

## THE ETHICS AND SOCIAL MISSION OF WORKERS AND THEIR RELATIONSHIP TO SOCIAL INTRAPRENEURSHIP

## LA ÉTICA Y LA MISIÓN SOCIAL DE LOS TRABAJADORES Y SU RELACIÓN CON EL INTRAEMPREDIMIENTO SOCIAL

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### Abstract

Intrapreneurship (i.e., entrepreneurship arising within established organizations) is key to the development of the entities that generate it. This is why highly positive results have been attributed to it. This construct has been analyzed for more than three decades; however, social intra-entrepreneurship, which arises from the need of companies to be recognized as entities that generate social value from their mission, still lacks sufficient scientific background. Therefore, for the first time, this study empirically evaluates social mission and business ethics as determinants of social intrapreneurship. A questionnaire was used to gather data from 603 professionals from different Baja, California, and Mexico companies. Among the data analysis techniques, descriptive statistics were used to verify the univariate composition of the data, and inferential statistics were used to determine the reliability and validity of the measurement scales. The data indicate a highly significant relationship between corporate social mission and social intrapreneurship; however, the data indicate that business ethics is not related to acts of social intrapreneurship.

**Keywords:** Ethics; Social Intrapreneurship; Social Mission; Business; Human Capital.

### Resumen

*El intraemprendimiento (es decir, el espíritu empresarial que surge dentro de organizaciones establecidas) es clave para el desarrollo de las entidades que lo generan. De ahí que se le atribuyan resultados altamente positivos. Este constructo ha sido analizado durante más de tres décadas; sin embargo, el intraemprendimiento social, que surge de la necesidad de las empresas de ser reconocidas como entidades que generan valor social a partir de su misión, carece aún de suficiente bagaje científico. Por ello, por primera vez, este estudio evalúa empíricamente la misión social y la ética empresarial como determinantes del intraemprendimiento social. Se utilizó un cuestionario para recopilar datos de 603 profesionales de diferentes empresas de Baja California y México. Entre las técnicas de análisis de datos, se utilizó estadística descriptiva para verificar la composición univariada de los datos, y estadística inferencial para determinar la confiabilidad y validez de las escalas de medición. Los datos indican una relación altamente significativa entre la misión social corporativa y el intraemprendimiento social; sin embargo, los datos indican que la ética empresarial no está relacionada con los actos de intraemprendimiento social.*

**Palabras clave:** Ética; intraemprendimiento social; Misión social; Negocio; Capital Humano.

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## 1. Introduction

The competitive conditions of today's markets, the rapid development of the information society and the changes brought about by the knowledge-based economy (Galván-Vela et al., 2021a) has highlighted the leading role of entrepreneurs in the development of companies and their communities, as they are considered the main drivers of change in terms of innovation and proactivity, as well as practical problem solving (Ezlegini et al., 2017).

It is because of the above, that during the last decade's entrepreneurship has been considered a priority topic in the research agendas (Galván-Vela & Sánchez, 2017, 2018; Gawke et al., 2017; Turró et al., 2014) and, within its classifications, social entrepreneurship is the one that has recently interested researchers (Chou, 2018) as it represents a relatively novel topic whose differentiating element focuses on the fact that the nature of the action is a substantive improvement to society, leading to the generation of economic and social impacts (Capella-Peris et al., 2020; Rey-Martí et al., 2016).

It is then that social entrepreneurship can be seen as an act of personal or collective initiative that enables the development of a more sustainable and fairer society (Rahdari et al., 2016), while social intrapreneurship, as a variant of entrepreneurship, represents an act of initiative that can be formal or informal and is led by employees of some company, where opportunities in the environment are identified and exploited and sustainable solutions are delivered to address social problems (Circle of Intrapreneurs, 2021; Elisa & Thijs, 2019).

Actually, social intrapreneurship has been studied from different fields, among which stand out studies on social innovation, corporate social responsibility, environmental studies, public policy, strategic management, organisational theory, Paradox theory, the sharing economy, the circular economy or the Sustainable Development Goals. In this sense, the challenges in the study of social intrapreneurship are focused on its definition, the development of a substantive theory, the measurement of its impact, the analysis of its practices and organisation. Thus, within the latter field, a call for research on the subject tries to answer the question: what are the organisational facilitators and inhibitors of corporate social intrapreneurship? (McGaw & Malinsky, 2020).

This study proposes two determinants of social intrapreneurship, such as ethics and individual social mission. First, since the set of values that identify individuals is a driver for their decision making, so the application of these values would be expected in the analysis of dilemmas and structuring of thoughts that guide the substantive improvement of society, beyond the economic benefits that a social initiative can generate (Castell-Gydesen & Lugo, 2020); as well as its necessity to be applied in all areas of business and social intervention (Mercader, 2017; Mercader et al., 2021). Second, since social entrepreneurs seek a balance between their financial and social objectives while presuming the existence of a social mission as their primary normative purpose (Muñoz & Kimmitt, 2019), so it would be expected that employees with initiatives aimed at solving social problems from their company have an individual social mission.

Concerning these approaches, we sought to answer the following research question: What is the relationship between ethics and the social mission of workers with social entrepreneurship? Hence, the objective was: To analyse the relationship between ethics and social mission of workers with social intra-entrepreneurship. In this sense,

we can ensure that this study fulfilled its objective, and this process is detailed in the following sections: The first corresponds to a literature analysis where the hypotheses are stated. The second describes the method and tools implemented in the study. The third section presents the descriptive and inferential analysis of the variables. The fourth section discusses the results and makes new proposals to develop theory in social intrapreneurship.

## 2. Literary Review

### 2.1. The social mission

Social mission is a construct that, in recent years, has been empirically analysed in the management sciences (Stevens et al., 2015). It can be stated that there is a consensus in recognition of social mission as a fundamental element of social entrepreneurship (Bruder, 2020).

From a business point of view, the social mission combines elements of financial sustainability in the framework of social business and the need for innovations that address social problems from social entrepreneurship (Beckmann et al., 2014). This construct can be understood as the logic of positive social change. Through the market, dynamics prioritises the company's role in solving problems (Muñoz & Kimmitt, 2019).

At the business level, the social mission can also be defined as the company's reason for creating value for the common good (Stevens et al., 2015). This construct is strongly linked to business ethics and its efforts to pursue innovations as part of its intrapreneurial actions (Bruder, 2020).

Some authors, such as Berbegal-Mirabent et al. (2021) and Muñoz and Kimmit (2019), argue a logical relationship between social mission and social entrepreneurship and the latter with business development. Other authors such as Cornforth (2014) and Raišienė and Urmanavičienė (2017) mention that some companies, when trying to achieve a social mission, may lose their way and orient their balance towards the economic benefits they can obtain after exploiting their social sense, ultimately relegating the reason why the mission was initially drawn, so the social mission must be constantly analysed in terms of the social value it generates (Ramus & Vaccaro, 2017).

The social mission at the organisational level has different aspects. It is related to firm performance (Bebegal-Mirabent et al., 2021; Muñoz & Kimmitt, 2019); to business ethics (Bruder, 2020); to business growth (Cacciolatti et al., 2020; Kannothe et al., 2018); to the generation of social value (Ramus & Vaccaro, 2017); to the promotion of entrepreneurial capital (Gerleve et al., 2019); with the promotion of individual values (Stevens et al., 2015); with social intrapreneurship (Bruder, 2020); with the team cooperation effect (Chen et al., 2020); and with economic achievement and social-economic nexus (Osorio-Vega, 2019). Another theme in the study of this phenomenon in companies is the competition between them by creating a social mission and showing it as an attribute or label of success which generates a competition that enhances social intrapreneurship (Vilá & Bharadwaj, 2017), which generates social benefits innovatively and differently.

Generally, the social mission is analysed at the organisational level from the company's culture, philosophy, and management methods. However, several authors have tried

to discover how the social mission acts individually (Jeworrek & Mertins, 2021). Also, different empirical contributions show differences between the characteristics of for-profit organisations and employees of non-profit organisations and have found that the latter care much more about the social mission of their respective workplaces (Winter & Thaler, 2016).

In this regard, it can say that a fundamental aspect of the individual social mission is entrepreneurial passion and the entrepreneur's psychological capital (Gerleve et al., 2019). Even the individual social mission has led workers in non-profit organisations to accept a lower salary for their work since the corporate social mission is related to the psychological well-being generated by the knowledge that they are contributing to the creation of collective benefits and the effect of payment below the average market salary allows companies to select more appropriate human resources that are more congruent and focused on genuinely contributing to the fulfilment of the organisation's social mission (Chen et al., 2020).

Under another perspective, the social mission is sometimes seen in a malleable game, referring to the so-called mission drift in hybrid companies or organisations when working with a social and economic vision together (Ebrahim et al., 2014; Staessens et al., 2019). This aspect generates controversy and doubts with investors and social entrepreneurs (Sanders & McClellan, 2014). Hence, there are authors with studies on social enterprises focused on different areas that try to investigate the complex balance that impacts the social mission and generates tensions without losing the required coherence (Best et al., 2021; Siegner et al., 2018), which tends to be achieved by implementing innovative behaviour, taking calculated risks and maintaining the spirit of proactivity and motivation (Syrjä et al., 2019).

However, in the study of the individual social mission, the contributions are scarce, since most of the studies analyse this element at the organisational level, so, due to the lack of contributions in the study of this construct, the individual social mission will be understood, for this analysis, as "the orientation of an individual to make social contributions that generate psychological well-being".

## 2.2. Social Intrapreneurship

Intrapreneurship is a topic that has recently gained a place in research agendas due to the social and economic impact of the entities that promote it (Galván-Vela et al., 2018; Galván-Vela & Sánchez, 2017, 2018). Intrapreneurship is the entrepreneurial act that arises within organisations and not individually. It leads the company to assume the risk of developing new products or new businesses created by employee initiatives; risks usually correspond to assume the typical entrepreneur, in the case of carrying entrepreneurship on their own (Galván-Vela et al., 2022). On a formal level, this construct can be defined as:

*"...the entrepreneurial practice or behaviour in companies, regardless of their turn or size, characterised by a philosophy of openness to change, as well as a general vision aimed at exploring and/or exploiting the opportunities of the environment through an adequate combination of resources and the development of proactive and innovative activities, such as the creation and/or substantial improvement of products, services, internal organisational methods, processes, technologies and markets..." (Galván-Vela & Sánchez, 2018, p.173).*

The results of intrapreneurship in the development of the company are numerous; several studies have enunciated positive results in the relative and absolute growth of the business (Antoncic, 2007); revitalisation of the company (Deprez et al., 2018); in

the improvement of the competitive capabilities and employee engagement (Pandey et al., 2021); in strategic renewal behaviour and venture behaviour (Do & Luu, 2020); in increasing the innovative capacity of the firm (Bierwerth et al., 2015) and in obtaining successful innovation outcomes (Marques et al., 2021). Within this scenario, it can be stated, according to Cacciolatti et al. (2020), that innovation with a social purpose is strictly linked to entrepreneurship, intra-entrepreneurship and economic development, thus contributing to the social mission of the companies that generate it.

For its part, social intrapreneurship is a topic little addressed in research agendas. It can be understood as the act of intrapreneurship that leads established companies to take advantage of and help with opportunities favouring society, positively impacting it (Alt & Geradts, 2019). Its outstanding feature is that it has the virtue of being able to connect profitable profit opportunities in social solutions with positive results, both in the social core involved and for the company (Conger et al., 2018); a topic that, in recent years, has generated interest to researchers (Kuratko et al., 2017), this is how these authors examine the social value that originates the actors and the consequences of these actions for companies.

In this context, Gamble et al. (2020) introduced a new typology and measurement called social and environmental mission integration (SEMI), applicable to hybrid organisations that generate social value. It is important to note that social intrapreneurship can also refer and apply to other types of institutions such as educational and university institutions (Kuran, 2017); and this is how Cabana et al. (2018) analyse it based on their results regarding its impact on variables such as social innovation, loyalty and willingness to achieve. In public organisations and private companies, and even in the educational system, the social intrapreneurship of the people involved impacts their performance.

In addition to the results of intrapreneurial behaviour, some authors attribute dimensions such as innovativeness, proactiveness, risk-taking, strategic renewal and corporate venturing to intrapreneurship (Galván-Vela & Sánchez, 2018; Galván-Vela et al., 2018, 2022; Kearney et al., 2013; Kuratko & Audretsch, 2013; Turró et al., 2014). Others such as Neesen et al. (2019) consider innovativeness, risk-taking, proactiveness, opportunity recognition and internal-external networking. However, the dimensions associated with social intrapreneurship are expanded with behaviours related to social innovation and social change (Schmitz & Scheuerle, 2012).

Given the diversity of dimensions of intrapreneurship and social intrapreneurship, creating standards for their identification becomes present and necessary (Okun et al., 2020). It can be summarised with the association and differentiation of social entrepreneurship and social intrapreneurship with social value creation and social innovation, all of which apply to social work (Nandam et al., 2019).

Thus, it is appreciated the need to generate a culture with greater awareness in the principle of intrapreneurship in companies to create greater involvement with adequate support from each department, which can reach and impact social needs (Prexl, 2019). From there, Social intrapreneurship appears when it is focused on collaborative purposes and social sense. That comes from social entrepreneurship related to social business, differences and similarities analysed by Beckmann et al. (2014).

### **2.3. Ethics related to the social mission and social intrapreneurship**

The articles on ethics are countless, given that ethical values are present, by their application or lack thereof, in all sciences of knowledge and, therefore, also with the administrative and managerial sciences or business leadership. However, it is very

relevant to mention the existing short bibliography about ethical aspects involved in the social mission and social intrapreneurship (Venn & Berg, 2013). However, as Mercader (2006; 2021) mentions, ethical values are the activators, identifiers, and supports of ethics.

Entrepreneurship is a core generator of companies or organisations, a posteriori, companies generate acts of intrapreneurship, which is the entrepreneurship that arises within established companies; however, for this intrapreneurship can be considered “social” would have to attend to a social mission that implicitly should start from a genuine recognition of social needs, that is where ethics is presented (Venn & Berg, 2013).

The ethical dilemmas of companies arise since the market demands more inclusive businesses, which are not only oriented to generate income but combine them with a social value, be it ecological sustainability, responsible consumption, decent work, among other acts of an ethical nature and in favour of sustainable development (Galván-Vela et al., 2021b). Companies are no longer limited to mere acts of philanthropy but seek recognition based on the impact of their actions in the communities (Venn & Berg, 2013), therefore, when talking about social mission, social entrepreneurship or social intrapreneurship, values are latent in its application by common sense, but there are no studies about it in its analysis, as it seems to be given as a fact.

Hence, the taxonomy of (Mercader 2006, 2021), which summarises 28 values, is presented as an expression of ethics since this is given by the application of ethical values in what is thought, said and done in companies, families and society that concentrate the expressions of the good life of the human being. In this study, these values are analysed from the constructs of social mission and social intrapreneurship, where the presence of the values or virtues of the taxonomy would be expected (Table 1a).

**Table. 1a (Theoretical).Taxonomy of Ethical Values (Mercader, 2006)**

<b>Social, behavioural values</b>	<b>Values of growth and self-improvement</b>
Friendship/Union Kindness/Attention Equity/Justice Honesty Integrity Respect Responsibility	Self-discipline/Temperance Self-motivation Communication Knowledge/Learning Compliance/Diligence Decision making Vision/ Objectivity
<b>Personal talent values</b>	<b>Inner or spiritual values</b>
Good mood Creativity Enthusiasm Spirit of service Generosity Perseverance/Hardworking Courage	Love Appreciation/Gratitude Compassion/Forgiveness Understanding Humility Patience Tolerance

Own elaboration.

A fundamental point to note is that, in the theoretical review, no studies have been found that combine the ethical values of the taxonomy with the most significant factors obtained from the social mission and social intra-entrepreneurship; for this, the following tables are shown.



**Table. 1b (Theoretical). Significant factors that emerge from the theoretical study of social mission**

Factors associated with the Social mission	Authors
Accountability challenges	Cornforth, 2014
Business competence	Vilá & Bharadwaj, 2017; Muñoz & Kimmitt, 2019
Business Development	Kannothra et al., 2018
Business Ethics	Mercader et al., 2021
Business performance	Cacciolatti et al., 2020; Raišienė & Urmanavičienė, 2017
Cooperative teams	Chen et al., 2020
Entrepreneurial passion	Gerleve et al., 2019
Financial sustainability	Beckmann et al., 2014; Ramus & Vaccaro, 2017
Mission drift	Cornforth, 2014; Ebrahim et al., 2014; Raišienė & Urmanavičienė, 2017; Ramus & Vaccaro, 2017
Motivation and active decision	Jeworrek & Mertins, 2021; Winter & Thaler, 2016
Normativity aspects	Chen et al., 2020; Stevens et al., 2015
Psychological capital	Gerleve et al., 2019; Pandey et al., 2021
Shared value	Osorio-Vega, 2019
Social business	Beckmann et al., 2014; Berbegal-Mirabent et al., 2021; Kannothra et al., 2018
Social entrepreneurship	Beckmann et al., 2014; Ebrahim et al., 2014; Muñoz & Kimmitt, 2019
Social innovation	Beckmann et al., 2014; Cacciolatti et al., 2020; Gerleve et al., 2019
Social passion and attitude	Gerleve et al., 2019; Jeworrek & Mertins, 2021; Winter & Thaler, 2016
Social problems	Bruder, 2020;
Social sense and goals	Ramus & Vaccaro, 2017; Stevens et al., 2015
Social value	Bruder, 2020; Muñoz & Kimmitt, 2019; Osorio-Vega, 2019

Own elaboration.

**Table. 1c (Theoretical). Associated factors that emerge from the theoretical study of social intrapreneurship.**

Factors associated with social intrapreneurship	Authors
Autonomy and rewards	Galván-Vela & Sánchez, 2017
Competitive capabilities	Deprez et al., 2018
Financial issues	Beckmann et al., 2014; Venn & Berg, 2013

Factors associated with social intrapreneurship	Authors
Modelling studies and methods	Antoncic, 2007; Bierwerth et al., 2015; Hair et al., 2011
Intrapreneurial behavior and action	Alt & Geradts, 2019; Cabana et al., 2018; Do & Luu, 2020; Galván-Vela et al., 2018
Initiative and opportunities in the environment	Deprez et al., 2018
Risks assumed	Cabana et al., 2018
Social impact	Do & Luu, 2020; Venn & Berg, 2013
Social Innovation	Beckmann et.al., 2014; Cabana et al., 2018; Marques et al., 2021; Schmitz & Scheuerle, 2012
Social sense	Elisa & Thijs, 2019.
Social value	Alt & Geradts, 2019; Kuratko et al., 2017; Nandan et al., 2019; Schmitz & Scheuerle, 2012
Strategic Behaviour	Galván-Vela& Sánchez, 2017
Work engagement	Gawke et al., 2017
Work ethics, well being	Ezlegini et al., 2017; Gardiner & Debrulle, 2021

Own elaboration.

On the other hand, if there is a study that focuses on an almost unstudied relationship in intrapreneurship is its relationship with trust, ethical value, which tends to generate long-term prosperity (Elert et al., 2019), especially when there is high job autonomy as it generates a positive effect. Therefore, the literature review indicates that social entrepreneurship is still in force in the last decade as a source of research. Some studies integrate ethical factors, but not correctly with social intrapreneurship. In contrast, although research in social intrapreneurship has increased in recent years, no authors have related them to ethical values, which gives this study a crucial, encouraging and novel meaning.

### 3. Methodology

It is quantitative research. It has a non-experimental design in the sense that the conditions of the independent variables of this study were not modified, and the data collection had a transversal character; that is to say, it was carried out in a single moment in time. The scope of the study is correlational since it is not possible to presume an explanatory relationship from a model limited in the number of variables in the study.

The type of sampling was non-probabilistic and at the convenience of the researchers. A total of 610 observations were collected, of which 603 were retained for the study since some had missing values in the dependent variable. A questionnaire was applied to professionals from different companies in Northern Mexico who voluntarily agreed to participate in this research. It was decided to use a questionnaire in practicality in terms of data collection for the study. It is a recurrent measurement technique for latent variables such as those in this study.

The questionnaire design reviewed the theoretical and empirical content of the three variables of interest (listed in Table 2). These were the reference for the development



and validation of the scales for measuring ethics, individual social mission and social intrapreneurship, as shown in Table 2. An example of an item for the ethics variable was “I practice responsibility in my work as a rule of life” or “I am trying to learn more every day and apply the acquired knowledge”. An example of items considered in the individual social mission was “I want to mitigate social problems in my community” or “I care deeply about the results that my social mission can have”. An example of an item used in the measurement of social intrapreneurship was “The company I work for would support me in any idea to do good for the community” or “The company I work for would reward me for having ideas to support the community”, both of which point to aspects of the organisational support and reward dimensions of conventional intrapreneurship models (e.g. Kurakto et al., 2014).

**Table 2. Composition of the measuring instrument**

Variable	Items and scale	Theoretical foundation
<p>Ethics <i>Nine items, Likert of 7 points</i></p>	<ol style="list-style-type: none"> <li>1. I practise responsibility in my life and work as a rule of life.</li> <li>2. I believe that the basis of trust that others have in me is due to my example and integrity.</li> <li>3. I am visionary and objective in what I set out to do.</li> <li>4. I motivate my colleagues, friends and family on a regular basis and I am able to motivate myself.</li> <li>5. I am trying to learn more every day and apply the knowledge I have acquired.</li> <li>6. I feel enthusiasm in what I am involved in and do, feeling good.</li> <li>7. When I set out to achieve a goal I have the perseverance and resilience necessary to reach it.</li> <li>8. I consider that I appreciate and am grateful for what is happening in my life and work and I learn to constantly improve.</li> <li>9. I try to understand others regardless of their level and I am able to put myself in their shoes.</li> </ol>	<p>Mercader (2006)</p>
<p>Individual social mission <i>Six items, Likert of 7 points</i></p>	<ol style="list-style-type: none"> <li>1. I desire to mitigate social problems in my community.</li> <li>2. I recognise opportunities to serve my social mission.</li> <li>3. I care deeply about the results that my social mission can have.</li> <li>4. I am engaged in a process of improvement related to my mission.</li> <li>5. I am exhibiting a greater sense of accountability to the groups served by my mission.</li> <li>6. I am participating in a continuous learning process related to my mission.</li> </ol>	<p>Dwivedy and Weerawardena, (2018)</p>
<p>Social intrapreneurship <i>Four items, Likert of 7 points</i></p>	<ol style="list-style-type: none"> <li>1.</li> <li>2. The company is able to identify and address social needs.</li> <li>3. The company in which I work is concerned about the welfare of society.</li> <li>4. The company in which I work puts forward its philosophy for the social good.</li> <li>5. My company promotes a culture of attention to social needs.</li> </ol>	<p>Cabana et al., (2018); Dwivedy and Weerawardena, (2018); Galván-Vela et al., (2017, 2018)</p>

Own elaboration.

From the data collected, descriptive statistics were used to measure the categorisation variables in this study, such as sex, age, schooling, years of experience in the sector, sector and size of the company for which the respondent works. Following this, an exploratory analysis was carried out to determine the adequacy of the data in terms of normality indices and the absence of atypical data.

Once the conditions for inferential analysis were present, the technique of exploratory factor analysis was used with SPSS software version 24 to determine the reliability of the measurement instrument and the consistency of the items that make up each of its variables. A confirmatory factor analysis was conducted to determine convergent validity and discriminant validity indexes. The first is to ensure the correlations of the items that make up each factor. The second is to verify that they do not have a direct relationship.

Finally, we used the technique of the structural equation by the covariance method or CB-SEM, using AMOS version 27 software. This test is instrumental in measuring latent variables that present multiple relationships and provides the flexibility to consider measurement errors, which are not considered in other multivariate analysis techniques. This method was chosen over the partial least squares method, following the recommendations of Hair et al. (2011), who state that CB-SEM is the best alternative when contrasting theories, testing hypotheses or designing new theories based on previous research.

#### 4. Results

Of the 603 observations collected for this research, 45.5% were male, and 54.9% were female. The subjects' ages ranged from 20 to 73 years, with an average of 33.8 years. Likewise, a high specialisation index of the professionals was observed since all of them have university studies. Of these, 70.9% have a bachelor's degree, 26.1% have a master's degree, and only 3% have a doctorate. It was also noted that the range of experience among the respondents was wide and ranged from 0 to 49 years, where the average was 10.4 years.

Regarding the characteristics of the companies for which the respondents worked, it was found that most of them were large companies, i.e. with more than 500 employees with 54.4%; followed by small companies with between 0 to 100 employees with 29.2%, and finally medium-sized companies, with between 100 and 500 employees with 16.4%. It should be noted that most of the companies in which the respondent's work are in the industrial sector with 39.1%, followed by the service sector with 30.3%, the commercial sector with 9.8%, the educational sector with 8.8%, the primary sector with 2.8% and finally, some people responded to other types of activities with 9.2%. These results are shown in Table 3.

**Table 3. Analysis of classification data**

Variable	Descriptive result Porcentaje
Age	Limits: 20 to 73 years Mean= 33.8 years Standard deviation= 9.17
Sex	Male= 272 45.1 Female= 331 54.9

Variable	Descriptive result Porcentaje
Occupation	College= 428 70.9 Master's Degree= 157 26.1 Doctoral Degree= 18 3.0
Work experience	Limits: 0 to 41 years Mean= 10.4 years Standard deviation= 8.1
Sector of experience	Industrial sector= 236 39.1 Service sector= 183 30.3 Commercial sector= 59 9.8 Education sector= 53 8.8 Primary sector= 17 2.8 Other= 55 9.2
Size of company	Small= 176 29.2 Medium= 9916.4 Big= 328 54.4

Own elaboration.

After the descriptive analysis of the data, we proceeded to the exploratory analysis of the items that make up the variables of ethics, individual social mission and social intra-entrepreneurship. It is important to note that all items presented acceptable levels of skewness and kurtosis (less than 1.5). For the data distribution, univariate normality conditions were evaluated, and the Kolmogorov-Smirnova test was used, which is relevant for analyses of a sample of more than 50 observations. Regarding the distribution, the Mahalanobis d-squared test and Boxplot plots were also used to verify the absence of outliers. The Kolmogorov-Smirnova contrast established in a first approximation the existence of normality in the data by showing levels of significance at  $p < 0.05$ . It led to verifying the reliability and internal consistency of the measurement scales.

An exploratory factor analysis (EFA) was carried out for each variable under the principal components method and Varimax rotation. These are the most recommended extraction and rotation methods in this type of study. It was found that, of the nine items of the scale, correlations between them ranged between 0.452 and 0.608, all of them significant at  $p = 0.000$ . For the individual social mission variable, there were correlations between 0.467 and 0.664, considered moderate to high and significant. For the intra-social entrepreneurship variable, correlations were between 0.556 and 0.739, considered high and significant at  $p = 0.000$ . Also, the proportion of variance explained by the common factors of each variable (communalities) was located in appropriate values for this analysis.

On the other hand, the Kaiser-Meyer Olkin test (KMO) indicated a degree of mutual and adequate relationship between the items that make up the variables, so it is assumed that each is predictable from the others that make them up. On the other hand, Bartlett's Test of Sphericity was significant, so unbiased and univocal theoretical scores are assumed. Finally, the variance explained by each factor was adequate for this type of analysis. The results are shown in Table 4.

**Table 4. Exploratory Factor Analysis Results**

Variable	Ethic	Individual Social Mission	Social Intrapreneurship
Correlations between items	0.462 < - > 0.608	0.467 < - > 0.664	0.556 < - > 0.739
Level of correlations	Moderate to high	Moderate to high	High
Significance	0.000	0.000	0.000
Determinant	0.011	0.041	0.121
Communalities	0.719 < - > 0.778	0.601 < - > 0.729	0.656 < - > 0.778
Level of communalities	Adequate	Adequate	Adequate
KMO Test	0.939	0.887	0.807
Bartlett's Test of Sphericity	0.000	0.000	0.000
Total variance explained	57.79	65.08	73.03
Cronbach's alpha	0.908	0.892	0.873

Own elaboration.

Another of the analyses carried out, which made it possible to determine the relationship between ethics, the individual social mission of workers and social intra-entrepreneurship, was the technique of structural equations by the covariance method (CB-SEM) using the SPSS AMOS program. It is a relevant way to capture the complexity of the phenomena occurring in the social sciences by allowing more than one simultaneous relationship analysis and considering measurement errors (Hair et al., 2008). This technique allows estimating the effect and relationship between latent variables with greater flexibility than standard regression models (Escobedo et al., 2016). A measurement model and a structural model were determined to achieve the above. The measurement model indicated how the latent constructs are measured concerning their observable indicators, the errors that affect that measurement. The relationships are expected between the constructs when they are related. The structural model represented a causal relationship and the graphical representation that quickly estimated model parameters.

The assessment of the measurement model is a necessary step to determine the reliability and validity of the study constructs. To achieve this, reliability indicators such as Cronbach's alpha and the composite reliability index (CFI), whose measures must always be more significant than 0.700, were calculated. Likewise, convergent validity was performed using the average variance extracted (AVE), which should be above 0.500. The discriminant validity of the model was measured by the explained variance of each factor on the main diagonal. It was taken, and it was determined that this was greater than the square of the correlations between the factors. The results in Table 5 show acceptable values for reliability and convergent and discriminant validity (Hair et al., 2014).

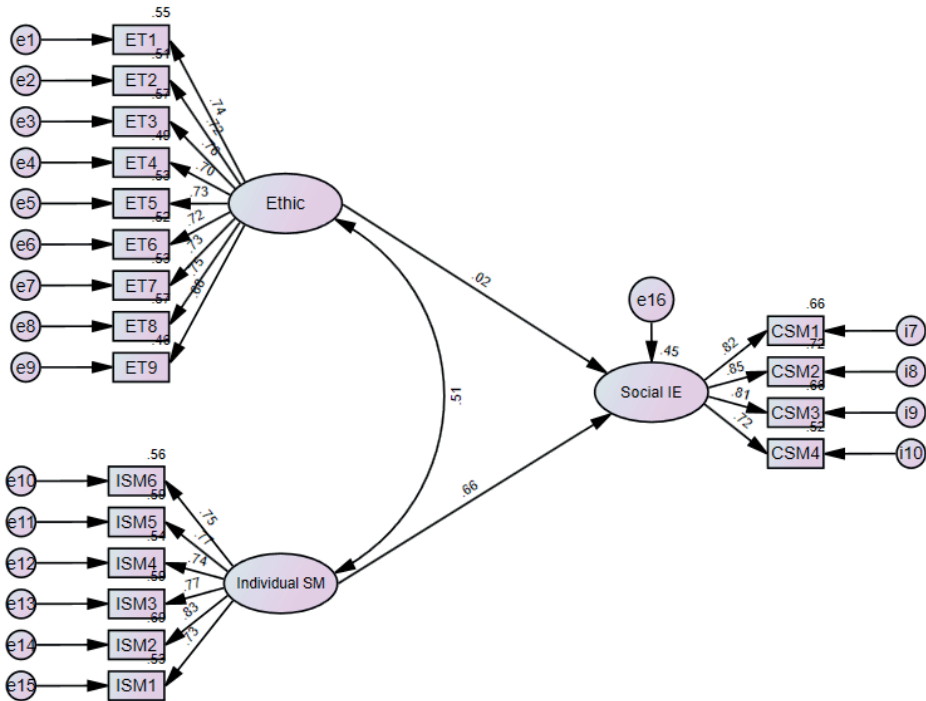
**Table 5. Assessment of the measurement model**

Discriminant validity		Reliability and convergent validity				
	Ethic	Individual SM	Social IE	Cronbach's Alpha	IFC	AVE
Ethic	57.79			0.908	0.925	0.578
Individual Social Mission	0.212	73.03		0.892	0.918	0.651
Social Intrapreneurship	0.101	0.363	65.08	0.873	0.915	0.730

Own elaboration.

Once the measurement model was assessed, the structural model was evaluated according to the absolute, incremental and parsimony fit indicators. The procedure was carried out by identifying the model, its fit and the hypothesis contrast. Figure 1 shows the evaluated model.

**Figure 1. Structural model**



Regarding the identification of the model, it was found that all its parameters can be identified using the rule of the degrees of freedom that must be superior to zero and that deduces that this one presents parsimony adjustment. The degrees of freedom for this model were g.l.= 149. The final adjustment was carried out using  $J^2$  that in the CB-SEM models is known as CMIN; this parameter must be at least twice the value obtained in the degrees of freedom; Table 5 presents a CMIN of 430.19. It should be noted that another indicator of global adjustment is the GFI. However, this

parameter could not be estimated because the model required the analysis of means and intercepts. Also, this indicator is sensitive to the sample size, so it has been recommended not to declare it (Hooper et al., 2008).

Among other estimated values for the overall fit is the root mean squared error of approximation (RMSEA), representing the anticipated fit to the total population value. This test is known as the “badness test” since it pretends values close to zero. The value obtained in this index was acceptable as it was 0.056.

We obtained the comparative fit index among the incremental fit measures, also known as CFI. This indicator should be close to 1 and not less than 0.900, so the model is considered acceptable in incremental fit since 0.955 was obtained. Also, the incremental adjustment index or IFI took a value of 0.956. In this exact item, the Turkey Lewis index or TLI also showed an excellent incremental adjustment at 0.943.

Finally, an indicator of parsimony adjustment that overcomes the limitations of the  $Ji^2$ , which tends to decrease as parameters are adapted to the model, is the CMIN/DF value, that is, the  $Ji^2$  over the degrees of freedom. In this sense, the model presents an adequate adjustment since values from 1 to 3 are considered optimal. Hence, an indicator of 2.88 is acceptable.

**Table 6. Model fit**

Fit index	Expected value	Obtained value	Fix
CMIN	Double the degrees of freedom	430.19, DF=149	Acceptable
RMS	0.05 < to > 0.08	0.56	Acceptable
IFC	0.90 - 1	0.955	Acceptable
IF	0.90 - 1	0.956	Acceptable
NFI	0.90 - 1	0.934	Acceptable
NNFI or TLI	0.90 - 1	0.943	Acceptable
CMIN/DF	1 < to > 3	2.88	Acceptable

Own elaboration.

Bentler (1990) proposed the recommended adjustment indices and Levy and Varela (2008). Regarding testing the hypotheses put forward in this paper, Table 7 shows the parameter estimates in the “effect” column between the social intrapreneurship variable and the variables assumed as predictors (ethics and individual social mission). It also considers the measurement error, the critical ratio, which results from the estimation between the error parameters and must oscillate in values greater than +/-1.96 and the significance of the relationships.

**Table 7. Hypothesis testing**

Hypothesis	Variables			Effect	SE.	CR.	P	Contrast
H1	Social IE	<--	Ethic	0.41	0.085	0.416	0.627	Rejected
H2	Social IE	<--	Individual SM	0.832	0.068	12.177	0.000	Not rejected

Own elaboration.



Hypothesis 1 that assumed a relationship between ethics and social intrapreneurship, was rejected as there were no optimal CR levels; likewise, it was not significant as  $p > 0.05$ , so it cannot be assumed that these variables have an effect. However, the individual social mission is a good predictor of social intrapreneurship, so hypothesis 2 of this study is not rejected. It is essential to mention that, although ethics does not directly influence social intrapreneurship, an estimated correlation of 0.509, i.e., a high value, was found between ethics and the individual social mission of the workers.

## 5. Conclusions

This article contributes to the literature and corporate management in three ways. First, it joins the stream of studies on social intrapreneurship, initiated at the beginning of the 21st century, aiming to quantitatively demonstrate that this variable is highly relevant for achieving competitive, innovative and sustainable organisations in today's digital era society. The second highlights the positive relationship between the dimension's social mission-social intra-entrepreneurship. So far, this issue has been little explored by researchers. Based on what has been said, it can be noted that this work can incorporate two novel aspects to the existing literature.

On the one hand, it is implementing both variables in the strategic decisions taken by organisations. Both elements are vital for implementing internal models of innovation, where job satisfaction and the social welfare of citizens are connected with the guiding principles of the Sustainable Development Goals of the 2030 agenda. Moreover, on the other, to enliven a line of research that deepens the statistical analysis of this construct to design an organisational culture open to possessing a more excellent vision of public service and organisational justice (Galván-Vela et al., 2021b). Moreover, third, to show the absence of a significant association between ethics and social intrapreneurship. As noted in other sections of this article, it should be noted that this finding cannot be verified with other types of studies due to the lack of publications aimed at examining this link (ethics-social intrapreneurship). Therefore, it can be stated that this phenomenon currently constitutes a new *gap* in the business literature, especially for the disciplines of corporate social responsibility and organisational leadership (Mercader et al., 2021).

This academic work, like any other, is not exempt from its corresponding theoretical and methodological limitations. The first is that the data used in this work come from a single geographical and cultural area, generating common source inferential biases in the findings presented here. Perhaps this phenomenon could have been avoided using other statistical tests (Kotabe et al., 2003). The second is associated with the dimensions chosen to develop this academic work (social intrapreneurship, social mission and ethics). These variables have in common their subjective and social nature. As is well known, this complexity hinders, on the one hand, the empirical analysis of their correlations, and on the other hand, the quantitative reliability of the results achieved in this study, as well as the scientific validity of our structural equation model, since it does not take into account other parameters of a psychosocial and managerial nature. The third is our work's cross-sectional design, which means that causality cannot be derived directly.

By way of conclusion, we must also underline that the work to be undertaken in the future should offer a more holistic view of social intrapreneurship in the era of Industry 5.0. Bearing in mind the models and management strategies that affect the behaviour of this variable, for example, the attractive organisational culture of happiness

management (Ravina-Ripoll et al., 2021a), which has been analysed in greater depth in recent years (Nuñez-Barriopedro et al., 2019), as a result of the need for a more holistic view of the topic of social intrapreneurship in the era of Industry 5.0, 2019), as a result of the need to develop and implement people-oriented management models and the pursuit of subjective well-being for the development of human talent and the promotion of leadership and collaborative work (Ravina-Ripoll et al., 2019a).

In the same vein, researchers are invited to articulate models that empirically demonstrate the effects of developing a positive organisational climate on trust, safety, individual capability development, employee satisfaction, and psychological well-being (Ravina-Ripoll et al., 2019b, 2021c). Based on this approach, emerging scientific work can be carried out to empirically test unpublished theoretical models that revolve around the concepts above and social intrapreneurship. Such findings can be beneficial for administrations to design new public policies aimed at tackling social and environmental problems under the innovation and happiness developed within corporations. In this way, social intrapreneurship stimulates their human capital (Ravina-Ripoll et al., 2021b).

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