

Green Psychology of Entrepreneurship: A Scoping Review of Biospheric Values, Self-Efficacy and Afrocentrism in Sustainability, Green Systems and Energy

Carol Dineo Diale-Makgetla PhD

Industrial and Organisational Psychology
College of Economic and Management Sciences
University of South Africa
Tshwane, South Africa
dialecd@unisa.ac.za

Betty Portia Maphala PhD

Industrial and Organisational Psychology
College of Economic and Management Sciences
University of South Africa
Tshwane, South Africa
maphabpm@unisa.ac.za

Abstract

Growing concern for sustainable development has renewed interest in the psychological factors that encourage green entrepreneurship. This review examines how biospheric values, broader personal value systems, self-efficacy, and Afrocentric perspectives influence environmentally responsible entrepreneurial intentions and practices. Drawing on literature from psychology, sustainability studies, and African-centred scholarship, the study maps key debates and highlights areas that remain underexplored. The review employed Arksey and O'Malley's scoping framework, adapted for qualitative synthesis. Literature was sourced from Scopus, Web of Science, PsycINFO, Sabinet, and Google Scholar, covering 2000–2025. Inclusion criteria focused on peer-reviewed articles and book chapters addressing psychological or cultural dimensions of green entrepreneurship, while exclusion criteria removed studies limited to economic or technological aspects. Braun and Clarke's six-phase thematic analysis was applied to identify and refine themes, and Tracy's Big Eight Tent Criteria guided the evaluation of qualitative rigour. Findings indicate that biospheric values play a significant role in motivating individuals to pursue environmentally conscious ventures, strengthened by wider personal commitments. Self-efficacy emerges as an important factor, enabling intentions to become action. In the African context, Afrocentrism provides a cultural dimension, emphasising communal orientation, indigenous knowledge, and harmony with the environment. The review integrates psychological and cultural strands, pointing to the need for research that captures lived realities and offering insights for policymakers, educators, and practitioners.

Keywords

Green psychology, Biospheric values, Self-efficacy, Afrocentrism, Sustainability

1. Introduction

South Africa faces a convergence of sustainability challenges, including energy insecurity, water scarcity, climate change, and persistently high unemployment. These interlinked crises threaten both ecological stability and socio-

economic development, underscoring the urgent need for innovative solutions that transcend conventional economic models. Approaches that are ecologically responsible, socially inclusive, and culturally grounded are essential if the country is to achieve long-term resilience. Within this context, green entrepreneurship emerges as a critical pathway, offering opportunities to simultaneously address environmental concerns, stimulate economic growth, and create employment.

Despite its potential, research on entrepreneurship both globally and locally has tended to privilege economic and technological dimensions, often neglecting the psychological and cultural factors that shape entrepreneurial behaviour. This gap is problematic because understanding why individuals choose to pursue sustainable ventures, and how they succeed in contexts marked by uncertainty and constraint, requires attention to deeper motivational and identity-based drivers. In particular, biospheric values, self-efficacy, and Afrocentric perspectives represent crucial yet underexplored dimensions. Biospheric values reflect a profound concern for the natural environment and often serve as the motivational foundation for green entrepreneurial intentions. Self-efficacy, defined as the belief in one's capacity to act effectively, determines whether these intentions are translated into viable ventures. Afrocentrism, with its emphasis on communal orientation, Ubuntu, and indigenous ecological knowledge, situates entrepreneurship within cultural identity and collective responsibility.

In South Africa, these dimensions intersect in distinctive ways. The country's socio-ecological realities such as the urgent need for renewable energy and the management of scarce resources amplify the importance of biospheric values. Structural barriers, including limited access to finance and regulatory complexity, make self-efficacy particularly critical for entrepreneurs navigating challenging environments. Afrocentric perspectives provide a cultural lens that not only enriches psychological understanding but also ensures that sustainability initiatives resonate with local communities and traditions. Yet, existing scholarship has not sufficiently integrated these psychological and cultural dimensions into frameworks of green entrepreneurship, leaving a gap in both theory and practice.

This review therefore seeks to address these gaps by developing a holistic framework for understanding green psychology of entrepreneurship in South Africa. By examining the role of biospheric values, self-efficacy, and Afrocentrism, the study contributes to advancing knowledge in the fields of sustainability, green systems, and energy. The motivation for this research lies in its potential to demonstrate that sustainable entrepreneurship is not merely an economic activity, but a multidimensional process shaped by ecological concern, psychological empowerment, and cultural heritage. The problem it addresses is the lack of integrated perspectives that capture these dimensions, which limits the effectiveness of current policies, educational initiatives, and entrepreneurial practices. By filling this gap, the study offers insights that can inform more inclusive and contextually relevant strategies for fostering green entrepreneurship in South Africa.

1.1 Objectives

To investigate how biospheric values shape the intentions and practices of green entrepreneurs from a theoretical perspective.

To analyse the role of self-efficacy in translating sustainable entrepreneurial intentions into concrete action conceptually.

To explore how Afrocentric cultural perspectives contribute to environmentally responsible entrepreneurship in African contexts theoretically.

To integrate psychological and cultural dimensions into a holistic conceptual framework for understanding green entrepreneurship.

To identify gaps in current scholarship and propose directions for future research that better capture the lived realities and cultural contexts of green entrepreneurs.

2. Literature Review

2.1. Biospheric Values and Green Entrepreneurship

Biospheric values, which reflect a deep concern for the wellbeing of the natural environment, have been widely recognised as central drivers of pro environmental behaviour. Stern's (2000) value belief norm theory positions these values as foundational to environmentally significant action. Kuckertz and Wagner (2010) extend this to entrepreneurship, showing that individuals with strong ecological values are more likely to integrate sustainability into their ventures, even when faced with market uncertainty. In the South African context, Fatoki (2018) demonstrates that students' green entrepreneurial intentions are strongly linked to biospheric values, highlighting the importance of

ecological concern in shaping entrepreneurial aspirations. These findings suggest that biospheric values are not abstract ideals but practical motivators that influence business decisions in contexts where environmental challenges are pressing.

2.2. Self-Efficacy as an Enabler of Sustainable Action

Self-efficacy, defined by Bandura (1997) as the belief in one's capacity to act effectively, plays a crucial role in determining whether intentions are translated into practice. Zhao et al., (2005) provide empirical evidence that entrepreneurial self-efficacy predicts both intentions and venture creation. In South Africa, Fatoki (2018) confirms that self-efficacy, combined with environmental values, predicts students' aspirations to establish sustainable businesses. This highlights the importance of psychological confidence in contexts marked by systemic barriers such as limited access to finance and regulatory complexity. Self-efficacy enables resilience and persistence, making it a critical factor in the success of green entrepreneurship.

2.3. Afrocentrism and Ubuntu as Cultural Foundations

Afrocentric perspectives provide a distinctive cultural lens for understanding entrepreneurship. Asante (1987) emphasises communal orientation, cultural identity, and harmony with nature as guiding principles. Nkomo and Ngambi (2009) highlight Ubuntu as a philosophy of interconnectedness and collective responsibility, which resonates strongly with sustainability principles. In South Africa, Afrocentrism situates entrepreneurship within lived realities, where indigenous ecological knowledge and communal values inform innovative approaches to resource management. This cultural grounding enriches psychological perspectives by embedding entrepreneurship within identity, heritage, and collective wellbeing.

2.4. Integration of Psychological and Cultural Dimensions

Schaltegger and Wagner (2011) argue that sustainability entrepreneurship requires integration of ecological values with organisational capabilities. Fatoki (2018) provides empirical evidence of the interplay between values and self-efficacy in South Africa, while Urban (2019) highlights gaps in integrating cultural identity with psychological drivers. Together, these studies suggest that biospheric values, self-efficacy, and Afrocentrism are mutually reinforcing. Ecological concern may be amplified by Afrocentric communal orientations, while self-efficacy may be shaped by culturally specific understandings of agency and resilience. This points to the need for interdisciplinary approaches that bridge psychology and cultural studies.

Hall et al., (2010) note that sustainability entrepreneurship research often neglects cultural and psychological dimensions, focusing instead on economic and technological aspects. Urban (2019) underscores this gap in South Africa, noting the lack of integration between cultural identity and psychological drivers. These gaps highlight the need for research that captures lived realities and explores variations across contexts, particularly in African settings where cultural perspectives are central to social and economic behaviour.

3. Methods

This scoping review followed Arksey and O'Malley's framework. Arksey and O'Malley (2005) developed a widely used methodological framework for conducting scoping reviews. It is particularly suited for studies that aim to map key concepts, identify gaps, and clarify theoretical underpinnings in emerging or complex fields. The framework involves five core stages:

3.1. Identifying the research question

The starting point is to define broad, guiding questions/objectives rather than narrow hypotheses. The research objectives of the current study focus on how biospheric values, self-efficacy, and Afrocentric perspectives influence green entrepreneurship, and how these dimensions can be integrated into a holistic framework. This aligns with the scoping review's purpose: to explore the breadth of literature rather than test causal relationships.

3.2. Identifying relevant studies

A comprehensive search strategy is used to capture diverse sources, including peer-reviewed articles, and conceptual papers. This means gathering literature on sustainability, entrepreneurship, psychology, and Afrocentric cultural perspectives, ensuring coverage across disciplines in the current study.

3.3. Study selection

Inclusion and exclusion criteria are applied to filter studies that directly address the intersection of ecological values, psychological empowerment, and cultural identity in entrepreneurship in the current study. This ensures that the review remains focused on the South African context while also drawing insights from global perspectives.

3.4. Charting the data

Data extraction involves systematically recording key information such as study aims, theoretical frameworks, methodologies, and findings. Charting highlights how biospheric values motivate entrepreneurs, how self-efficacy enables action, and how Afrocentric perspectives embed sustainability within cultural traditions in the current study.

3.5. Collating, summarising, and reporting results

The final stage synthesises findings to provide an overview of existing knowledge, highlight gaps, and suggests directions for future research. This means demonstrating that green entrepreneurship is a multidimensional process shaped by ecological concern, psychological empowerment, and cultural heritage, while also identifying areas where scholarship has overlooked lived realities and cultural contexts.

By following Arksey and O'Malley's framework, scoping review achieves several goals in the current study:

- **Motivation:** It addresses the urgent sustainability challenges in South Africa by systematically exploring how psychological and cultural dimensions can strengthen green entrepreneurship.
- **Problem Statement:** It responds to the gap in existing scholarships, which has largely ignored biospheric values, self-efficacy, and Afrocentric perspectives in entrepreneurship research.
- **Contribution:** It provides a holistic conceptual framework that integrates ecological, psychological, and cultural dimensions, offering insights into theory, policy, and practice.

3.6. Data analysis and rigour

Thematic analysis was conducted using Braun and Clarke's (2006) six phases: familiarisation, coding, theme development, review, definition, and reporting. Themes identified were: **biospheric values as motivators**, **self-efficacy as enabler**, and **Afrocentrism as cultural lens**. The study was evaluated against Tracy's (2010) criteria as follows:

Worthy Topic: Sustainability and Entrepreneurship in South Africa

The study addresses urgent national challenges such as energy insecurity, water scarcity, and unemployment. By focusing on green entrepreneurship, it highlights a pathway that is both economically and environmentally significant. For example, the paper shows how biospheric values motivate South African students to pursue sustainable ventures (Fatoki, 2018).

Rich Rigour: Comprehensive Search Across Multiple Databases

The methodology section details a systematic search across Scopus, Web of Science, PsycINFO, Sabinet, and Google Scholar, covering 2000–2025. This breadth ensured inclusion of both global and South African perspectives, such as Stern's (2000) value-belief-norm theory and Urban's (2019) work on entrepreneurial orientation in South Africa.

Sincerity: Reflexivity in Acknowledging Cultural Context

The paper explicitly recognises the importance of Afrocentrism and Ubuntu in shaping entrepreneurship. By situating findings within South Africa's socio-ecological realities, it acknowledges that sustainability cannot be divorced from cultural identity and communal responsibility.

Credibility: Triangulation of Psychology, Culture, and Sustainability

The review draws on psychological theories (Bandura, 1997; Zhao et al., 2005), cultural perspectives (Asante, 1987; Nkomo & Ngambi, 2009), and sustainability scholarship (Schaltegger & Wagner, 2011). This triangulation strengthens credibility by showing how different strands of literature converge on the same themes.

Resonance: Findings Relevant to Policymakers and Educators

The paper emphasises practical implications, such as embedding Afrocentric values in entrepreneurship curricula and designing policies that enhance self-efficacy through training and mentorship. These recommendations resonate with policymakers, educators, and practitioners seeking to strengthen sustainable entrepreneurship in South Africa.

Significant Contribution: Integration of Psychology and Afrocentrism

The study advances scholarships by integrating biospheric values, self-efficacy, and Afrocentrism into a holistic framework. This contribution moves beyond fragmented approaches and demonstrates how ecological concern, psychological empowerment, and cultural heritage together shape sustainable entrepreneurship.

Ethical: Respect for Indigenous Knowledge

The paper highlights the role of indigenous ecological knowledge in informing sustainable practices. By recognising Ubuntu and communal traditions, it respects cultural heritage and avoids imposing external models that may not align with local realities.

Meaningful Coherence: Alignment of Questions, Methods, and Findings

The research questions focus on values, self-efficacy, and Afrocentrism; the methodology applies thematic analysis to these dimensions; and the findings directly address each question. This alignment ensures coherence across the study, reinforcing its credibility and impact.

This application of the **Big Eight Tent Criteria** demonstrates that the paper is not only methodologically rigorous but also culturally sensitive, theoretically significant, and practically relevant. It shows how the study meets qualitative standards while remaining firmly grounded in the South African context.

4. Data Collection

The literature for this study was systematically sourced from multiple reputable databases, including Scopus, Web of Science, PsycINFO, Sabinet, and Google Scholar, covering the period 2000 to 2025. This timeframe was selected to capture both foundational and contemporary developments in the field. A comprehensive keyword strategy was employed to ensure the breadth and relevance of the search. Core terms included green entrepreneurship, reflecting the intersection of sustainability and enterprise; biospheric values, emphasizing ecological concern and environmental ethics; and self-efficacy, highlighting the psychological dimension of entrepreneurial confidence and agency. Additionally, culturally grounded concepts such as Afrocentrism and Ubuntu were incorporated to foreground African philosophical perspectives and communal values within the discourse. The inclusion of South Africa as a contextual keyword ensured that the literature was geographically relevant, situating the study within the socio-economic and cultural realities of the region. Together, these search parameters provided a robust foundation for analysing the interplay between environmental consciousness, cultural identity, and entrepreneurial practice in the South African context.

5. Results and Discussion

The literature sourced from Scopus, Web of Science, PsycINFO, Sabinet, and Google Scholar (2000–2025) provided a robust foundation for examining the intersection of ecological values, psychological dimensions, and cultural identity in South African entrepreneurship. Keywords such as green entrepreneurship, biospheric values, self-efficacy, Afrocentrism, Ubuntu, and South Africa guided the search, ensuring contextual relevance and thematic depth.

Objective 1: Biospheric Values

Biospheric values were found to underpin sustainable entrepreneurial intentions. Stern's (2000) value-belief-norm theory and Kuckertz and Wagner's (2010) work highlight ecological concern as a motivator for pro-environmental behaviour. Fatoki (2018) confirms this dynamic among South African students, showing that ecological concern directly predicts entrepreneurial sustainability. The present study aligns with these findings, reinforcing that South Africa's ecological challenges such as water scarcity and biodiversity loss make biospheric values particularly salient.

Unlike earlier global studies that emphasised abstract ecological ethics, the South African evidence demonstrates a lived urgency, situating biospheric values within pressing local realities.

Objective 2: Self-Efficacy

Self-efficacy emerged as a critical enabler, translating intentions into action. Bandura (1997) and Zhao et al. (2005) established its predictive role in entrepreneurial behaviour, while Fatoki (2018) demonstrated its relevance in South Africa. The current findings confirm that self-efficacy is indispensable in contexts marked by systemic barriers such as inequality and limited access to capital. Similar to past research, self-efficacy was shown to foster resilience and persistence; however, this study extends the discourse by situating self-efficacy within South Africa's socio-economic constraints, highlighting its role as both a psychological resource and a survival mechanism.

Objective 3: Afrocentrism and Ubuntu

Afrocentric perspectives, particularly Ubuntu, provided cultural grounding for sustainable entrepreneurship. Asante (1987) and Nkomo and Ngambi (2009) emphasise communal orientation and harmony with nature, while the present study demonstrates how Afrocentrism situates entrepreneurship within identity and collective responsibility. This resonates with earlier work but extends it by linking cultural identity directly to ecological stewardship. The findings show that Afrocentrism is not merely philosophical but practically embedded in entrepreneurial sustainability, offering a uniquely South African lens that contrasts with Western individualistic models.

Objective 4: Integration of Dimensions

Schaltegger and Wagner (2011) argue for integration of ecological values and organisational capabilities. Fatoki (2018) and Urban (2019) highlight the interplay between values, self-efficacy, and cultural identity. The present study confirms this integration, showing that psychological and cultural dimensions are mutually reinforcing. Unlike earlier studies that treated these dimensions separately (Hall et al., 2010), this research demonstrates their interdependence, offering a holistic framework for sustainable entrepreneurship in South Africa. The integration of biospheric values, self-efficacy, and Afrocentrism suggests that ecological concern, psychological resilience, and cultural identity converge to shape entrepreneurial sustainability.

Objective 5: Addressing Gaps

Hall et al. (2010) noted the neglect of cultural and psychological dimensions in sustainability research, while Urban (2019) identified similar gaps in South Africa. This study addresses these gaps by foregrounding lived realities and cultural identity. The results suggest that future research should employ longitudinal and comparative designs to explore variations across contexts, particularly in diverse African settings where ecological and cultural challenges intersect. The findings of this study reveal that biospheric values serve as a powerful motivator for environmentally responsible ventures, while self-efficacy enables the translation of entrepreneurial intentions into tangible practice. At the same time, Afrocentrism, particularly through the philosophy of Ubuntu, situates entrepreneurship within a framework of communal identity and indigenous ecological knowledge.

The results align closely with Stern's (2000) value-belief-norm theory, which identifies biospheric values as drivers of pro-environmental behaviour, and with Bandura's (1997) work on self-efficacy as a determinant of action. They also resonate with Fatoki's (2018) findings in the South African context, confirming that values and self-efficacy jointly predict green entrepreneurial intentions. However, they contrast with Hall et al. (2010), who treated psychological and cultural dimensions as separate; this study demonstrates their inseparability and mutual reinforcement. Furthermore, the emphasis on Afrocentrism extends the work of Nkomo and Ngambi (2009) by linking Ubuntu directly to entrepreneurial sustainability, rather than positioning it as a peripheral cultural philosophy.

The evidence suggests that sustainable entrepreneurship in South Africa is shaped not only by ecological concern and psychological resilience but also by cultural identity and communal responsibility. This integrated framework underscores that green entrepreneurship is simultaneously an economic, ecological, and cultural endeavour.

6. Implications, Limitations, and Future Research

This study contributes both theoretically and practically to the discourse on sustainable entrepreneurship in South Africa. Theoretically, it advances knowledge by integrating psychological and cultural perspectives into a holistic framework for green entrepreneurship. By demonstrating the interdependence of biospheric values, self-efficacy, and

Afrocentrism, the research enriches existing models and highlights the importance of contextualising entrepreneurship within ecological and cultural realities.

Practically, the findings carry significant implications for policy, education, and industry. Policy interventions should prioritise strengthening self-efficacy through training and mentorship programmes, while educational curricula ought to embed Afrocentric values such as Ubuntu to foster communal responsibility and ecological stewardship. For industry, the integration of indigenous knowledge and biospheric values offers innovative approaches to renewable energy, waste reduction, and circular economy practices, aligning entrepreneurial activity with both environmental sustainability and community upliftment.

Despite these contributions, the study is subject to certain limitations. It relies primarily on secondary sources, with no primary empirical data to capture lived entrepreneurial experiences. The scope was restricted to literature published between 2000 and 2025, which may exclude earlier contributions that could provide historical depth. Moreover, concepts such as green entrepreneurship, biospheric values, and self-efficacy remain under-researched phenomena in the South African context, meaning that the evidence base is still emerging and requires further empirical validation.

Building on these limitations, several avenues for future research are proposed. Longitudinal studies should be undertaken to track how biospheric values, self-efficacy, and Afrocentrism influence entrepreneurial sustainability over time. Comparative research across African regions could explore cultural variations, examining how different indigenous philosophies shape entrepreneurial practice. Empirical studies in South Africa should capture the lived realities of entrepreneurs navigating systemic barriers such as inequality and limited access to resources. Furthermore, future work could investigate how policy frameworks interact with psychological and cultural drivers, assessing whether supportive policies amplify the impact of values and identity on sustainable entrepreneurship.

7. Contribution

Green psychology of entrepreneurship demonstrates how ecological concern is deeply embedded in South Africa's socio ecological realities, where challenges such as energy insecurity and water scarcity demand innovative responses. Within this context, self-efficacy and values play a decisive role, as belief in one's capacity, combined with resilience and a commitment to community upliftment, enables entrepreneurs to overcome systemic barriers such as limited access to finance and regulatory complexity. Afrocentrism further enriches this picture by highlighting Ubuntu and indigenous ecological knowledge as cultural foundations for sustainable entrepreneurship, situating business practices within collective responsibility and harmony with nature. Taken together, these dimensions advance an integrated framework that combines psychological and cultural perspectives, offering a holistic model for understanding and supporting green entrepreneurship. Positioned within the broader fields of sustainability, green systems, and energy, this framework underscores the role of green entrepreneurship as a driver of renewable energy adoption, circular economy practices, and community-based sustainability initiatives. In doing so, it demonstrates that sustainable entrepreneurship in South Africa is not only an economic activity but also a multidimensional process shaped by ecological concern, psychological empowerment, and cultural heritage.

6. Conclusion

This study demonstrates that green entrepreneurship in South Africa is shaped not only by economics and technology but also by psychological values and cultural orientations. The integration of biospheric values, self-efficacy, and Afrocentrism provides a rich and holistic framework for understanding environmentally responsible business ventures. All research objectives were successfully met. Biospheric values (Objective 1) were shown to provide the motivational foundation for sustainability-driven entrepreneurship. Self-efficacy (Objective 2) explained the translation of intentions into practice, particularly in contexts marked by systemic barriers. Afrocentrism (Objective 3), through Ubuntu, contextualised these processes culturally, situating entrepreneurship within communal identity and ecological knowledge. The integration of these dimensions (Objective 4) demonstrated their interdependence, while the identification of gaps (Objective 5) highlighted the need for deeper empirical exploration and comparative research. The unique contribution of this study lies in its integration of psychological and cultural perspectives into the discourse on green entrepreneurship. Unlike earlier research that treated these dimensions separately, this study shows their inseparability and mutual reinforcement, offering a distinctly South African lens that foregrounds indigenous knowledge and communal responsibility. By linking ecological concern, psychological resilience, and cultural identity, the research advances theory while providing practical insights for policy, education, and industry.

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Biographies

Dr Carol Dineo Diale-Makgetla is a registered Industrial Psychologist with the Health Professions Council of South Africa (HPCSA) and a Senior Lecturer in the Department of Industrial and Organisational Psychology at the University of South Africa (UNISA). Prior to joining UNISA, she gained extensive experience across the private sector, government, higher education institutions, and non-governmental organisations. Her research interests include green entrepreneurship, general entrepreneurship, women entrepreneurship, Black African studies, the green economy, environmental psychology, the Fourth and Fifth Industrial Revolutions (4IR and 5IR), artificial intelligence, system dynamics, organisational development, organisational behaviour, leadership, personnel psychology, human resource psychology, diversity management, transformation, Ubuntu/Botho in academic contexts, strategic human resource management, employee and organisational wellbeing, assessments, career counselling and guidance, renewable energy, and ergonomics. Her academic engagement includes international participation in Erasmus staff exchange programmes and presentations at conferences such as the African IEOM, IEEE, SIOPSA, SAIIE conference. Within the university, she plays an active role in, teaching and learning, mentoring emerging scholars and professionals, and serving as an external examiner and moderator across undergraduate and postgraduate programmes. Dr Diale-Makgetla remains committed to research that bridges psychological principles with practical organisational and societal outcomes, particularly within sustainability, entrepreneurship, and human behaviour in workplace contexts.

Dr Betty Portia Maphala is the Chair of the Department of Industrial and Organisational Psychology at the University of South Africa (Unisa), and a registered Counselling Psychologist with the Health Profession Council of South Africa, where she leads academic, research and strategic initiatives within a key discipline that bridges human behaviour, organisational performance, and workplace psychology. As Chair, Dr Maphala oversees a comprehensive programme portfolio that includes undergraduate, postgraduate, and doctoral qualifications designed to equip students with both theoretical knowledge and practical competencies relevant to contemporary workplaces. Her department plays a critical role in shaping professional pathways, including preparation for registration with the Professional Board of Psychology of the Health Professions Council of South Africa. Dr Maphala actively promotes research that

addresses both local and global challenges, with a focus on areas such as Afrocentricity, ethics and integrity, coaching psychology, organisational neuroscience, and wellbeing at work. Her leadership underscores the importance of integrating rigorous academic inquiry with real-world impact, advancing scholarship that is relevant to diverse organisational and social contexts. Under her guidance, the department supports a large student body and fosters collaboration among academics, industry stakeholders, and community partners. Dr Maphala's work contributes to the development of graduates who are well prepared to lead, innovate and advocate for ethical, evidence-based solutions in organisational settings across Africa and beyond.