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Tertiarization & sustainability new challenges for management in the digital era

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Tertiarization & sustainability. New challenges for management in the digital era

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To the reader,

this volume contains the short papers of the Sinergie-SIMA 2025 Management Conference, hosted by the University of Genova on June 12th and 13th 2025.

Tertiarization is one of the most salient profiles of the structural change and economic development that have characterized the recent decades (Jorgenson & Timmer, 2011). The growth of the service industry affects multiple sectors, e.g. wholesaling/retailing, tourism/hospitality, transport and logistics, health services, public administration, education, communication, banking and financial services, and B2B services (Baines *et al.*, 2017; Barrett *et al.*, 2015).

This growing relevance of services in the economy and the society has stimulated a broader interdisciplinary debate, e.g., the impact of tertiarization on the performance of the entire economic system, the innovation and digitalization of services, and the applicability of service management issues for the transformation of product-based business models.

Based on these premises, the 2025 Sinergie-SIMA Conference aims to explore the role of services as part of the evolution of society in terms of relevance, growth, competitiveness, innovation, but also sustainability and well-being. The lens of analysis used to explore this phenomenon will be digitalization, as it is shaping service innovation in more traditional sectors (e.g., social and sanitary services, tourism, retailing, etc.) and it is boosting knowledge-intensive business services (KIBS). Thus, digitalization is a key driver of the business model transformation, facilitating the transition of manufacturing firms towards digital servitization, enabling a new automation frontier (Frank *et al.*, 2019; Kastalli & Van Looy, 2013; Liu *et al.*, 2024), and paving the way for new opportunities for value creation within the global economy (Ostrom *et al.*, 2015).

The application of digital technologies to services (e.g., Artificial Intelligence, Big Data Analytics, Internet of Things, Machine Learning, Additive Manufacturing, Virtual Reality, Augmented Reality, Metaverse) also facilitates the pursuit of relevant environmental and social issues, for example contributing significantly to the achievement of greater systemic efficiency that help attain the Sustainable Development Goals (SDGs) and circular economy (Xing & Liu, 2023). Leveraging advanced technologies enables the extraction of valuable insights from vast amounts of information, facilitating informed decision-making, personalized service offerings, optimizing service delivery processes, and enhanced customer experiences (Chauhan *et al.*, 2022). Big data plays a strategic role in developing novel solutions that address evolving societal challenges, while driving sustainable growth and innovativeness in the digital era (Cappa *et al.*, 2022; Ciampi *et al.*, 2021; Mikalef *et al.*, 2019). Therefore, the real challenge today is to harness the application of digitalization to enhance the service-oriented approach and empower companies' economic, social, and environmental performances, generating and consolidating greater trust and loyalty among their employees, customers, and suppliers for a more sustainable, inclusive, and better society (Shaikat *et al.*, 2016).

AIDEA devoted a Conference to the tertiarization and new challenges for management and governance 25 years ago in Genoa, and many scholars focused on these topics from multiple perspectives and with original approaches.

The 2025 Sinergie-SIMA Genoa Conference, in continuity with the past, is an excellent opportunity to discuss our community's research efforts in the service economy and management, in order to identify new effective solutions suitable to face the current digital era. Different theories, methodological approaches, and units of analysis are required to generate scientific research impacting theories but also outlining wide-ranging strategies that can offer valuable insights to business leaders, companies, and institutions. More precisely, the Conference was a great occasion to discuss the research efforts of our research community within tracks related to the:

- Conference theme (Tertiarization & sustainability. New challenges for management in the digital era),
- SIMA thematic groups (Artificial intelligence in management, Entrepreneurship, Innovation & Technology Management, International Business, Marketing, Purpose-driven Businesses,

Retailing & Service Management, Small & Family Business, Strategic Communication, Strategy & Governance, Supply Chain Management, Logistics & Operations, Sustainability, and Tourism & Culture Management),

- Management Case Studies.

The Conference call for papers gave the opportunity to submit either short and long papers. Overall, the editorial staff received 311 submissions of which 263 short papers and 49 long papers.

For the *short and long papers*, the evaluation followed the peer review process, with a double-blind review performed by, respectively, one and two referees - university lecturers and experts about the topic - selected among SIMA and the community of Sinergie members.

In detail, the referees applied the following criteria to evaluate the submissions:

- clarity of the research aims,
- accuracy of the methodological approach,
- contribution in terms of originality/innovativeness,
- theoretical and practical contribution,
- clarity of communication,
- significance of the bibliographical basis.

The *peer review* process resulted in full acceptance or rejection of the submissions. In the case of disagreement among reviewers' evaluations, the decision was taken by the Chairs of the SIMA thematic groups or conference track. Each work was then sent back to the Authors together with the referees' reports. The suggestions received by the referees were used by the Authors during the presentation of their research works at the Conference.

The evaluation process ended with the acceptance of 293 papers (249 short papers and 44 long papers). This volume proposes the short papers whose Authors have authorized their publication.

All the short papers published in this volume were presented and discussed during the Conference and published online on the web portal of Sinergie-SIMA Management Conference (<https://www.sijmsima.it/>).

While thanking all the Authors, Chairs, and participants, we hope that this volume will contribute to advancing knowledge about tertiarization and sustainability in management.

The Conference Chairs

Lara Penco, Arabella Mocchiari Li Destri, and Marta Ugolini

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Female Entrepreneurship: overcoming barriers and expanding theoretical perspectives for inclusive growth

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Abstract

Female entrepreneurship is increasingly acknowledged as a key driver of economic growth and social impact. However, women continue to face significant challenges in this domain. Despite its growing relevance, female entrepreneurship has yet to be fully recognized as an autonomous research subject. The existing literature predominantly emphasizes quantitative analyses, often neglecting the application of theoretical frameworks that could provide deeper insights into the phenomenon. This work-in-progress seeks to address this gap by pursuing three main objectives: (i) identifying the barriers and obstacles that hinder female entrepreneurship, (ii) analyzing these challenges through the lens of various theoretical perspectives from prior studies, and (iii) integrating these perspectives to develop a more comprehensive and synthesized body of knowledge.

Framing of the research. *Studies on women entrepreneurship have noticed a rapid growth over the past 30 years; the field is in an initial phase but with a considerable number of journal articles, literature reviews and books being published on women entrepreneurs.*

For decades, entrepreneurship research has been dominated by a male-centric perspective, treating the male entrepreneur as the default model for business ventures. This bias shaped the field from its origins in the 1930s, with the assumption that male and female entrepreneurs were fundamentally the same—an oversight that delayed the recognition of women entrepreneurship as a legitimate research subject (Bruni et al., 2004). It was not until the late 1990s and early 2000s, with the launch of dedicated conferences such as the 1998 Conference on Women Entrepreneurs in Small and Medium-Sized Enterprises and the 2003 Diana International Conference, that the study of women entrepreneurs began to gain momentum (Jennings & Brush, 2013).

The traditional business model was long considered gender-neutral, yet research on women entrepreneurs has shattered this illusion, revealing that entrepreneurship is inherently gendered and often embedded within family dynamics (Jennings & Brush, 2013). This realization has led to an increasing recognition that women are not merely participants in entrepreneurship but are key drivers of economic and social transformation (Sarfaraz et al., 2014).

Despite this progress, mainstream entrepreneurship theories remain outdated, failing to account for the structural barriers, unique motivations, and alternative business models that characterize female-led ventures. Theoretical frameworks must evolve to reflect the realities of women entrepreneurs, rather than treating them as deviations from a male norm (Yadav et al., 2016).

The stakes are high. Women entrepreneurs do not just contribute to economic growth—they reshape social and familial structures, elevate their communities, and challenge entrenched power dynamics (Kaviarasu et al., 2022; Sajjad et al., 2020). A failure to critically engage with female entrepreneurship as a distinct and transformative force risks perpetuating the very inequalities that have historically sidelined women in business. It is not just about inclusion—it is about rewriting the narrative of entrepreneurship itself.

Women entrepreneurs contribute to creating employment opportunities, leading to income increase, and more new products and services available to society leading to greater benefits for society, in addition are more likely to reinvest the money they earn leading to an increase in the local economy (Atonye et al., 2024). Therefore, investing in women entrepreneurship helps in closing the gender gap, as research suggests that women owners are more likely to hire women employees (Quak et al., 2022).

Despite this, women entrepreneurs still face numerous challenges (Kaviarasu et al., 2022), the number of women-owned businesses is still in the minority and the challenges faced by them are relatively different from the challenges faced by men-owned businesses (Strawser et al., 2021).

Nonetheless, Anderson and Ojediran (2022) highlight a peculiar characteristic of female entrepreneurship: women in developed countries are attracted by opportunities, whereas those in developing countries seem to be pushed by necessity.

However, literature identifies in general, seven main barriers:

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1. Gender discrimination (Albattat et al. 2023)
2. Work-family conflict (Ahmetaj et al. 2023)
3. Financial obstacles (Albattat et al. 2023)
4. Lack of infrastructural support (Ramadani et al. 2015)
5. Unfavourable business, economic and political environments (Zhu et al. 2015)
6. Lack of entrepreneurship training and education (Sengupta et al. 2013)
7. Personality-based barriers (fear of failure and low self-confidence) (Al-Sadi et al. 2011)

The lack of access is caused by gender discrimination in the financial market in which they operate (Vita et al., 2023). Moreover, research has also shown that institutional support plays a vital role in the development of women entrepreneurship. Traditional gender roles and cultural roles have also been identified by researchers to be a challenge for women entrepreneurs (Patel & Deshpande, 2018).

One of the greatest difficulties for the recognition of female entrepreneurship as an autonomous research subject is certainly a lack of theoretical concepts of the phenomenon: most studies focus on exclusively quantitative analyses, and few analyses study the phenomenon through theoretical lenses.

Theoretical frameworks such as feminist epistemology highlight the barriers women face in entrepreneurship, emphasizing the need to challenge male-dominated norms and advocate for gender equity in business contexts, but linking feminist theories to entrepreneurship reveals that existing research often adopts a feminist empiricism perspective, which may inadvertently reinforce women's subordination by failing to question male norms (Wu et al. 2019).

The application of critical theory on female entrepreneurs seems to highlight a lack of universality, this narrow focus can be seen as limiting, in particular in a globalized world with different social and cultural contexts (Said, 1993), furthermore the influence of postmodernist thought in critical theory can lead to a form of relativism that underestimates the potential for a shared understanding of justice and ethical norms, making it difficult to ground objective criteria for critique (Lyotard, 1984). The emphasis on data collection and analysis without a strong pre-existing theoretical framework of the Grounded Theory can sometimes lead to superficial findings or theories that lack strong theoretical foundation (Bryant et al. 2007), thus the theoretical support necessary for female entrepreneurship to be recognized as an autonomous research subject is lacking; in addition building theory from data leads a risk that researchers might over-interpret data or make claims that are not adequately supported by the evidence. This can bring to theories that are speculative or not grounded enough in the data itself (Glaser et al. 1967).

Purpose of the paper. Literature recognizes the importance of female entrepreneurship, both in terms of economic growth and for its strong social impact. However, to recognize female entrepreneurship as an autonomous research subject, more contributions on theoretical concepts of the phenomenon are needed. At the moment, and as previously written, most of the studies deal with exclusively quantitative analyses using little or no theoretical lenses.

The aim of our work is to identify the barriers and obstacles to female entrepreneurship and to analyse the different theoretical perspectives applied to the study of these barriers on the different levels of analysis: micro, meso and macro:

- Micro Level: psychological constraints, internal doubts and insecurities of women with respect to their capabilities and strengths; feelings of isolation.
- Meso Level: firm's structure and organization and their relationships with trade associations or banks which they promote entrepreneurship development
- Macro Level: institutional context and social policies which they support female entrepreneurship.

This contribution aims not only to increase knowledge about barriers and obstacles to female entrepreneurship, but also wants to enhance the theoretical knowledge related to women entrepreneurship.

Methodology. Literature reviews identify important knowledge gaps and motivate researchers to fill them (Webster & Watson, 2002). In this paper, we aim to conduct a systematic literature review (Cook, Mulrow, & Haynes, 1997) of relevant studies examining the barriers and obstacles to female entrepreneurship. In this sense, according to Tranfield, Denyer, and Smart (2003), to more clearly establish the conceptual boundaries, we first examined pertinent findings that were published in Management publications (select studies that applied Tranfield et al. (2003) approach are: Hoskisson, Chirico, Zyung, & Gambeta, 2017; Terjesen, Hessels, & Li, 2016). Then, we used Scopus database to search for all articles published from all years to present (March 2025) using the search terms, [women or female and entrepreneur* and incl* and barr* or obstacl*]. Manually tracking citations for additional relevant articles in highly ranked journals is an important part of the literature review (Rashman, Withers, & Hartley, 2009); however, the manual search did not produce any additional contribution on the topic.

We searched on Scopus database widely recognized in the scientific community, with more than 27 million abstracts, and is currently considered the largest database of scientific literature (Burnham, 2006), using the phrases [women or female and entrepreneur* and incl* and barr* or obstacl*], in [Article title, abstract keywords], and obtained 413 works.

We then limited the research to Subject Area (1) [Business, Management and Accounting], using [LIMIT TO].

Considering their internal criteria, the suggestion is to use the command [LIMIT TO] to filter the [SUBJECT AREA] because it is a more inclusive command. In this step, we obtained 155 documents.

The Scopus Database includes different types of documents, including articles, book chapters, articles in press, books, and reviews. According to our research protocol, the systematic review included only articles and reviews published on journals in English at the final stage. We therefore excluded the other documents. We used both commands and

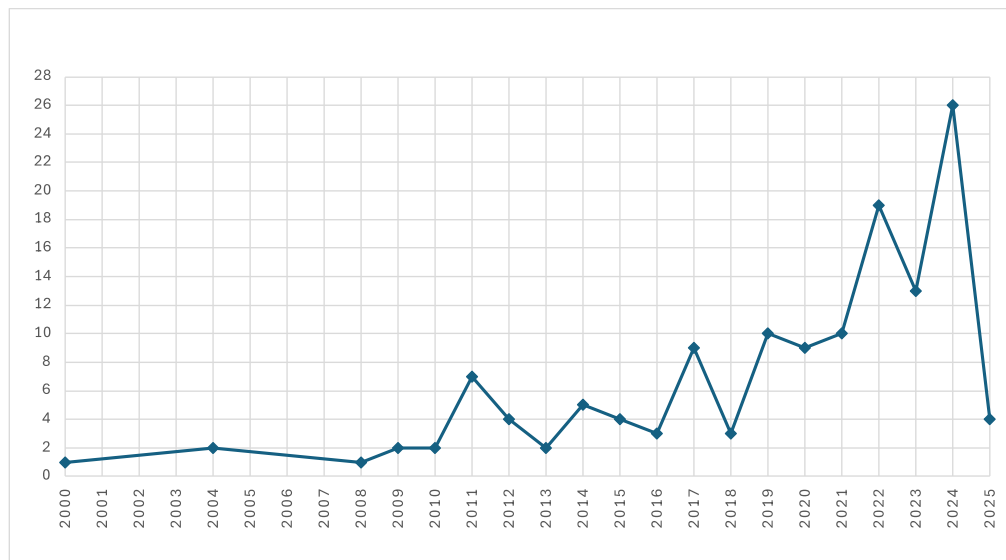
determined that in this case, use of either of the commands, [LIMIT TO (selected items)] or [EXCLUDE (selected items)], with 139 articles.

The bibliometric method known as VOSviewer software version 1.6.10 (Van Eck and Waltman, 2010, 2014) was also employed. This software enables the visual description, recognition, and categorization of groups in a related strategic matrix according to their similarities and differences (distance based mapping). This approach addresses the issue of author subjectivity influencing the qualitative study of the literature. It is possible to lessen the distortion caused by subjective variables by using the authors' own keywords. Additionally, the graphic creation of maps enables the examination of the intricate relationships between the variables, which aids in a better understanding of the nature of a research field and has become an unquestionable analysis tool (Vallaster et al., 2019; Martínez-López et al., 2018).

Results. Figure 1 illustrates the advancement of scientific inquiry about potential impediments and challenges to female entrepreneurship over the years. This study topic has mostly evolved in recent years, with a notable surge since 2019 (n = 10) and attaining its apex of publications in 2024 (n = 26), with 2025 still underway. This increase may indicate a shift in attention towards scientific study and a persistent, expanding evolution of research in the domain of female entrepreneurship as a legitimate trend.

To delineate the “research front” (Price, 1965) regarding barriers to female entrepreneurship through temporal overlap, we additionally employed an analysis of term co-occurrence (with a minimum of three occurrences). This is a dynamic analysis influenced by alterations in the research domain and the significance of a particular research line over time. The identification of the research frontier assists scholars in delineating the most contemporary tendencies in literature (Boyack and Klavans, 2010).

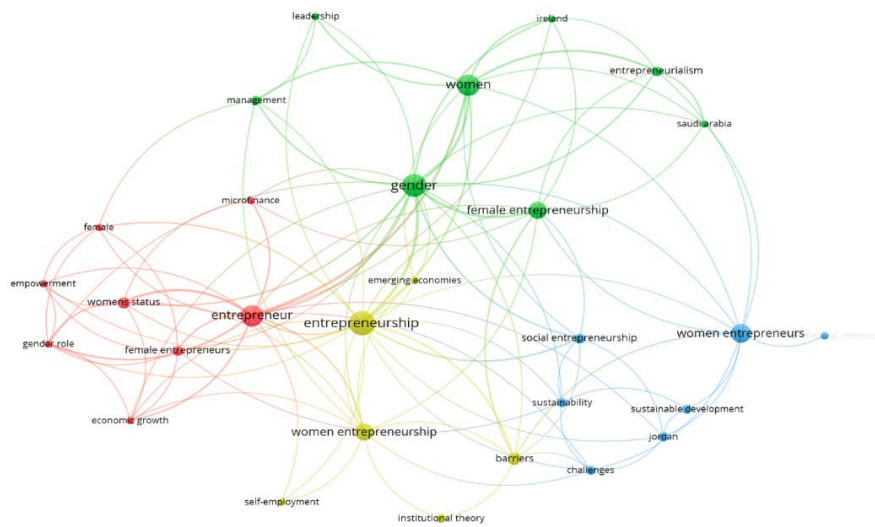
Fig. 1: Distribution of papers on annual basis



Keyword co-occurrences map (Fig. 2) offer a visual representation of the thematic landscape and progression of research on female entrepreneurship and associated concepts. Each node identifies a keyword that has emerged in the considered literature with more than three occurrences, with the node size generally indicating its frequency. The lines represent co-occurrence relationships: the greater the thickness or quantity of connections, the more frequently those keywords co-occur.

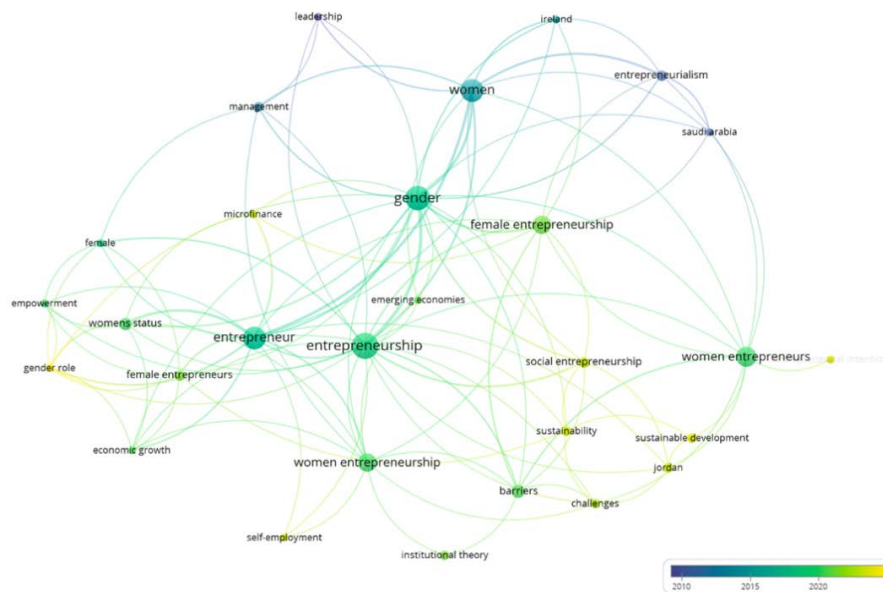
Specifically, red cluster focuses on “entrepreneur” and encompasses terms like “female entrepreneurs”, “empowerment”, “women’s status”, “empowerment”, “economic growth” and “microfinance”, underscoring the socio-economic aspect of women’s entrepreneurship and its connection to economic development. The green cluster concentrates on “gender” “female entrepreneurship”, “management”, “leadership”, highlighting the impact of social norms, roles, and circumstances on women’s engagement in entrepreneurial endeavors. The yellow cluster encompasses “entrepreneurship”, “women entrepreneurship”, “self-employment”, “emerging economies”, “barriers” and “institutional theory,” indicating a focus on structural considerations and the obstacles faced by female-led companies in emerging nations. The blue cluster encompasses “social entrepreneurship”, “sustainability”, “challenges”, “women entrepreneurs” and “sustainable development” illustrating an organizational and cross-cultural viewpoint, with a growing interest in the social and sustainable dimension of entrepreneurship.

Fig. 2: Keywords co-occurrences



The second keywords map (Fig. 3), color-coded by time, utilizes a gradient ranging from dark blue for earlier years to yellow/green for more recent years, illustrating the evolution of attention on various topics over time. Earlier keywords such as “leadership,” “management,” and “entrepreneurialism” indicate that initial study concentrated on the essential definitions and functions of leadership and management within entrepreneurial settings. Emerging topics, indicated in lighter green or yellow, encompass “sustainability,” “sustainable development,” “challenges,” “institutional theory,” “gender role”, and “self-employment,” reflecting an increasing interest in the relationship between female entrepreneurship and sustainability, re-evaluating theoretical foundations to identify solutions to contemporary challenges, and subsequently adopting this novel entrepreneurial perspective as a viable occupational choice for women through self-employment. The map clearly indicates that “women entrepreneurship” with “gender” are consistently central theme throughout the time frame, linking to concepts such as “social entrepreneurship” and “barriers”, thereby illustrating that research on women’s entrepreneurial activities encompasses both historical and contemporary studies, maintaining significant relevance.

Fig. 3: Keywords co-occurrences over time



Next two co-citation maps, featuring countries as nodes, depict the nations that are frequently referenced in conjunction within the academic literature on female entrepreneurship. In the first map (Fig. 4), the United Kingdom (796 citations) and the United States (1480 citations) appear as the most significant nodes, acting as crucial reference points and signifying their frequent co-citation with various other nations. Countries like as India (121), Saudi Arabia (236), Canada (131) and Italy (204) exhibit significant connections to the UK, indicating a concentration of research that

frequently cites work from or pertaining to those areas. Simultaneously, the United States maintains a distinct yet intersecting network of affiliations, particularly with Australia (444), China (136), South Africa (133), and several European countries, indicating that research referencing US-based studies frequently includes literature from these nations. The second map (Fig. 5) employs a color gradient, transitioning from dark blue in 2010 to bright yellow in more recent years, to illustrate the variation in the average publication year of citations across different countries. India and some Middle Eastern nations (e.g., Qatar, Bangladesh) are depicted in almost yellow tone, indicating a comparatively recent influx of referenced research, while countries illustrated in mid-green (e.g., the UK, US) represent a corpus of work extending from slightly earlier to mid-range years.

Fig. 4: Co-citation countries

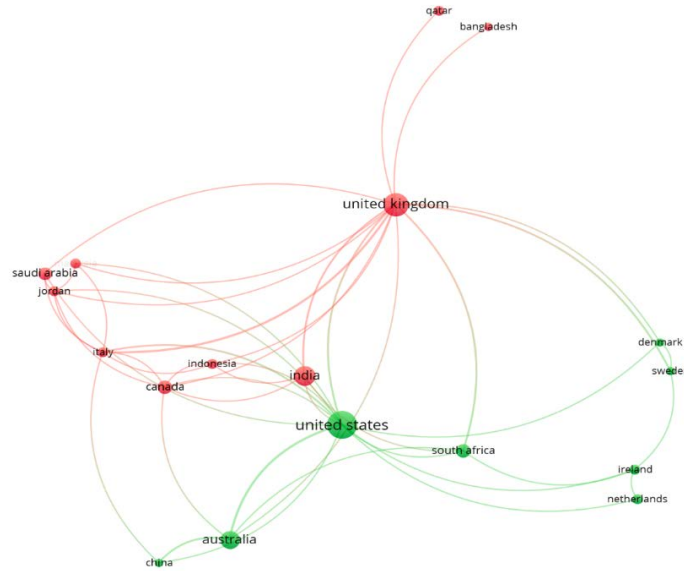
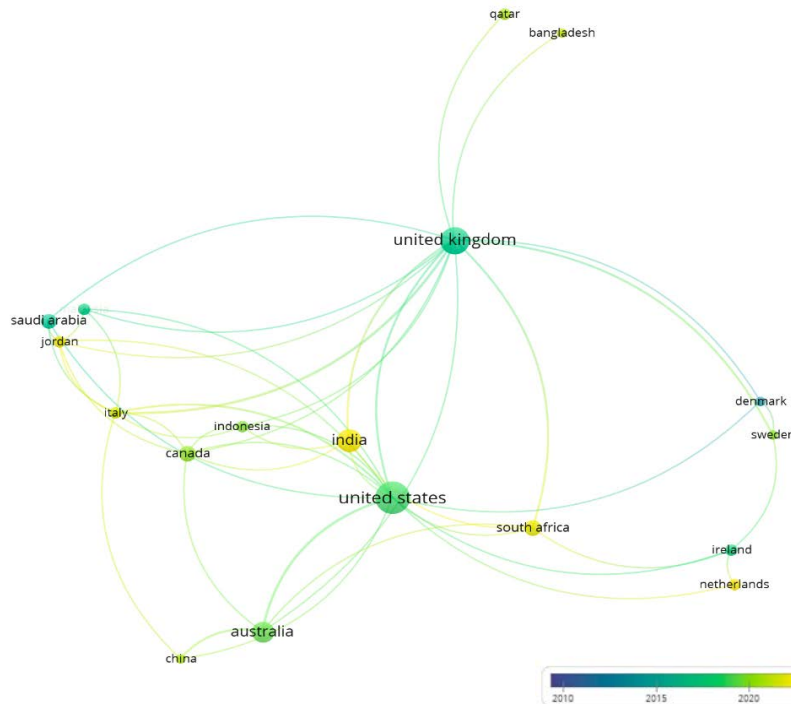


Fig. 5: Co-citation countries over time



Research limitations. This study, despite offering new insights into the barriers to women entrepreneurship and on the theoretical perspectives applied to its analysis, encounters some limitations that need to be highlighted.

Firstly, articles are limited to the analysis of certain geographical areas, but the barriers women face in entrepreneurship are often influenced by local cultural, economic, and institutional factors, meaning that findings from one geographical area may not be applicable to other regions. For example, while women in developed countries may face barriers related to access to capital or work-life balance, women in developing countries may face more challenges related to access to education and legal rights. Thus, research focusing on one area may not capture the broader, global landscape of women's entrepreneurial experiences. (Marlow et al. 2005).

For instance, the study of women's entrepreneurship in conservative cultures like those in the Middle East or North Africa may emphasize the role of patriarchal system and gender restrictions, whereas Western societies may have a different focus on issues like entrepreneurial ambition and work-life balance. This can lead to an overemphasis on specific barriers related to culture without considering how economic or political factors also affect women's entrepreneurship in these regions (Welter et al. 2011).

Secondly, the Institutional theory is the predominant theoretical lens to study the phenomenon, but often focuses on macro-level structures, such as legal systems, cultural norms, and market dynamics, but it pays less attention to micro-level factors, such as the personal motivations, psychological constraints, decision-making processes, and social networks that influence individual women entrepreneurs. Women's entrepreneurial behaviours can be influenced by factors like self-confidence, personal aspirations, and the availability of role models, which institutional theory may not adequately capture (McAdam et al. 2013).

Managerial implications. This research can guide policymakers, managers and educational communities in addressing these challenges and empowering women entrepreneurs.

Governments and organizations should create gender-sensitive policies that specifically address the unique barriers faced by women entrepreneurs. This includes initiatives aimed at improving women's access to capital, training, networks, and mentorship. Policies should also address gender biases and discriminatory laws that affect women (Marlow et al. 2005).

Managers in financial institutions and investors should be aware of gender biases in decision-making processes and actively seek to overcome them by ensuring gender diversity in investment teams, implementing bias training, and developing financial products tailored to women entrepreneurs (Brush et al. 2009).

Educational institutions and training providers should develop entrepreneurial programs that are not only accessible but also tailored to the specific needs of women entrepreneurs, providing support from both a skill-building and mentorship perspective (Ghosh, 2017).

Originality of the paper. The aims of our literature review is to update researchers on the current state of knowledge and discoveries in the field for the synthesis and integration of findings from previous research. This is crucial to better understand the overall landscape of existing knowledge and establish connections between different studies. Through the analysis of existing literature, it is possible to identify knowledge gaps or areas where research is limited. This offers opportunities to contribute to such areas through new investigations.

Specifically, the originality of our research lies on the exploration of new perspectives, examines under-researched contexts, and challenges existing theories; traditionally, studies of women entrepreneurship have centred on gender as the first variable, but new research emphasizes the importance of intersectionality: understanding how gender intersects with other factors such as race, class, ethnicity, age, and disability provides a new perspective to analyse the barriers to women entrepreneurship, highlighting how different women experience different challenges based on their diverse social identities.

Key words: Women entrepreneurship, barriers, obstacles, inclusion, theory

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The role of humane entrepreneurship for sustainability: Evidence from tourism digital start-ups

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Abstract

In the face of current complex environmental, social and economic challenges, this study aims to provide comprehensive empirical evidence about the influences of external and internal factors on the three dimensions of Humane Entrepreneurship and the interdependences between them. To do so, we explore Entrepreneurial Orientation, Sustainability Orientation, and Human Resource Orientation in 10 Italian start-ups in the tourism sector adopting a combination of digital technologies, offering new and sustainable solutions. Preliminary results identify courage and collaborative networks as main factors influencing the strategic posture of human-centered investigated start-ups, with effects on sustainability. We propose an investigation of Humane Entrepreneurship in the tourism sector, widely acknowledged as a factor of sustainable development. Moreover, we focus on early entrepreneurship, still scarcely analysed in Humane Entrepreneurship in general, and in tourism in particular. We thus provide useful insights on how to incorporate not only Entrepreneurial Orientation, but also Sustainability Orientation, and Human Resource Orientation within digital start-ups entering the tourism sector.

Framing of the research. *Entrepreneurship has been attracting growing attention in theory and practice as a solution for the ever growing environmental and social problems, rather than their possible root cause, by creating momentum for innovation (Schaltegger and Wagner, 2011; George et al., 2021). It is significant that the UN General Assembly (2022) recognizes the crucial role played by entrepreneurs and firms in achieving all 17 sustainable development goals (SDGs). Not surprisingly, the UN Tourism (2020) promotes start-ups in tourism. It is exceedingly relevant given that at less than a decade until 2030, 48% of the SDG targets are off track, with 37% showing no improvement or even falling below the 2015 baseline (UN, 2023).*

Considering these challenges, the relationship between entrepreneurship and sustainability has gained significant attention over the past decade, giving rise to various research perspectives. In this context, many authors highlight the importance of balancing environmental, social, and economic goals (Hummels and Argyrou, 2021), a balance that is reflected in the concept of sustainability orientation. This strategic approach enables entrepreneurs to prioritize environmental protection, quality of life, and community well-being in their business activities (Elkington, 1997; Caselli, 2007; Baiocco and Paniccia, 2023).

Such a proactive stance is shaped by individual factors, such as education, values, and moral courage (Barnard, 1938; Paniccia et al., 2020; Paniccia and Baiocco, 2021), which allow entrepreneurs to navigate complex stakeholder relationships and reconcile contradictions (Donaldson and Preston, 1995; Paniccia, 2015).

In connection to the above, Humane Entrepreneurship (HumEnt) has recently emerged as a theoretical framework (Bae et al., 2018; Kim et al., 2018; Parente et al., 2018) drawing on the idea that entrepreneurs should broaden their focus beyond profit margins to encompass the well-being of their employees, local communities, the environment, and society at large (White Book, 2016). This approach, outlined by the Business Roundtable (2019), calls for creating value for all stakeholders, not just shareholders.

On this basis, the HumEnt framework integrates the consolidated entrepreneurial orientation (EO) construct, with two emerging ones, namely aforesaid sustainability orientation (SO), and human resources orientation (HRO), identifying them as the three interconnected dimensions of HumEnt, closely linked with firms' performance and sustainable development. Although HumEnt has garnered increasing scholarly attention (Kim et al., 2021; Cucino et al., 2024; Dębicka et al., 2022), most studies have treated its three constructs separately, mainly focusing on EO and SO (Vesci et al., 2023), neglecting the interdependencies and reciprocal effects between them and their impact on firms and society (Parente et al., 2021). This gap limits the understanding of the processes behind human-centered firms.

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