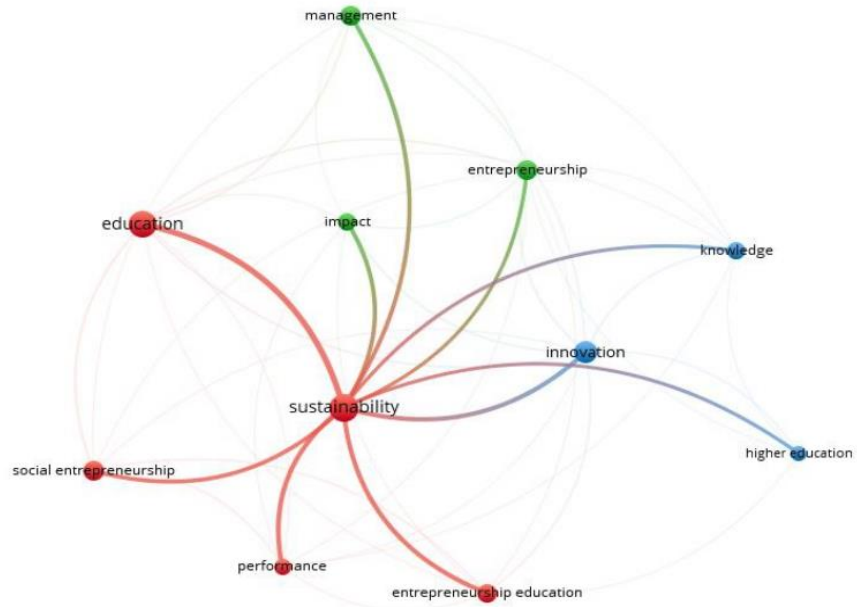


Figure 8. Representation of a cluster focused on sustainability.

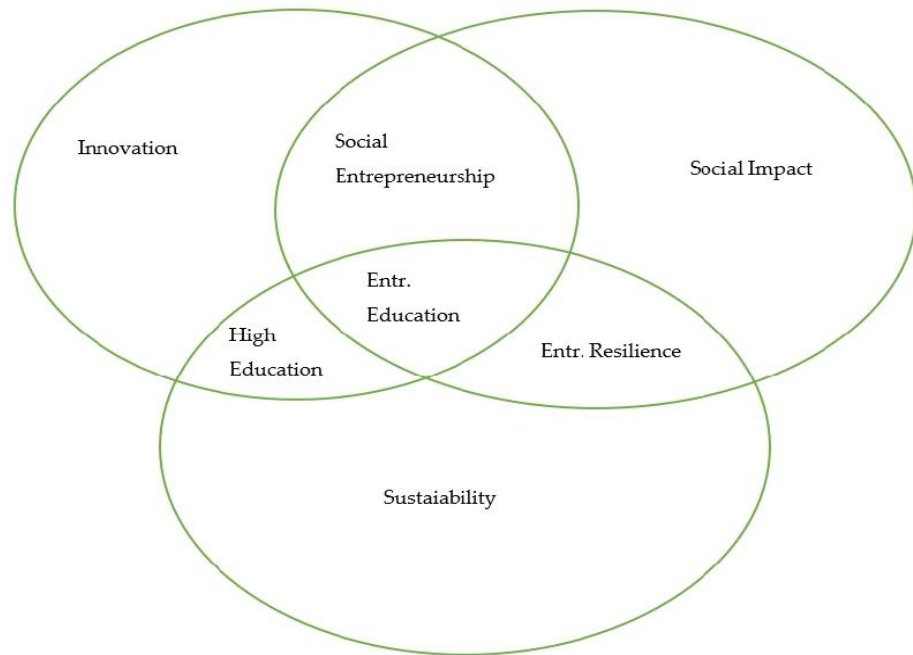


Figure 9. Representation of main keywords.

5. Discussion and Conclusions

A quick database search for entrepreneurial education “AND” resilience “OR” social impact “OR” sustainability produced many records, with a total of just under 1000 on SCOPUS. We chose to consider these keywords together because they are often considered

independently. For example, an enterprise that focuses on societal change alone may neglect the environmental aspects, as was observed during a Boolean search of entrepreneurial education “AND” resilience “OR” social change “AND NOT” sustainability and vice versa when social change OR resilience was excluded. This trend of neglecting certain aspects is often encouraged, especially for ideological reasons. This was verified in some districts that refused to shut down their industrial structures because they feared the loss of jobs [6,11,75,81,97]. Despite this, innovations in technology are now making possible an effective industrial conversion that saves jobs and worker identities and preserves a sense of community as well as the environment [26,60,98–101]. From this point of view, entrepreneurial resilience must be considered as the result of different components. Mutual interaction reinforces the organization, in contrast to the traditional entrepreneurial philosophy in which a firm must maximize earnings to avoid failure [4,5,15,19], act as an individual [21,22,102,103] and avoid cooperation [74,75,80,87,88,93,94,96].

Recently, COVID-19 has exposed the illusion of medical and institutional invulnerability in the most privileged countries as social disparity, individualism, mental problems, economic instability and social injustice have been exacerbated. Consequently, humankind has had to rediscover the values of honesty, generosity, courage and foresight. The rejection of neo-liberal management provides the possibility of understanding the interdependence between world and market events [104–112]; adopting this mode of entrepreneurship, we will live in a better place—one in which an organization gains trust from the community and the entrepreneurial ecosystem in which it operates and receives help in return [6,36].

In the future, Entrepreneurship Education will have to negotiate some fundamental strategic challenges, such as training new entrepreneurs to use innovative strategies based on the skilled use of technology [29,99]; promoting managerial competences [59,68,89] to consider social [25,27–31,33,40,113] and environmental aspects [3,52,113]; and using electronic communication to facilitate learning [99]. EE has to adapt to different economic areas, including developing countries such as China, which is a complex and populous country with a high level of economic activity, consumption and pollution [84,95,114], but also in countries currently managing their economic transition [113,115,116]. There is a need for entrepreneurs to use wisdom in management strategies despite their fear of failure [33,116] and the risk of losing profits. [4,5,25,30]. A sustainable entrepreneurial strategy can assist in sectors such as “slow food” or agriculture [94,95], but also in those that have slow growth, and can provide a level of stability that can help them to resist a crisis [4,5,18,26,33,74]. The stakeholder theory underlines how important an ethical approach is for management, not only for business interest, but also for an interdependent socio-economic network, especially during world crises such as pandemics [9,19,109]. With this work, we state the urgent need for a “wealthy” entrepreneurial ecosystem [6,110].

This study suffers from some limitations, such as the use of a cluster analysis using just the WOS database, and the lack of precise restriction criteria for record selection. Perhaps it is too early to define a precise research line due to the significant dispersion among authors’ contributions in this area, but we are fairly certain that it is a promising and growing topic for future research, especially after the end of the pandemic, as there will be a clear need to rebuild and re-organize interactions among people, organizations and communities, starting with the resilient organizations that survive the crisis.

It is tempting and easier to employ a reductive approach and focus on just one or two objectives when starting a business. This focus could just be to make money while neglecting civil rights and exploiting the environment, creating social distress and pollution as a result. Furthermore, it is important to underline, in this case, the relevance of the stakeholder theory, in which a responsible act performed by a restricted group of people encourages collective action to improve the world within and outside of an institutional framework [7,63,92]. We can also set a double objective, combining economic and social goals, economic and green goals, or social and green goals, while neglecting the third aspect. Even if the Gross Domestic Product (GDP) is sometimes considered to be an incomplete criterion to evaluate a country’s economic performance [15], the World

Bank (N.H., U.S.A.) shows that the annual growth of GDP for all countries in the world and—with the exception of China, a large country experiencing continuous growth—of most economic superpowers is decreasing, and we hypothesize that the current economic strategy, based primarily on an individualistic short-term planning strategy, should be reconsidered [103]. These approaches are often encouraged by ideology, but this can be a superficial approach that does not appreciate the entrepreneurial ecosystem complexity. In this case, the enterprise will fail, lose its resilience and collapse because it will not have a functional, long-term strategy. There is a need for entrepreneurial education to avoid the superficial, short-sighted approach. In this case, it is important to consider recent contributions from Nobel Prize researchers, which encourage the consideration of emotional triggers in economic behaviors [117,118], restructuring a dysfunctional belief about economic-rational infallibility.

In line with the Community Psychology Paradigm [43–45], Entrepreneurship Education could reinforce concern for Sustainability and Social Impacts with regard to the territory, developing a sense of empowerment among citizens and Entrepreneurial Organizations, which could foster a functional attitude with a spontaneous initiative and/or through Institutional Intervention provided by the Government, which could encourage people, services and communities to adopt social functions, as represented in Figure 10. It suggests that organizational change for entrepreneurs comes from the top, via direct Statal–Institutional intervention, combined with change at the bottom. This requires the modification of the personal attitudes of entrepreneurs so that they are not just led by Institutions, but so that they also have a genuine, intrinsic motivation for creating a business organization that has a social function. Entrepreneurs should also be well informed about the interdependence of these worlds and their events and actions. [7,25,28,31]

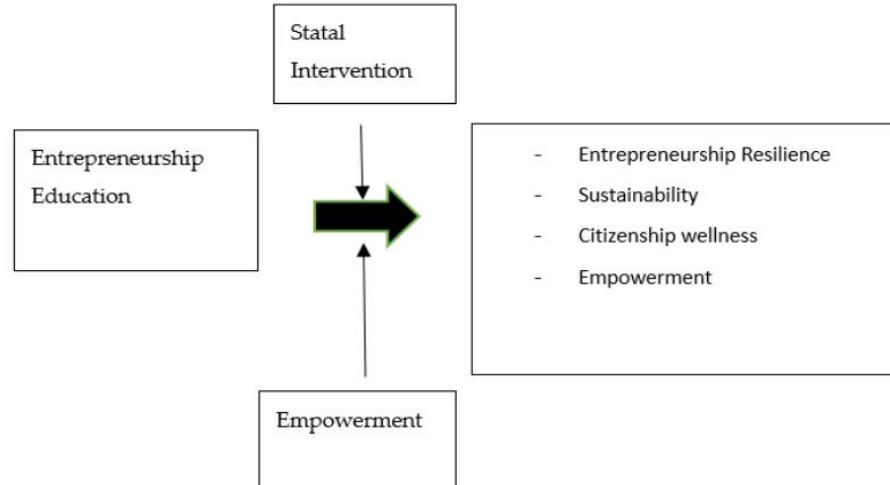


Figure 10. Representation of positive factors for Sustainability and Organizational Resilience.

The empowerment of a community could be considered in this case both as a result of and a positive contributor to providing resilience, wellness and sustainability within communities [21,50,55]. In the future, we hope to use similar instruments for cluster mapping, such as SciMAT, CitNetExplorer and Sci2Tool [119–121] and databases such as SSCI [122] or EBSCO, following the example of other papers [123], with a different approach regarding co-occurrence and co-citations.

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4.3 Publicación III: Environmental sensitivity to form a sustainable entrepreneurial intention

Resumen

En este artículo, los autores tienen como objetivo analizar la intención empresarial y centrarse en estrategias empresariales sostenibles, que consideran el uso responsable de los recursos evitando la fuerte explotación de materiales y trabajadores y utilizan un enfoque a largo plazo. Esta consideración es importante en la era actual, especialmente cuando se considera que los enfoques hipercompetitivos incorrectos implementados entre las organizaciones empresariales en los últimos años han causado muchos problemas en todo el mundo tanto a nivel ecológico como socioeconómico. En esta investigación, los autores administraron cuestionarios a 743 estudiantes universitarios. Estos cuestionarios midieron las consideraciones de las consecuencias futuras, las consideraciones de las consecuencias inmediatas, la conciencia ambiental, las normas personales para actuar de manera proambiental, las actitudes empresariales sostenibles, las normas subjetivas, el control conductual percibido y las intenciones empresariales sostenibles. Al combinar estas variables independientes, dependientes y moderadoras, surgió que las consideraciones de consecuencias futuras, las consideraciones de consecuencias inmediatas, la conciencia ambiental y las normas personales para actuar de manera proambiental tienen una influencia positiva en las actitudes empresariales sostenibles; los autores también consideran la influencia sobre las demás variables, y se determinó que las actitudes emprendedoras sustentables, las normas subjetivas y el control conductual percibido tienen una influencia positiva sobre las intenciones emprendedoras sustentables. Utilizando el modelo de ecuaciones estructurales de mínimos cuadrados parciales (PLS-SEM), se verificaron todas las hipótesis propuestas, con excepción de la influencia entre las actitudes emprendedoras y las intenciones emprendedoras sostenibles. Este trabajo, siguiendo el principio de la "tercera misión", propone trabajar sobre los futuros emprendedores, interceptando a estas personas que representarán en el futuro a quienes se dedican a construir y gestionar organizaciones emprendedoras. Será importante evitar un enfoque ideológico vacío y superficial, enfatizando cuán importante será adoptar una perspectiva prospectiva dedicada a la interdependencia de los diversos factores socioeconómicos que deberán poder gestionar.

En este caso, el reto que se propone a estos futuros trabajadores y emprendedores es interactuar con sus motivaciones e inclinaciones personales respecto al mundo de la sustentabilidad.





Se propone una operacionalización, a través de cuestionarios, de la sustentabilidad desagregándola en sus diversos componentes que incluyen aspectos como; una aproximación al futuro inmediato, percepción de los propios valores y autoeficacia y también citando cuánto los participantes perciben su entorno social como adecuadamente motivador o no.

Este trabajo está diseñado para poner la base para futuros e hipotéticos "eco emprendedores", quienes deberán interactuar con las diversas emergencias ambientales, internacionales y psicosociales. Mencionamos el concepto de futuro, ligado a estudiantes y jóvenes, no dentro de un anuncio retórico vacío, sino ligado al hecho de que el futuro puede ser, no puede ser visualizado sólo con un enfoque individual y racional, sino con una mirada moral y enfocada en aspectos de interdependencia, de lo contrario ausentes.

Palabras clave: sostenibilidad; resiliencia; cooperación; impacto social; empoderamiento

Article

Environmental Sensitivity to Form a Sustainable Entrepreneurial Intention

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Abstract: In this paper, the authors aim to analyze entrepreneurial intention and focus on sustainable entrepreneurial strategies, which consider the responsible use of resources while avoiding the strong exploitation of materials and workers, and which use a long-term approach. This consideration is important in the current era, especially when considering that the incorrect hypercompetitive approaches implemented among business organizations in recent years have caused many problems around the world both ecologically and socio-economically. In this research, the authors administered questionnaires to 743 university students. These questionnaires measured considerations of future consequences, considerations of immediate consequences, environmental awareness, personal norms for acting in a pro-environmental way, sustainable entrepreneurial attitudes, subjective norms, perceived behavioral control, and sustainable entrepreneurial intentions. When combining these independent, dependent, and moderating variables, it emerged that considerations of future consequences, considerations of immediate consequences, environmental awareness, and personal norms for acting in a pro-environmental way have a positive influence on sustainable entrepreneurial attitudes; the authors also considered the influence on the other variables, and it was determined that sustainable entrepreneurial attitudes, subjective norms, and perceived behavioral control have a positive influence on sustainable entrepreneurial intentions. Using partial least squares structural equation modeling (PLS-SEM), all of the proposed hypotheses were verified, with the exception of influence between entrepreneurial attitudes and sustainable entrepreneurial intentions.

Keywords: entrepreneurship; social psychology; education

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1. Introduction

Entrepreneurial intention is an important base on which to build new business activity with a proper mindset, creating a rich, dynamic, and innovative organization that is capable of creating richness using a constructive approach to society. It is composed of different positive characteristics held by future entrepreneurs, such as self-efficacy, feasibility, opportunity, positive attitude, and desirability [1,2].

The United Nations has adopted the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). The SDGs indicate and measure the progress towards SD and represent a shared expression of global stakeholder needs, balancing economic, social, and environmental development [3]. Moreover, it is critical that companies promote SD [4]. Theoretically, SD is supported by stakeholder theory [5,6], which emphasizes the relevance of a firm's relationships with its critical stakeholders and leads to better performance, as integrating business and societal considerations create stakeholder value.

This intention can be formed within the family environment during childhood and adolescence [7–9] and continues throughout one’s long life, during both school and university. Educational institutions are involved in forming people and in helping individuals find their appropriate professional and human setting in terms of their social skills and values during both early schooling [10–14] and in university, following the “Third Mission” [15]. Sustainability is an important approach that is focused on activities aimed at preserving environmental resources and preserving psychosocial cohesion among communities [3,16–21]. It is important to consider the contribution of entrepreneurship education (EE), a new discipline that prepares entrepreneurs by providing them with important guidelines to consider in their work [22–25]. A new business can be oriented towards pursuing earning goals, but it can be also oriented to have a social function [5,21,26], going beyond separation theory [27,28] and considering the social and environmental implications of business activities [29–31]. The results of research based on expert feedback indicate that the most critical drivers of sustainable entrepreneurship are behavioral and business factors [17], and that individual socio-cultural background, as well as the organizational and societal context, shapes entrepreneurial and ethical judgment [32]. Sustainability is becoming an important topic among most of the economies in the world’s industrialized countries, with some efforts to limit pollution being insufficient, adopted late, or lacking sufficient efficiency to cope with environmental problems [19,30,31,33]. This is also the case when considering the “toxic” approach of hypercompetitive businesses organizations that do not consider the long-term negative consequences of their business actions [34,35]. This becomes more obvious when considering that the Kyoto Protocol has been violated by different governments around the world [33,36]. The size of an organization or the activity sector in which a start-up is part of could influence the research outcomes regarding business sustainability, as shown by Fonseca and Domingues in the context of transitioning to an environmental management system [37]. Approaches that are conducive to the sustainable development of economic activity are often related to the personal or political values held by people who are reinforced by their views to pursue projects influenced by an ethical and responsible setting [38–41]. Some factors, such as culture or a proper attitude setting within specific entrepreneurial ecosystems, positively encourage the intention to develop a sustainable economic management system [20,21,42]. There is a strong need to prepare future entrepreneurs by creating a new generation of people with a mature mindset and who are oriented to consider complex ways to manage organizations, create richness, and be important pillars of socio-economic systems, but who also consider entrepreneurial activity as being situated in an inter-dependent system in which there are negative consequences for economic action that only serves the goal of earning [30]. The choice to commence entrepreneurial activity recalls the etymological meaning of “undertake”, which comes from the French verb “entreprendre” [43] and refers to a significant risk that an entrepreneur must accept to pursue an opportunity in an unpredictable world [2,44,45] while also considering that economic and organizational management are not controlled by a rational process and that entrepreneurial activity also involves a psychosocial function that encompasses attitudes, risk-aversion, and organizational culture [20,21,42,46–49]. In this case, universities are important institutions that grant students and future entrepreneurs the opportunity to develop a better understanding of management processes as well as the importance of the Third Mission. Universities are also dedicated to the development of important contributions to practical and economic activities [15,23,46,50–52], offering different definitions of sustainability. Authors can define sustainability according to an environmental point of view, and may consider it as an approach oriented towards the preservation of the world’s natural and physical resources, and controlling the human intervention involved in the exploitation of the world [3,6,16,53], or authors can use a broad definition that also encompasses the importance of social cohesion and equality, and that considers a balance between gender roles [54–56]. Preparing future entrepreneurs for this mission is a challenging task, and there are many factors to be considered that are related to both inner and external resources, such as motivation and perceptions of self-efficacy,

individual social capital and personal values, and the mindset that co-occurs during their personal and professional development [2,8,56–58]. It is also important to develop an inclusion process [7,47,48,59] and to empower their leadership to reach goals that are useful for the common good [20,60,61]. This work aims to determine how much the inner values and social capital of people influence whether their entrepreneurial intentions are focused on approaches related to environmental and socially sustainable development.

The personality of a future entrepreneur is influenced by their values and perceptions of self-efficacy and whether they behave in negative or positive ways [56,57,60]. These characteristics are formed during development over the course of one's life, where attitudes and behaviors are reinforced by experiences and the interpersonal network around a person, including their relationships with their teachers, friends, and family [7,9,62–64]. Family in particular is an important element among first experiences, as the family provides an individual with basic knowledge, values, and social skills, while also supporting them and providing advice for daily activities or to help make fundamental choices [7,9,64–66]. The social interactions that take place around individuals and their quality act as mediators and increase the possibility for the future entrepreneurs to form a sensitivity oriented towards sustainability [17,20,21,42,67–69]. In this case, sustainability does not only consider the environment, but also considers the use of approaches that do not neglect the psychosocial factors that influence the communities in which a business operates, the complexity and the inter-dependence of markets and the local socio-political situation [7,47,48,59,70–73], and the use of innovative approaches to limit invasive intervention within the territory, community, or international markets [20,36,61,70,74]. This paper aims to create a picture of a population of university students from different faculties, exploring their attitudes, their intentions, and their perceived support and self-efficacy regarding the creation of future projects in terms of sustainability. Using these subjects, an exploration will be conducted using different questionnaires about these cited dimensions.

2. Materials and Methods

Using a quantitative approach, this paper studies how much personal attitudes and perceived support influence the possibility of forming a sensitivity towards sustainable entrepreneurship [17,30,31,38,47,53,67]. To reach the number of participant which could be considered statistically significant, the authors invited as many subjects as possible to participate to this research, considering just the major age and an adequate linguistic ability to answer the questions in which the questionnaires were proposed, in this case in Spanish. We consider for the study the population of students within Spanish universities, which is 1,500,000 people, and, considering a confidence level of 95% and a confidence interval of 5%, we find a minimum group size of 384 participants for a statistically significant sample, which this research group exceeds. The research project considers variables, such as personal values, personal norms, and pro-environmental attitude, as independent variables; these variables predict the possibility of an entrepreneurial intention oriented towards a sustainable approach, which in this case is the dependent variable; this interaction is mediated by other factors, namely social norms, entrepreneurial attitude, and perceived self-efficacy. All of these variables are going to influence attitudes among the subjects that are conducive to a mindset oriented towards a socially and ecologically sustainable approach that aims to respect both the environmental and the social needs of communities. All of the questionnaires that are used will be tested using Cronbach's alpha scale, and social desirability will be controlled using a dedicated specific test.

To measure the cited variables, the authors used the following questionnaires:

- Social norms will be determined using the Entrepreneurial Intention Questionnaire [75]. For this research, a part of this questionnaire related to question 13, "If you were to create a firm, persons around you would approve that decision?", will be used to measure perceived social norms. The items to be rated on a 7-point Likert scale were close family, friends, and peers;

- Considerations of future consequences [76], as follows: The questionnaire for this variable measures a new construct called consideration of future consequences (CFC), which is hypothesized to be a stable individual difference that considers the extent to which people consider the distant vs. immediate consequences of potential behaviors, on a 7-point Likert scale. It is divided between 5 items for future consequences and 7 items for immediate future consequences;
- Personal attraction to sustainable entrepreneurship according to the Entrepreneurial Intention Questionnaire [75], as follows: These 5 items measured by a 7-point Likert Scale are derived from the EIQ and consider the interest of the subject in conducting sustainable entrepreneurial sustainable activity;
- Personal norms for acting in a pro-environmental way [77], as follows: These 3 items measured on a 7-point Likert scale are related to personal norms in pursuing activities that positively impact the environment;
- Perceived behavior capacity according to Entrepreneurial Intention Questionnaire [75], as follows: These 5 items were measured by a 7-point Likert Scale are from the EIQ and consider perceptions of self-efficacy related to leading a sustainable business;
- Environmental awareness [78], as follows: These 11 items are measured by a 7-point Likert scale and reveal how environmentally friendly the subject is.
- Environmental entrepreneurial intention according to the Entrepreneurial Intention Questionnaire [75], as follows: These 3 items measured by a 7-point Likert scale are from the EIQ and consider the intention to lead a sustainable business,

In this case, an approach oriented towards sustainability has to distinguish between different areas and differentiate “attitude” from “intention” The first considers deep considerations for acting pro-environmentally, with a positive approach that respects the interdependence of social and ecological factors, while intention is “simply” a conscious and explicit declaration of the participant to act according to positive principles of socio-ecological sustainability.

Considering the sustainable entrepreneurial intention as a dependent variable, the authors formed the following hypotheses:

H1a. *Consideration for future consequences(CFC-F) has a positive influence on sustainable entrepreneurial attitude (SEA);*

H1b. *Consideration for immediateconsequences (CFC-I) has a positive influence on sustainable entrepreneurial attitude (SEA);*

H2. *Environmental awareness(EnvAwar) has a positive influence on sustainable entrepreneurial attitude (SEA);*

H3. *Personal norms for acting in a pro-environmental way(PNAP-E) has a positive influence on sustainable entrepreneurial attitude (SEA);*

H4a. *Asustainable entrepreneurial attitude(SEA) has a positive influence on sustainable entrepreneurial intentions (SEI);*

H4b. *Subjective norms(SN) of the social environment has a positive influence on sustainable entrepreneurial intentions (SEI);*

H4c. *Perceived behavioral control(PBC) for becoming a sustainable entrepreneur has a positive influence on sustainable entrepreneurial intentions (SEI);*

H5. *Perceived behavioral control (PBC) mediates the relationship between sustainable entrepreneurial attitude (SEA) and sustainable entrepreneurial intention (SEI);*

H6. *A positive attitude towards sustainable entrepreneurship mediates the relationship between CFC-F (H6a), CFC-I (H6b), environmental awareness (H6c), personal norms for acting in a pro-environmental way (H6d), and the sustainable entrepreneurial intention (SEI).*

The consideration for future consequences is demonstrated as an important predictor for a future entrepreneur in consider the consequences of their actions [76,77,79,80]. Environmental awareness is important to form a consciousness about natural and social elements to preserve around the world [78,79,81,82], and also plays a role in forming personal social norms and a perceived sense of control to manage proper a business activity respecting a delicate equilibrium [80,83], while there are some papers which consider the mediating role between these constructs [79,81–86].

The authors used the conceptual model of Figure 1 and SPSS to carry out a descriptive analysis and partial least squares structural equation modeling (PLS-SEM) using Smart-PLS 3.0 [87,88] to verify the statistical validity of the model and to test the effect of the mediating variables.

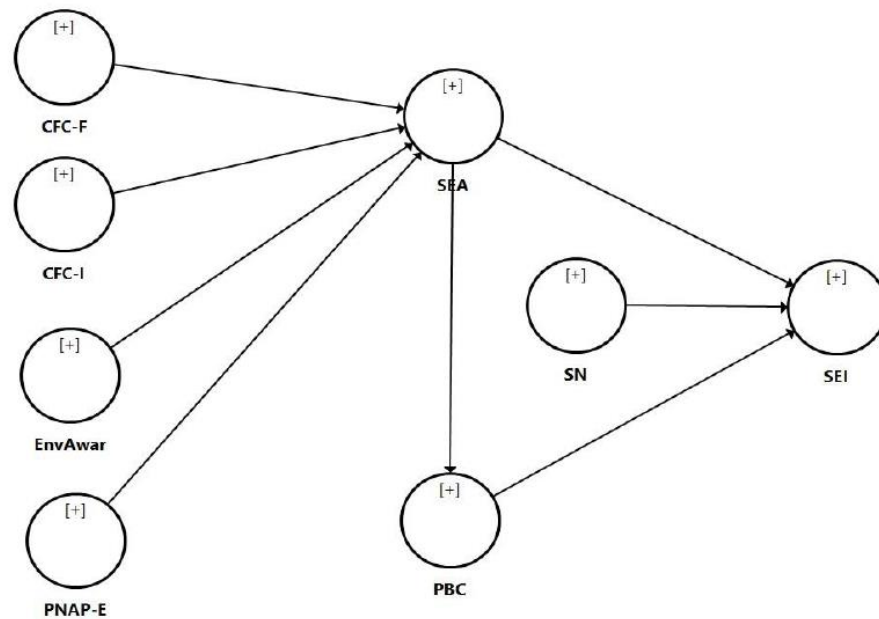


Figure 1. Conceptual model.

3. Results

The authors invited 743 people—342 men (46%) and 401 women (54%)—from different Spanish, Portuguese, Italian, and Latin American universities and from different university courses to participate in the research. The participants were recruited by random sampling, and a response rate of 94% was achieved; most of the participating universities were Spanish (88%). The minimum age of this group was 18, while the maximum age was 53, with a mean of 20, 50 and a standard deviation of 2329. These subjects filled questionnaires about their general information, their social and family networks, and their attitudes about behaviors and work. The authors considered university students from all faculties in this research, as many of the participants ignored the question or did not state their faculty precisely, resulting in their answers being considered “uncategorized”. We regrouped all of the faculties, unifying similar categories, such as chemistry and biology or nursing and life sciences, for better clarity when creating the following list:

- Economics;
- Arts;
- Biology or chemistry;
- Environmental sciences;
- Education;
- Information;
- Social sciences;

- Law;
- Philosophy and literature;
- Geography and history;
- Medicine;
- Informatics;
- Psychology;
- Nursing, pharmacology, and life sciences;
- Engineering.

In Figure 2, the authors describe the distribution of these faculties, with “Psychology” (29%), “Uncategorized” (11%), and “Biology and Chemistry” (8%) representing the highest proportions.

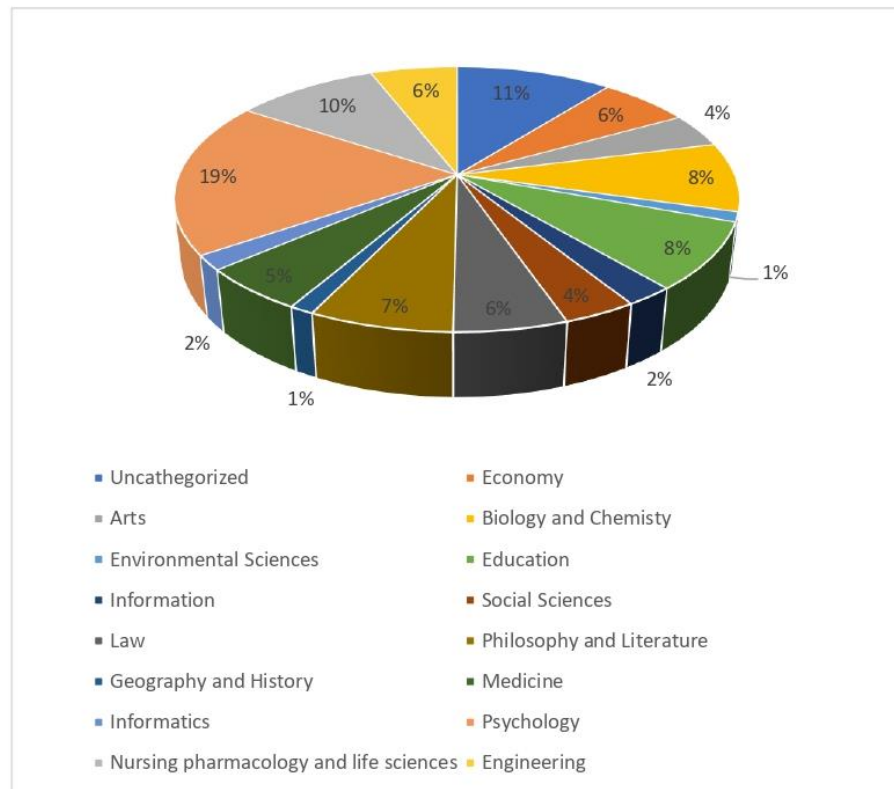


Figure 2. Distribution of faculties.

Differentiating the subjects by gender, the authors defined these groups for the mean and standard deviation, as seen in Table 1.

Table 1. Subjects’ scores.

	N	Mean	Standard Deviation
Social Norms	342 M	5.92567	1.06961
	401 F	6.12635	1.00338
	743 Tot	6.03858	1.3777
Future Consequences	342 M	5.193	0.8953
	401 F	5.141	0.9086
	743 Tot	5.165	0.9023

Table 1. *Cont.*

	N	Mean	Standard Deviation
Immediate Future Consequences	342 M	3.6027	1.0863
	401 F	3.4127	1.0318
	743 Tot	3.4991	1.0609
Personal Attraction to Sustainable Entrepreneurship	342 M	4.155	1.5694
	401 F	4.168	1.5187
	743 Tot	4.167	1.5413
Perceived norms for Acting in a Pro-environmental way	342 M	5.2261	1.3671
	401 F	5.61429	1.2038
	743 Tot	5.43562	1.2952
Perceived Behavior Capacity	342 M	3.350	1.4390
	401 F	3.014	1.3590
	743 Tot	3.169	1.4054
Environmental Awareness	342 M	4.4699	0.6683
	401 F	4.4989	0.6379
	743 Tot	4.4856	0.6518
Environmental Entrepreneurial Intention	342 M	2.6228	1.6344
	401 F	2.3923	1.6062
	743 Tot	2.4984	1.6223

Table 2 shows the internal validity of the used questionnaires. All of the scales have a robust or significant internal validity higher than 0.70.

Table 2. Cronbach's alpha scores for every scale and subscale used.

	N. of Items	Cronbach's Alpha
Social Norms	3	0.821
Future Consequences	5	0.743
Immediate Future Consequences	7	0.837
Personal attraction to Sustainable Entrepreneurship	5	0.900
Perceived Norms for Acting in a Pro-environmental way	3	0.739
Perceived Behavior Capacity	5	0.909
Environmental Awareness	11	0.852
Sustainable Entrepreneurial Intention	3	0.931

The Levene test shows that, for gender, there are only differences in environmental awareness, while all the other sub-tests have similar scores for both men and women.

In Table 3, the authors show the bivariate correlations between every subscale used. Social pressure is important, as we can relate it to a positive correlation between the social norms subscale (SN) and the other subscale, and between the social norms and environmental awareness subscales. Perceived behavior is strongly correlated with entrepreneurial intention attitude (0.637**), the most significant correlation, and with environmental awareness (0.406**). It seems that social pressure influences the management styles of entrepreneurs and aspiring entrepreneurs who are motivated to pursue economic activity because they consider it socially prestigious. According to these considerations, we are going to analyze the differences between the "intentions" and "attitudes" related to sustainable approaches in more depth, revealing if there are less superficial differences.

Table 3. Bivariate correlation between subscales. Here, SN = social norms; FC = future consequences; IFC = immediate future consequences; EIA = entrepreneurial intention attitude; PNE = personal norms on environment; PB = perceived behavior; EA = environmental awareness; SEI = sustainable entrepreneurial intention.

	SN	FC	IFC	EIA	PNE	PB	EA	SEI
SN	1	0.201 **	−0.059	0.251 **	0.334 **	0.131 **	0.235 **	0.050
FC	0.201 **	1	−0.148 **	0.178 **	0.220 **	0.154 **	0.305 **	0.106 **
IFC	−0.059	−0.148 **	1	0.128 **	−0.090 *	0.267 **	0.216 **	0.265 **
EIA	0.251 **	0.178 **	0.128 **	1	0.338 **	0.637 **	0.374 **	0.657 **
PNE	0.334 **	0.220 **	−0.090 *	0.338 **	1	0.158 **	0.451 **	0.140 **
PB	0.131 **	0.154 **	0.267 **	0.637 **	0.158 **	1	0.406 **	0.680 **
EA	0.235 **	0.305 **	0.216 **	0.374 **	0.451 **	0.406 **	1	0.396 **
SEI	0.050	0.106 **	0.265 **	0.657 **	0.140 **	0.680 **	0.396 **	1

** Significant correlation for 0.01 (two-tailed). * Significant correlation for 0.05 (two-tailed).

In this study, the validity of the model was determined with partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3.0 and following the procedures suggested by Hair et al. [89]. This choice was made because PLS-SEM provides more reliable estimates and it is a non-parametric statistical approach; therefore, it does not require that the data be normally distributed [90], a property that is not methodologically respected by Likert-type scales. However, it should be noted that, although it does not require that the data have a normal distribution, it is necessary to verify that the data are not excessively abnormal, as, in general, this type of data is problematic when evaluating parameters. It is important to specify that asymmetry and kurtosis values between -2 and $+2$ are considered acceptable [91].

4. Discussion

Before analyzing the structural model, the reliability and validity of the measurement model were checked. Based on this, one element of the consideration of future consequences scale (CFC-F 3) as well as four items of the environmental awareness scale (EnvAwar6-EnvAwar9) were discarded because the values were below the threshold of 0.708 [51] and because the original constructs did not satisfy the most conservative criterion of convergent validity: the extracted mean variance (AVE). According to Hair et al. [89], loadings between 0.40 and 0.70 can be removed if they lead to an improvement in the model. Furthermore, following Marín García and Alfalla Luque [91], provided that the R2 of the latent construct is close to or greater than 0.26, as it was in our case, the group of indicators can be considered valid for studying the model without perturbations.

Construct reliability was then tested using Cronbach's alpha, Dijkstra-Henseler's rho_A, and the composite reliability test, and its reliability was confirmed, as all of the values were above the 0.7 threshold (Table 2). Subsequently, the convergent validity of the constructs was also verified according to the average variance extracted (AVE), with values above 0.5 in all cases (Table 4).

Table 4. Reliability estimates and convergent validity of the measurement model.

Construct	Standardized Loading	Cronbach's Alpha	rho_A	CR	AVE
CFC-F	0.62–0.77	0.738	0.749	0.826	0.512
CFC-I	0.58–0.85	0.853	0.861	0.893	0.584
EnvAwar	0.52–0.82	0.846	0.844	0.883	0.523
PNAP-E	0.81–0.87	0.790	0.796	0.877	0.705
SEA	0.53–0.92	0.893	0.924	0.924	0.716
SN	0.79–0.91	0.818	0.909	0.887	0.723
PBC	0.81–0.88	0.909	0.909	0.932	0.733
SEI	0.89–0.95	0.921	0.928	0.950	0.864

All constructs are estimated in mode A.

Finally, the discriminant validity of the constructs was also confirmed using the Fornell–Lacker criterion and the heterotrait–monotrait ratio (HTMT). According to Fornell and Lacker [92], the square root of the AVE should be higher than the correlation with all of the other variables in the model. Table 5 reveals that the square roots of the AVE values are higher than the correlation values. Furthermore, the HTMT ratio is less than 0.85 [74], indicating that discriminative validity has been achieved for this study model.

Table 5. Discriminant validity of the measurement model.

Construct	CFC-F	CFC-I	EnvAwar	PNAP-E	SEA	SN	PBC	SEI
CFC-F	0.698	<i>0.254</i>	<i>0.319</i>	<i>0.283</i>	<i>0.212</i>	<i>0.234</i>	<i>0.175</i>	<i>0.126</i>
CFC-I	−0.201	0.764	<i>0.196</i>	<i>0.131</i>	<i>0.142</i>	<i>0.110</i>	<i>0.299</i>	<i>0.314</i>
EnvAwar	0.259	−0.146	0.723	<i>0.818</i>	<i>0.342</i>	<i>0.401</i>	<i>0.144</i>	<i>0.151</i>
PNAP-E	0.218	−0.102	0.675	0.839	<i>0.406</i>	<i>0.398</i>	<i>0.180</i>	<i>0.160</i>
SEA	0.168	0.129	0.294	0.140	0.846	<i>0.292</i>	<i>0.702</i>	<i>0.716</i>
SN	0.178	−0.092	0.330	0.319	0.236	0.850	<i>0.143</i>	<i>0.059</i>
PBC	0.144	0.263	0.134	0.153	0.641	0.120	0.856	<i>0.742</i>
SEI	0.104	0.273	0.136	0.140	0.666	0.051	0.682	0.930

Diagonal values in bold are the square root of the variance shared between the constructs and their measures (AVE). Italic values above the diagonal elements are HTMT_{0.85} values. Values below the diagonal elements are the correlations between constructs.

To evaluate the structural model, the authors first checked for collinearity problems among the constructs using the VIF values. All of the values are below 2, which is well below the maximum of 5 set in the literature [51]. The goodness of fit was verified using the standardized root mean square residual (SRMR) index for the saturated model, achieving an SRMR value of 0.062, which is below the maximum threshold of 0.10; the significance of the path coefficients was determined using the bootstrapping process (10,000 subsamples) and based on the confidence interval percentiles.

As observed in Table 6, the results show that CFC-F (H1a: $\beta = 0.122$, $p < 0.001$), CFC-I (H1b: $\beta = 0.197$, $p < 0.001$), EnvAwar (H1c: $\beta = 0.142$, $p = 0.001$), and PNAP-E (H1d: $\beta = 0.221$, $p < 0.001$) positively and significantly influence sustainable entrepreneurial attitude (SEA). Regarding the antecedents of sustainable entrepreneurial intention, the results reveal that both attitude and perceived behavioral control have a positive and significant effect on SEI (H4a: $\beta = 0.415$, $p < 0.001$; H4c: $\beta = 0.427$, $p < 0.001$, respectively). However, the effect of SN on sustainable entrepreneurial intention is negative (H4b: $\beta = -0.098$, $p = 0.002$).

Table 6. Statistic data.

Construct	Direct Effect Path	t-Value	PCI	f ²	Supported
SEA (R ² = 0.159)					
H1a: CFC-F	0.122 ***	3.445	[0.055, 0.175]	0.016	Yes
H1b: CFC-I	0.197 ***	6.083	[0.139, 0.240]	0.044	Yes
H2: EnvAwar	0.142 **	3.006	[0.060, 0.215]	0.013	Yes
H3: PNAP-E	0.221 ***	4.319	[0.141, 0.308]	0.031	Yes
SEI (R ² = 0.562)					
H4a: SEA	0.415 ***	11.542	[0.361, 0.479]	0.221	Yes
H4b: SN	−0.098 **	2.821	[−0.168, −0.063]	0.021	No
H4c: PBC	0.427 ***	11.991	[0.366, 0.482]	0.246	Yes
PBC (R ² = 0.411)					
SEA	0.641 ***	27.751	[0.601, 0.676]	0.698	

Here, PCI: percentile confidence interval. Paths from hypothesis assessed by applying a one-tailed test at 5% significance level [5%, 95%]. Bootstrapping based on $n = 10,000$ bootstrap samples. *** $p < 0.001$, ** $p < 0.01$.

As Table 4 shows, the R² values of all of the endogenous constructs are above the 0.10 threshold. Regarding the individual contributions of the constructs, perceived behavioral control (PBC) is the one that explains the SEI variance (0.411) the most. The effect

sizes of PBC ($f^2 = 0.246$) and SEA ($f^2 = 0.221$) on sustainable entrepreneurial intention are moderate ($0.15 \leq f^2 < 0.35$), while the rest are weak.

To calculate the mediation effects (H5 and H6), the bootstrap method was performed with 10,000 iterations, and the bias-corrected confidence interval was adjusted to 95%. If the 95% confidence interval does not include 0, then the mediation effect is considered statistically significant at the 0.05 level. Table 7 presents the relationship between SEA and sustainable entrepreneurial intentions fully mediated by PBC. This is indicated by a significant total effect, which is the sum of the direct and indirect effects (H5: $\beta = 0.689$; PCI [0.655, 0.755]). At the same time, the specific indirect effect also seems significant (H5: $\beta = 0.274$; PCI [0.229; 0.317]). For this reason, the H5 hypothesis was confirmed. For hypothesis H6, the authors confirmed that the relationship between CFC-F (H6a: $\beta = 0.051$; PCI [0.024; 0.073]), CFC-I (H6b: $\beta = 0.082$; PCI [0.058; 0.104]), EnvAwar (H6c: $\beta = 0.059$; PCI [0.027; 0.094]), PNAP-E (H6d: $\beta = 0.092$; PCI [0.060; 0.134]), and sustainable entrepreneurial intentions is mediated by the SEA paths. Again, the total effects are positive and significant. The authors can conclude that hypothesis 6 is confirmed.

Table 7. Summary of mediating effect tests.

Hypothesis	Total Effect Path		Indirect Effect Path		Supported
	Path	PCI	Path	PCI	
H5 (+): SEA → PBC → SEI	0.689	[0.655, 0.755]	0.274	[0.229, 0.317]	Yes
H6a (+): CFC-F → SEA → SEI	0.084	[0.039, 0.121]	0.051	[0.024, 0.073]	Yes
H6b (+): CFC-I → SEA → SEI	0.136	[0.096, 0.167]	0.082	[0.058, 0.104]	Yes
H6c (+): EnvAwar → SEA → SEI	0.098	[0.042, 0.150]	0.059	[0.027, 0.094]	Yes
H6d (+): PNAP-E → SEA → SEI	0.152	[0.097, 0.214]	0.092	[0.060, 0.134]	Yes

Paths from hypothesis assessed by applying a one-tailed test at 5% of significance level [5%, 95%]. Bootstrapping based on $n = 10,000$ bootstrap samples. Here, PCI: percentile confidence interval.

In summary, the hypotheses proposed in our theoretical model were empirically supported, with the exception of H4b. Figure 3 summarizes the standardized regression coefficients and the proportions of the explained variance (R^2) as a whole. In this case, the verified model explains more than 56% of the variance in sustainable entrepreneurial intentions. These results can be confirmed with previous studies on environmental awareness or sustainable entrepreneurial attitudes among students or members of SMEs by considering the explicit or implicit motivation to pursue activities aimed at sustainable goals [66,93,94].

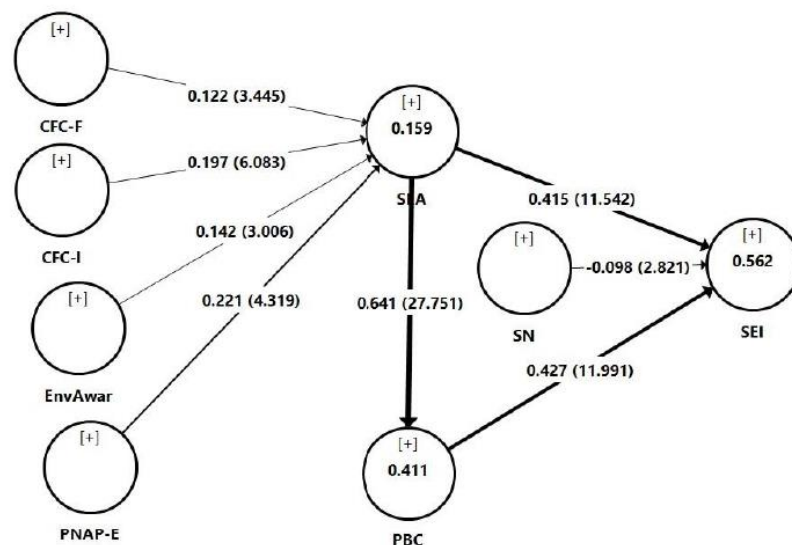


Figure 3. Final structural model.

5. Conclusions

The ongoing environmental emergency is an actual and significant problem, and sustainable economic programs have to adapt to different economic areas in industrialized countries [95–101], while also extending to developing countries, which are complex and populous countries with high levels of economic activity, consumption, and pollution [29,95–99]. Sustainable management also has to be extended to smaller countries that are currently managing their own economic transition [29,37,100,101]. Every country around the world has to be encouraged to be more compliant to pursue a responsible and sustainable economy [3,19,102–104]. In fact, the current international political and humanitarian emergency of the Ukraine War has moved Western countries to impart important economic restrictions on Russia, limiting gas imports from this country. This means a lot from the socio-political point of view, but it has forced many countries to modify their consumption policies, converting their energetic industrial production to be coal-based, and coal causes pollution problems. This means that the significant debate about the eligibility of specific strategies to obtain raw materials with the greenest impact needs to continue [105–109]. To manage this situation, there is a need to create new “ecopreneurs” by finding people with a strong motivation to form innovative business practices characterized by innovativeness as well as those who have proper sensitivity and a mindset oriented towards the long-term and who wish to build sustainable activities or create organizations that create new ways to produce resources using less pollutants, reconverting existing industrial structures to produce green and renewable resources [16], and establishing a green approach while also restoring neglected areas in disempowered regions with a poor industrial power [16,68,110].

New entrepreneurs have to use wisdom when creating management strategies despite the fear of failure and of losing profits [111,112].

Stakeholder theory is an important contribution that defines how important an ethical approach is for management. This aspect is considered in this work, which considers how interdependent the socio-economic network is, especially during world crises such as pandemics and wars [3,5,6,27,73,113–119]. When following theories that encourage responsible resource management, sustainable economic development acts in direct contrast to hyper-competitive approaches that do not consider their long-term impact on the environment or on world communities [5,32,120–125]. For this paper, all of the hypotheses were non-rejected, with the exception of 4b, which was about sustainable entrepreneurial intentions. The authors consider this result as indicating that entrepreneurial intention is not as deep or genuine as sustainable entrepreneurial attitude, and that it is formal, superficial, and not fundamental. Individual values have to be reinforced by social relationships with people who wish to pursue this complex goal, and in this case there is an important contribution from social support by family, friends, and colleagues, also reinforcing the perceived control in managing these activities [126]. Entrepreneurs of this kind have to be encouraged and supported by institutions and, beyond their personal resilience, should receive positive reinforcement from their family, friends, and colleagues. This work is important because of its capability to set a future projection of a population of students who describe themselves as future ecopreneurs and considers their intentions, attitudes, and perceived self-control regarding managerial activities as well as how supported they feel by significant people in their lives. Support makes an important psychosocial contribution, as personal attitudes and skills are influenced by interpersonal and cultural contexts, informing people to act with more responsibility. Future ecopreneurs have to be properly reinforced, but not only by institutions, which are often inefficient due to bureaucracy with an ambiguous attitude between a reasoning based on social function and profit. Sustainability does not only regard ecology and environmental awareness as normally considered, but it also means a sensitivity about social interdependence and cohesion among communities. Future ecopreneurs are going to form an individual mind-set based on typical characteristics of all entrepreneurs as innovativeness, pro-activeness, risk-propension, and critical thinking, feeling free to decide

their actions, but also considering the world which surrounds them, respecting others, and pursuing a common good [127], without a non-critical and ideological approach [128,129].

This empirical work is important, as are previously published papers on this topic [110,116,130–132], as it cites an important contribution about psychological influence on economic choice [133–143]. Future work will be based on a large sample to reinforce the study's statistical power, and will use different kinds of questionnaires and constructs to control disturbing variables, such as social desirability [144]. It will be also necessary to consider facets regarding intention and attitude for their different influence on entrepreneurial intention, as noted in this paper and as cited in previous works [145–147].

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Capítulo 5

Discusión y Conclusiones

Dentro de este trabajo hemos señalado, como tema central y recurrente, el aspecto psicosocial que involucra también aspectos organizacionales y económicos. La mente humana tiene un funcionamiento siempre influido por aspectos emocionales (Damasio, 1994) y también en las actividades humanas, incluso aquellas en las que se esperaría un desapego que garantice la máxima frialdad y lucidez. El mito de la Racionalidad sigue siendo atractivo para muchos, haciéndonos más confiados y con la sensación de vivir en un mundo más controlable si nos volvemos impermeables a las emociones. En realidad, las emociones no solo son imposibles de reprimir, sino que nos permiten tener beneficios que una mente puramente racional no obtendría. En los trabajos publicados que componen el compendio emergen elementos donde las emociones son fundamentales. La teoría de la separación separó el propósito lucrativo de una organización de su función social, visualizando un mundo donde las empresas solo pueden sobresalir si se enfocan en las ganancias, sin perder tiempo y recursos en tratar de hacer una contribución a la comunidad en la que están insertas. Esto ha sido refutado por varios autores y por el modelo de Stakeholders, individuos competentes, que siguen el objetivo de mejorar las sociedades en las que viven (Archel et al., 2011; Foss & Klein, 2018), dentro de un modelo que combina la eficiencia de un modelo de negocio orientado a la optimización de recursos con una organización fundada en tener en cuenta la protección del bien común de una comunidad (Aimone & Pan, 2020). De esta forma, un uso más razonado de las emociones también permite evitar un enfoque ideológico, donde históricamente ha habido a menudo una polarización entre el liberalismo salvaje, en detrimento de los derechos de los trabajadores, el debilitamiento de la cohesión social y los recursos ambientales y los modelos de economías centralizadas que demonizan la libre empresa y conducen al estancamiento económico (Mesaric, 2010). Los valores psicosociales en este caso no son factores perturbadores, a ser considerados solo en el ámbito clínico como aspectos a tratar y prevenir, se convierten en recursos a ser tomados en consideración, así como factores de humanización de las organizaciones. Las emociones no solo son elementos fundamentales para reforzar y promover comportamientos éticos prosociales, también son el motor para establecer relaciones entre los diferentes operadores económicos y organizaciones, fortaleciendo las buenas prácticas de cooperación y sinergia dentro del territorio y el mercado, trayendo también beneficios en el ámbito ambiental, donde no se drena el territorio con miras a la eficiencia a toda costa (Markman et al., 2016; Vaisman & Podshivalova, 2018).

Los países industrializados han estado marcados durante mucho tiempo por importantes problemas socioeconómicos, que conducen a niveles significativos de malestar y sufrimiento en la esfera psicosocial, no solo grandes sectores de la población tienen dificultades económicas, sino que a menudo hay fuertes signos de división, entre ricos y pobres, entre empresarios y empleados, entre funcionarios y trabajadores autónomos, entre migrantes y ciudadanos del país de acogida (Kiwani, 2011; Odugmesan & Scwhiertz, 2018; Stephenson & Rajendram, 2018; Katrissianakis et al., 2021). Este conflicto oculto y a veces abierto lleva a las comunidades a desorganizarse, a reaccionar de manera desorganizada frente a las crisis, a desencadenar nuevas crisis o a crear condiciones de vulnerabilidad que ante dificultades locales o internacionales conducen a un desequilibrio de los ecosistemas emprendedores. o sistemas económicos y sociales completos, como sucedió durante las crisis financieras más recientes o la pandemia del COVID, elementos que han provocado el colapso de varios países. No basta una intervención que empiece desde arriba, basada en orientaciones políticas e ideológicas, se necesita una respuesta que también venga desde abajo, desde los ciudadanos individuales, desde las comunidades, desde las grandes y pequeñas empresas que también se ocupan de reconstruir o reparar el tejido social que

me viciado frente a estos problemas, tomando en consideración también elementos que no son estrictamente materiales, sino también psicológicos. Es una frase que tiene un sabor vagamente pauperista, pero el dinero no lo es todo, así como la pandemia ha demostrado que la salud no lo es todo, hay aspectos no materiales que muchas veces tienen una fuerza e importancia para los seres humanos que son equivalentes a ellos, el ser humano tiene necesidades de libertad, de dignidad, de ver satisfecha su necesidad de justicia, de verdad, de belleza, de sentido cívico, de cercanía intelectual y afectiva, cosas que generalmente quedan en segundo plano ante las grandes emergencias, en las que el el foco está en potenciar sólo el factor material, descuidando el emocional e interpersonal.

Durante la crisis, los gobernantes generalmente buscan garantizar una vida a los ciudadanos limitada a los términos mínimos, tratan de no morir de enfermedad y de no morir en la pobreza, buscan sobrevivir, no vivir, en una perspectiva que muchas veces termina siendo una lucha por la supervivencia, a medio camino entre el pensamiento de Hobbes y Darwin, donde los individuos a menudo se ven empujados a una guerra de todos contra todos y dejan todo lo demás de lado. Este modo de individualismo tóxico está muy extendido en todos los niveles, más evidente en la esfera económica y empresarial, donde el libre mercado a menudo impone una lucha despiadada donde la empresa gana con precios y políticas de producción más agresivos (Dell'anno et al., 2018; Mahto et al., 2018; Rindova et al., 2010), aunque están surgiendo contribuciones que intentan despuntar esta modalidad, que a la larga resulta contraproducente (Henderson & Graebner, 2020; Murthy, 2014; Vaisman & Podshivalova, 2018). La cooperación es un aspecto fundamental para fortalecer las redes empresariales, donde las diferentes empresas suspenden sus rivalidades para colaborar entre sí, para garantizar una mejor calidad de lo que ofrecen, para construir mejores condiciones para sus trabajadores, para integrarse mejor en los territorios en los que operan y limitar la explotación y transformación radical de los espacios naturales en los que operan. Esto no es posible si el único fin de la organización es lograr la máxima ganancia con el mínimo gasto, es importante considerar aspectos que en ese momento parecen inútiles, como el respeto por la naturaleza y el deseo de no querer alterar en exceso el equilibrio psicosocial que se altera con las actividades económicas, recordando el principio de interdependencia, es decir, que la acción de una organización no se desvincula de la comunidad en la que opera, trayendo consecuencias positivas o negativas que luego la afectan (Amberg, 2019; Azhar & Qureshi, 2022; Guzmán, 2013; Rodríguez & La Rocca et al. 2019). El enfoque encaminado a la sostenibilidad no atañe únicamente al respeto por el medio ambiente, sino también a una sensibilidad encaminada a garantizar un conjunto de objetivos que tengan una respuesta positiva tanto a nivel ecológico, como también a nivel social, económico y psicológico, tal y como indica la Agenda con las Naciones Unidas Objetivos de las naciones para 2030 (Fonseca et al. 2020). Tal objetivo es complejo, muchas veces quienes intentan alcanzarlo establecen un plan que garantice una economía "verde", pero en detrimento de los derechos de los trabajadores o de la cohesión social, o sacrifican el respeto por el medio ambiente para cubrir los otros 2 goles. En realidad, es posible alcanzarlos, manteniendo un compromiso constante y procurando que los distintos agentes económicos colaboren fructíferamente entre sí para lograrlo, donde quienes logran cubrir uno o dos de estos objetivos pueden confiar en el otro, para satisfacer al tercero, operando en sinergia y sin que los objetivos de uno se vean frustrados por el otro (Chua et al. 2016; Yeonjong & Park, 2017; Crick, 2019; Maksimov & Liuo, 2021). Además, es bastante claro cuánto el mundo necesita una forma menos frenética e irrespetuosa de administrar los recursos económicos, naturales y humanos, cuyo uso sin escrúpulos ha sido a menudo la causa de crisis económicas, ambientales y

angustia psicológica, social y cultural. Dentro de un esfuerzo concertado para restaurar o al menos preparar a las futuras generaciones de ciudadanos y emprendedores, se vuelve estratégica la importancia de la Universidad, que en línea con la “Tercera misión” (Fronidzi et al. 2019), debe prepararse para partir del cauce universitario personas que sepan manejar no solo los aspectos teóricos, sino que se vuelvan competentes para aplicarlos también a nivel laboral y empresarial. Por ello, es importante investigar sobre estudiantes universitarios, incluso fuera de las titulaciones específicamente establecidas para proyectar la carrera futura de la mayoría de los estudiantes hacia la libre empresa, ya que esta elección es básicamente libre y no depende estrictamente de la formación universitaria, yendo a conciernen no sólo a las carreras de grado en Economía y Administración, sino también a las de Psicología, Ciencias de la Educación, Servicios Sociales, Ciencias de la Enfermería, Ingenierías, Humanidades, Idiomas etc...

La investigación planteada en el tercer trabajo empírico se refiere precisamente a la intención de emprender, específicamente orientado hacia el Negocio Sostenible y las actitudes relacionadas hacia el futuro y la sensibilidad ambiental. Se evidencia cuán fundamental es nuevamente el aspecto emocional, en términos de apoyo social percibido por amigos, colegas y familiares. El aspecto emocional vuelve a emerger como un factor sobre el que se asientan los mecanismos precisos que guiarán la actividad futura, por lo que estos son los aspectos cuya importancia debe ser enfatizada constantemente. Todo esto deja en claro hasta qué punto una buena cultura psicológica es capaz de adelantarse a su tiempo. Por supuesto estos aspectos intangibles no son inmediatamente evidentes y su utilidad se escapa si uno no se es capaz de pensar en perspectiva, aspecto que en contextos más superficiales y llevados por la crisis inminente suelen escapar, en el mismo modo con que las necesidades básicas se anteponen a las breves. aspectos del término término vistos como menos prioritarios, pero que a la larga son determinantes en la calidad de vida, esto aplica no solo a la Psicología, sino también a las Artes, la Cultura, y a la capacidad de formar un pensamiento crítico (Vernia Carrasco et al. 2018; Mahon & Hyyrilainen, 2019; Woodside et al. 2020).

El propósito de este compendio de artículos ha sido enfatizar - de una manera que sigue siendo no oída, a pesar de las importantes contribuciones ofrecidas por la reciente generación de psicólogos, filósofos, sociólogos, neurólogos y economistas han puesto la base para este trabajo de investigación cuyo propósito ha sido a enfatizar, a través de un compendio de artículos, y en una manera que sigue siendo no oída, que el mundo no puede leerse y gestionarse solo centrándose en los componentes materiales de la existencia humana a nivel micro y macro social (Damasio, 1994; Kanheman, 2003; Kanheman & Tversky, 1981; Kandel & Squire, 2000). Una perspectiva en la que se consideran también las emociones no sólo ofrece una visión de la existencia del alma humana menos brutal y salvaje, sino también nos lleva a recordar los que son los aspectos morales y éticos, haciendo el llamado no solo a un mundo, banalmente más altruista y generoso (Spinrad & Eisenberg, 2019), sino también funcional, porque nos hace recordar aspectos relacionados con la cooperación, a un enfoque más responsable y con una visión proyectada hacia el futuro respecto a la vida, la salud y la economía (Miret et al. 2017; Vemprale et al. 2021). Una perspectiva que pudiera parecer, en el corto plazo, como ingenua y en ocasiones masoquista, pero que a lo largo termina fortaleciendo a los individuos y a la sociedad.

Yendo más allá de un enfoque ideológico, que, como la historia non ha enseñado lleva al fracaso si las personas e instituciones se dejan dirigir únicamente por un razonamiento ciego.

El hombre es un animal social y las emociones unen a los seres humanos, hacen que estos se

soportan humana y materialmente, permiten la cooperación entre ellos dejándolos alcanzar resultados que, haciendo las cosas de individualista con una ideología que apunta al hombre exitoso cueste lo que cueste y en donde se juega al “lobo solitario”, no se podría alcanzar.

La cooperación pertenece a los humanos y mamíferos superiores y conduce a grandes resultados en donde la fuerza y la crueldad, mitificados en muchas filosofías de vida y “guru”, de los hombres de éxito llevarían al fracaso. La cooperación fortalece a las personas desde los pequeños hasta los grandes grupos, creando comunidades y organizaciones cohesionadas y “resilientes”, término que se ha convertido casi desagradable al escucharlo, que indica hacia la capacidad de resistir a las grandes crisis a nivel local, nacional e internacional, que afectan la vida psicológica, social y económica.

Bastan las emociones, yendo más allá de los grandes sistemas de creencias de base religiosa e ideológica. Por supuesto, muchos tienen religiones e ideologías, a veces incluso radicales y hasta extremas, pero deben ser objeto de insight, para que la evaluación de la persona o grupo de personas no sea guiada, sin saberlo, por heurísticas que conducen a despachar los propios pensamientos como “verdad objetiva”.

Una vacía militancia hacia una ideología o a una religión nos lleva a un mundo de absolutos y extremos. Nos hace incapaces de ver facetas fundamentales, de operar y pensar siguiendo el libre albedrío, sino más bien seguimos el pensamiento de otro, sin ver sus contradicciones ni su violencia íntima, psicológica, intelectual o material. Las emociones nos ayudan en esto.

El enfoque “sostenible” es un ejemplo de ello, muchas veces este concepto está ligado a eslóganes o batallas ideológico-políticas que, sin embargo, nos llevan a pensar o actuar siguiendo una especie de piloto automático, a veces una tendencia del momento o una batalla propagandística sin un objetivo real interés en ese alcance; o banalizando la esencia del enfoque sostenible, apuntando quizás solo al aspecto ecológico, pero dejando de lado el social, colocando a veces el enfoque “verde” en una posición subordinada a los programas industriales y ultraliberales que necesitan una fachada más fotogénica, pero poco sustancial en comparación con las luchas por los derechos sociales y civiles, tal vez más centrados en campañas económicas centradas en el reciclaje o un par de días de “cero emisiones”.

Las emociones son en realidad las guardianas de nuestras metas (Tcherkassof & Frijda, 2014; Frijda, 2016; Tilly et al. 2021), un ser auténtico necesita de emociones para no estar vacío, sin necesidades, sin motivaciones, sin afectos, sin principios. Un ser en este verdaderamente sensible y no trivial, no fijado, no superficial, sin necesidad de religión o ideología para ser justo, generoso y valiente.

La pandemia ha sido un acontecimiento dramático que, sin embargo, develó diversas disfunciones del sistema y de las organizaciones desde abajo hacia arriba, también generó varios puntos de análisis y reflexión que podría convertirse en una oportunidad para subrayar, una vez más, cuánto el aspecto “blando” de estos sistemas, que incluye el análisis psicosocial de organizaciones y comunidades, debe adquirir una dignidad igual a los perfiles duros”, centrados en los componentes más materiales y físicos, dentro de una interdependencia que pueda leer la complejidad y riqueza, en términos de áreas de fortaleza y áreas críticas (Caputo & Tomai, 2020).

Para concluir, este trabajo tiene algunas limitaciones y vulnerabilidades. No ha sido analizado un amplio espectro de contextos organizacionales en donde podamos detectar la influencia de estos factores, futuras investigaciones podrían analizar muestras de otras áreas de diferente respecto a la propuesta en ese trabajo de investigación.

Es importante subrayar que estos estudios han sido desarrollados en el periodo marcado por la pandemia de COVID lo que por un lado, dio lugar a contribuciones específicas e interesantes pero, por otro lado, una situación excepcional como esta se ha caracterizado por varias variables extrañas que hacen que estos estudios no pueden ser comparados con otras contribuciones, además hemos observado como los protocolos de salud a nivel mundial se diferencian extremadamente de un estado a otro y que han puesto de manifiesto una excesiva diversidad entre los diferentes países.

No fue posible incluir, en este compendio, los estudios que investigan el análisis de datos sobre el equilibrio trabajo-familia desde una perspectiva empírica, hecho que hubiera tenido una buena colocación respecto a un área que trata de organizaciones y de los aspectos socioemocionales; futuras investigaciones pudieran enfocarse en el capital humano y su influencia en las empresas a conducción familiar, demostrando como los aspectos emocionales, afectivos y sociales pueden fortalecer, pero también se pueden convertir en aspectos críticos dentro de este tipo de empresas, que en algunas economías representan una gran parte del poder socioeconómico.

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7

Apèndice

7.1 Social norms from Entrepreneurial Intention Questionnaire (Liñan, 2005)

Si fueras a crear una empresa, ¿las personas de tu entorno aprobarían esa decisión?

Tu familia cercana	1	2	3	4	5	6	7
Tus amigos	1	2	3	4	5	6	7
Tus compañeros	1	2	3	4	5	6	7

7.2 Consideration for future consequences (Strathman et al. 2004)

Considero cómo podrían ser las cosas en el futuro y trato de influir en esas cosas con mi comportamiento diario	1	2	3	4	5	6	7
A menudo, adopto un comportamiento particular para lograr resultados que tal vez no se obtengan en muchos años	1	2	3	4	5	6	7
Estoy dispuesto a sacrificar mi felicidad o bienestar inmediatos para lograr ciertos resultados futuros	1	2	3	4	5	6	7
Creo que es importante tomar en serio las advertencias sobre los resultados negativos, incluso si estos resultados negativos no ocurriesen durante muchos años	1	2	3	4	5	6	7
Creo que es más importante realizar una conducta con consecuencias distantes importantes, que una conducta con consecuencias inmediatas menos importantes	1	2	3	4	5	6	7

7.3 Consideration for immediate future consequences (Strathman et al., 2004)

Solo actúo para satisfacer intereses inmediatos, pensando que el futuro se hará cargo de sí mismo	1	2	3	4	5	6	7
Mi comportamiento solo está influenciando por los resultados inmediatos (solo por ejemplo, en cuestión de días o semanas) de mis acciones	1	2	3	4	5	6	7
Mi conveniencia es un factor importante en las decisiones que tomo o en las acciones que realizo	1	2	3	4	5	6	7
Generalmente ignoro las advertencias sobre posibles problemas futuros porque creo que los problemas se resolverán antes de que alcancen el nivel de crisis	1	2	3	4	5	6	7
Creo que sacrificarse ahora suele ser innecesario, ya que los resultados futuros se pueden abordar en un momento posterior	1	2	3	4	5	6	7
Solo actúo para satisfacer intereses inmediatos, pensando que yo me ocuparé de los problemas futuros que puedan ocurrir más adelante	1	2	3	4	5	6	7
Es más importante para mí el trabajo diario, que tiene resultados específicos, que el comportamiento que tiene resultados distantes	1	2	3	4	5	6	7

7.4 Personal attraction for Sustainable Entrepreneurship from Entrepreneurial Intention Questionnaire (Liñan, 2005)

Para mi ser un emprendedor sostenible implica más ventajas que desventajas	1	2	3	4	5	6	7
Una carrera como emprendedor sostenible es atractiva para mi	1	2	3	4	5	6	7
Si tuviese la oportunidad y los recursos, me gustaría montar una empresa sostenible	1	2	3	4	5	6	7
Ser un emprendedor sostenible podría ser de gran satisfacción para mi	1	2	3	4	5	6	7

7.5 Perceived norms to act pro-environmentally (Steg et al. 2011)

Me siento moralmente obligado a actuar de manera respetuosa con el medio ambiente	1	2	3	4	5	6	7
Me sentiría culpable si no actuara de manera respetuosa con el medio ambiente	1	2	3	4	5	6	7
Sería una persona mejor si actuara de manera respetuosa con el medio ambiente	1	2	3	4	5	6	7

7.6 Perceived Behaviour Capacity from Entrepreneurial Questionnaire (Liñan, 2005)

Montar una empresa sostenible podría ser fácil para mi	1	2	3	4	5	6	7
Si quisiera fácilmente podría seguir una carrera como emprendedor sostenible	1	2	3	4	5	6	7
Yo puedo controlar los procesos de creación de una nueva empresa sostenible	1	2	3	4	5	6	7
Si yo intentase montar una empresa sostenible, yo podría tener una alta probabilidad de tener éxito	1	2	3	4	5	6	7
Yo conozco los detalles prácticos necesarios para montar una empresa sostenible	1	2	3	4	5	6	7

7.7 Environmental Awareness (Gatersleben et al. 2002)

La contaminación ambiental afecta la mi salud	1	2	3	4	5	6	7
Los problemas ambientales tienen consecuencias para i vida	1	2	3	4	5	6	7
Me preocupo por los problemas ambientales	1	2	3	4	5	6	7
Puedo ver con mis propios ojos que el medio ambiente se está deteriorando	1	2	3	4	5	6	7
Los problemas ambientales serán un riesgo para el futuro de mis hijos	1	2	3	4	5	6	7
Se hable excesivamente de los problemas ambientales	1	2	3	4	5	6	7
Se presta demasiada atención a los problemas ambientales	1	2	3	4	5	6	7
La atención que se esta dando al efecto invernadero es exagerada	1	2	3	4	5	6	7
Salvar especies amenazadas es un lujo innecesario	1	2	3	4	5	6	7
. Un mejor ambiente comienza en un un mismo	1	2	3	4	5	6	7
. Las personas que no tienen en cuenta el medio ambiente intentan a escapar a su responsabilidad	1	2	3	4	5	6	7

7.8: Environmental Entrepreneurial Intention Questionnaire (Liñan, 2005)

Tengo la intención de iniciar una empresa que resuelva problemas de sostenibilidad en los próximos cinco años	1	2	3	4	5	6	7
Estoy decidido a crear una empresa sostenible en el futuro	1	2	3	4	5	6	7
Mi objetivo profesional es llegar a ser un emprendedor sostenible	1	2	3	4	5	6	7