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NEUROHAPPINESS IN ACTION: A THEORETICAL APPROACH TO A MODEL OF CORPORATE WELL-BEING IN IBERO-AMERICA

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ABSTRACT

Introduction: The concept of neurohappiness in Ibero-American smart organizations has undergone self-examination. The trend of adapting to administrative and managerial demands has shifted the focus to human talent productivity from the perspective of well-being. This innovative approach seeks to improve work-life quality through managerial strategies based in neuroscience. **Methodology:** A mixed-methods approach was employed using a post-positivist paradigm, combining descriptive, exploratory, and hermeneutic methods. A self-administered questionnaire facilitated by Google Forms was used to obtain comprehensive results from 133 participants. **Results:** The results showed that implementing a corporate philosophy of neurohappiness increases productivity, improves interpersonal communication, and fosters a positive work environment. Neurohappiness fosters positive emotions, which contribute to increased performance, reduced absenteeism, and improved health. The study demonstrates that organizations that prioritize emotional well-being tend to be more profitable and sustainable in the long term. **Discussion:** Many companies currently face problems related to stress, burnout, and boreout, which negatively impact employee performance. This phenomenon has sparked growing concern in the workplace. The overall objective was therefore to design neurohappiness-based management strategies to revolutionize corporate well-being in Ibero-America. **Conclusions:** These strategies were deemed a necessary transformation for contemporary organizations. By focusing on the mental and emotional well-being of employees, companies can create healthier and more collaborative work environments. The goal is to promote harmony and maximize benefits for individuals, which translates into success and sustainability, driving transcompetitiveness based on neuroscience.

Keywords: management; intelligent organizations; neurohappiness; well-being; strategies; AI; neurosciences; human talent; sustainability.

1. INTRODUCTION

Managing well-being in organizations has evolved from a trend to a strategic necessity in the modern workplace. Since the contributions of pioneering figures like Taylor, Fayol, Drucker, and Vries, management science has advanced toward models that integrate innovative concepts to address complex challenges. In a post-pandemic context, where, according to Manes and Niro (2023), the effects on the human psyche will persist for at least seven years, it is essential to rethink organizational strategies. One of the most promising proposals in this direction is the implementation of neurohappiness, an approach that combines neuroscience with technological tools such as artificial intelligence (AI) to optimize well-being and productivity in the workplace (Srivastava & Bhardwaj, 2024).

What is neurohappiness? Neurohappiness is a model based on neuroscientific principles that seeks to promote emotional health, satisfaction, and psychosocial balance at work. This approach not only addresses productivity but also considers the overall well-being of employees, creating more harmonious and effective work

environments. Although the concept seems simple, its implementation presents a challenge, as it requires transforming traditional paradigms and adopting innovative tools such as AI to ensure its success (Brinkmann, 2024).

Rodríguez (2017) indicates that this concept focuses on analyzing how nervous system processes, including specific brain circuits, influence positive emotions and human behavior related to happiness. Furthermore, recent research highlights that neurohappiness involves the activation of certain brain circuits refined by evolution to provide states of well-being. This approach allows exploring how to reprogram the brain through neuroplasticity to foster positive emotions and reduce negative ones, which directly impacts quality of life (NeuroDoza, n.d.).

Dfarhud et al. (2014) demonstrated that happiness positively affects physical health, including a stronger immune response and increased longevity. This finding underscores the importance of understanding the biological processes behind emotional well-being. The concept of biological happiness should be developed because authentic happiness is an internal state of psychological well-being. Neurohappiness is biological happiness, in which the brain plays a leading role. This profound reflection calls on the importance of considering the relevance of happiness in people's lives.

According to Soto (2024), this wisdom reveals that happiness is an essential component that influences mental health, interpersonal relationships, and overall quality of life, not simply a fleeting emotional state. By understanding its importance, individuals can make more informed and meaningful decisions that lead to lasting well-being. Cultivating happiness means enjoying pleasant moments and developing a positive, resilient mindset. This mindset is key to facing life's challenges with optimism and gratitude (Manes & Niro, 2018). Reflecting on happiness can encourage the pursuit of purpose and meaning in daily actions, contributing to a fuller, more satisfying life. However, verification is vital and must be scientifically supported (Braidot, 2024).

The epistemological paradigm of neurohappiness has emerged. Neurohappiness is a growing field of interest that combines neuroscience with the study of emotional well-being to understand how brain chemistry influences happiness. Asensio (2021) explains that happiness and well-being are closely linked to neurotransmitters such as endorphins, serotonin, dopamine, and oxytocin. These chemical compounds act as key tools to combat stress, anxiety, and negative emotional states, promoting better mental health and quality of life.

Conversely, García (2023) notes that research from the University of Wisconsin suggests that happiness is not merely a series of pleasant sensations, but rather an optimal state cultivated through qualities like altruism, compassion, and emotional equilibrium. This neuroscience research has demonstrated that practices such as meditation and mindfulness generate structural and functional changes in the brain by strengthening neural networks associated with positive emotions.

Furthermore, Braidot (2016) emphasizes that training the brain to generate happiness improves not only personal well-being but also abilities such as creativity, memory, and intelligence. According to Braidot, a happy brain is more efficient and flexible in

its cognitive processes. This reinforces the importance of consciously working on our happiness through emotional self-leadership and positive practices. Together, these perspectives highlight that neurohappiness is a practical tool for transforming lives by promoting balance between the mind and body.

Neurohappiness is an interdisciplinary approach combining knowledge from neuroscience, positive psychology, and biomedical studies to understand and enhance human well-being. This conceptual framework rests on several key pillars that explain how the brain and body respond to experiences of happiness and personal satisfaction (Seligman, n.d.).

One of the main components of neurohappiness is its neurobiological foundation. Scientific research has identified specific brain circuits, particularly in the prefrontal cortex and limbic system, that regulate positive emotions (Goleman & Davison, 2023).

Furthermore, neurotransmitters such as dopamine, serotonin, and endorphins play a crucial role as chemical mediators that directly influence emotional responses and generate well-being. Neuronal plasticity, or the brain's ability to reorganize and modify its structure through practices such as meditation and mindfulness, supports the idea of "brain training" for achieving and maintaining happiness (Gallego, 2017).

The relationship between happiness and physical health is another fundamental aspect of neurohappiness. Several studies have demonstrated that states of well-being bolster the immune system by enhancing antibody production and improving the body's response to pathogens. Additionally, neurotransmitters associated with positive emotions reduce the risk of hypertension and coronary heart disease, thereby protecting cardiovascular health. Researchers have even observed that happiness can influence cellular longevity by stimulating telomerase activity. Telomerase is an enzyme essential for chromosome maintenance and the prevention of premature aging (Llórens i Garcia, 2018).

Finally, neurohappiness is based on scientifically validated methodological approaches. Applied positive psychology uses tools such as subjective well-being scales and advanced brain activity measurements, like functional magnetic resonance imaging (fMRI) and electroencephalography (EEG), to quantify and analyze happiness. Furthermore, controlled studies have demonstrated the ability of evidence-based interventions, such as mindfulness meditation, to regulate the activity of critical brain areas, like the amygdala and anterior cingulate cortex. This contributes to emotional management and sustained well-being.

The comprehensive corporate philosophy of neurohappiness deepens the scientific understanding of happiness and offers practical strategies for improving personal and organizational well-being. It focuses on understanding how the brain regulates emotions and behaviors to optimize quality of life. Unlike existing concepts that seek to improve the quality of work life for employees, such as emotional intelligence popularized by Goleman (2024), which refers to the ability to recognize and manage one's own and others' emotions, encompassing skills such as self-awareness, self-regulation, motivation, empathy, and social skills, this approach is different.

Similarly, the neuroscience of well-being is an interdisciplinary field that studies how brain processes affect mental and emotional health. It seeks to understand the neurological basis of emotions, happiness, and general well-being from neurobiological, psychological, and medical perspectives. This offers a comprehensive view of how to optimize quality of life (Valencia & Castaño, 2022).

Additionally, talent management refers to an organizational strategy aimed at attracting, developing, and retaining employees with the key skills and competencies necessary for a company's success.

As can be seen, these concepts share a point of convergence, yet each has its own differences. From a holistic perspective, they all focus on neurohappiness (Braidot, 2024).

2. OBJECTIVES

The overall objective was to generate a theoretical approach that promotes a neurohappiness model for action and corporate well-being in Ibero-America.

3. METHODOLOGY

This post-positivist, mixed-methods study (Hernández & Mendoza, 2018) employed a descriptive approach to observe frequently occurring phenomena. A descriptive research approach was employed to observe individual events and obtain evidence of frequently occurring phenomena (Tello-Blanc & Paredes-Floril, 2022). With a descriptive scope, the characteristics of the phenomenon are known; the aim is to demonstrate its presence in a specific group. This provides insight into performance, job satisfaction, and human development in Latin American organizations. The population of interest consisted of 133 permanent employees in various companies. They were selected through non-probability convenience sampling, which determined the maximum number of participants in the study.

Data were collected in two complementary ways: observation and data description, as well as a documentary and bibliographic review. This involved a thorough hermeneutic analysis of relevant documents and studies related to the key concepts of neurohappiness, particularly corporate well-being. This approach is a key success factor that allows for a deeper understanding of the subject and contributes to its development based on a commitment to investigation, as noted by Corona et al. (2023).

The second method involved obtaining information and criteria related to the phenomenon under study from the participants. This was achieved by administering a 19-item questionnaire via Google Forms to the 133 subjects. Each item had five Likert-type ordinal response options, represented as frequency statistics and percentages.

Non-participant observation was used during the interviews to remain detached from the observed situation and contextualize and enrich the data obtained (Martínez, 2013).

Additionally, Excel software was used to verify the instrument's reliability, which was measured using Cronbach's alpha coefficient and the following formula: $\alpha = (k/(k-1)) * (1 - (\sum \text{variances_item} / \text{variance_total}))$, where k is the number of items, $\sum \text{variances_item}$ is the sum of the variances of each item, and variance_total is the variance of the total score. This results in $(19/ (19-1))*(1- (\text{SUM} (32.7697005284792) / 385.974280681151))$.

The result was 0.966, suggesting high internal consistency of the measurement instrument. This indicates that the questionnaire items are closely related and accurately measure the same construct.

It is important to note that from question 8 to question 19, there was a "dead" census, inferred to be due to several factors: refusal to respond, loss of information, and inability to contact respondents (Ñaupas, 2014).

4. RESULTS

The following is an analysis of the responses to each item, which were the objects of study in this research.

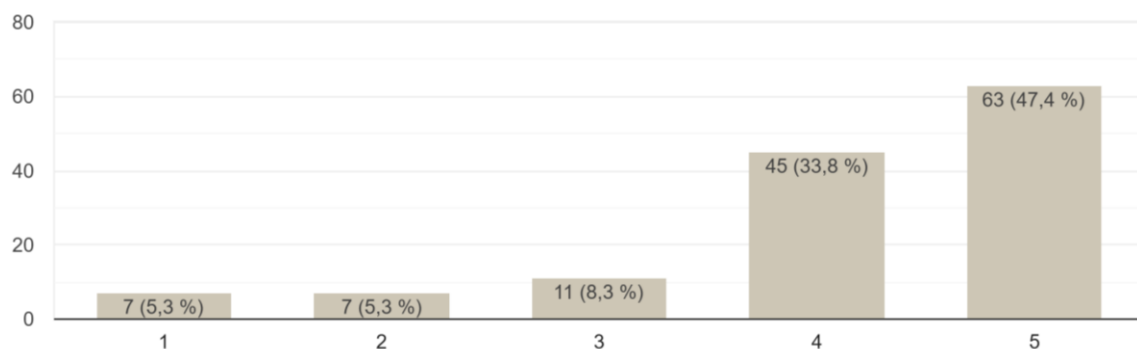
Figure 1 shows that 47.4% of respondents believe that neurohappiness can improve performance and well-being in the workplace, indicating a tentative acceptance of the idea that neurohappiness is a key factor in intelligent business management. This suggests a consensus among respondents regarding the potential of neurohappiness as a management tool.

Figure 1.

Neurohappiness in the Work Environment

1.- La neuro felicidad está inmersa en la gerencia inteligente, para mejorar el rendimiento y el bienestar en el entorno laboral.

133 respuestas



Source: Elaborated by the authors (2024).

These findings have important implications for organizations. The fact that fewer than 50% of respondents accepted neurohappiness reinforces the idea that it has a solid scientific basis and can be applied successfully in the business world. Companies that invest in promoting neurohappiness among their employees may experience increased productivity, creativity, and talent retention. Therefore, business leaders should

consider integrating neurohappiness principles into their management style to create healthier, more productive work environments.

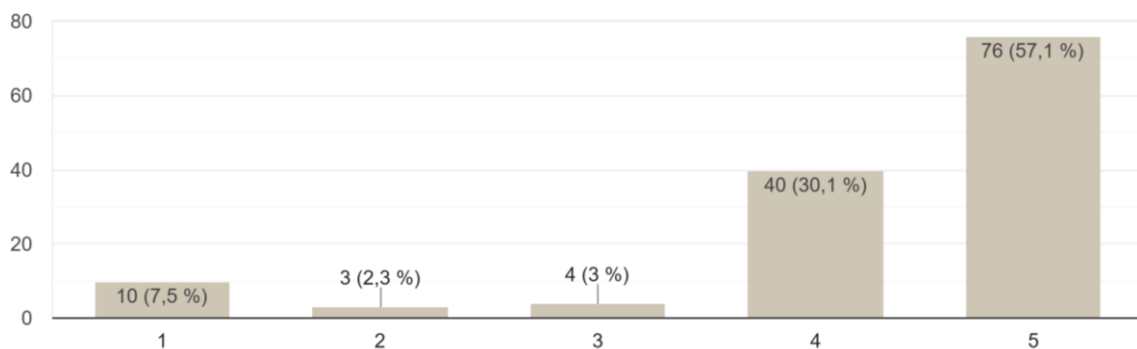
Figure 2 shows that employees have a high sense of belonging and commitment. Most respondents (57.1%) agreed or strongly agreed with statements related to job satisfaction, loyalty, extra effort, and identification with organizational goals. These results suggest that employees generally feel connected to the company and are willing to contribute to its success.

Figure 2.

Sense of belonging in organizations

2.- El sentido de pertenencia y compromiso incluyen la satisfacción laboral, lealtad hacia la empresa, voluntad de esfuerzo adicional e identificación con los objetivos organizacionales

133 respuestas



Source: Elaborated by the authors (2024).

These results suggest that companies should emphasize practices that generate job satisfaction and commitment, such as recognition, professional development, and participation opportunities. However, strategies should also be implemented to foster a sense of belonging and commitment among employees who do not feel fully connected to the organization. Since each individual's needs are different, the model must be flexible enough to adapt to each employee's and company's specific characteristics.

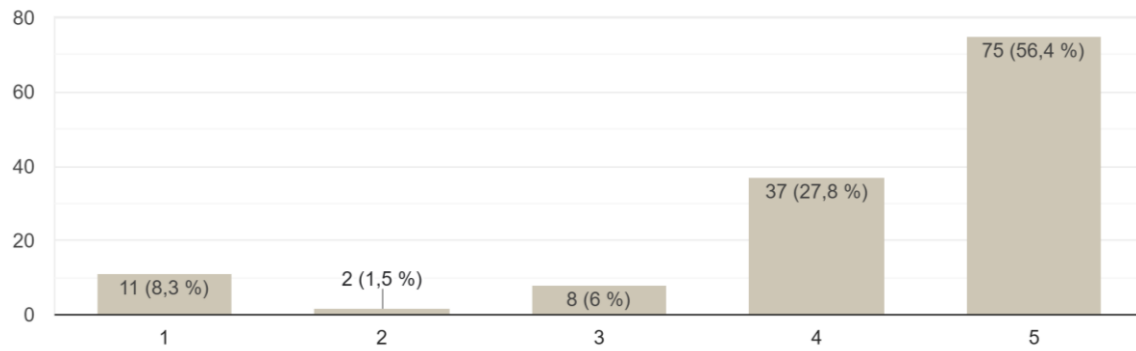
Figure 3 shows that respondents agree that resilience and adaptability are important for happy teams and overcoming setbacks. A significant 56.4% consider these characteristics fundamental, agreeing that resilience and adaptability are essential for team well-being and organizational health.

Figure 3.

Indicators for happy teams

3.- La resiliencia y capacidad de adaptación son indicadores importantes para tener equipos felices y recuperarse de contratiempos en las organizaciones

133 respuestas



Source: Elaborated by the authors (2024).

These findings suggest that companies should prioritize developing resilience and adaptability at both the individual and organizational levels. Resilience enables teams to recover from adverse situations, and adaptability facilitates responding to changes and challenges. Both are crucial for organizational sustainability and growth.

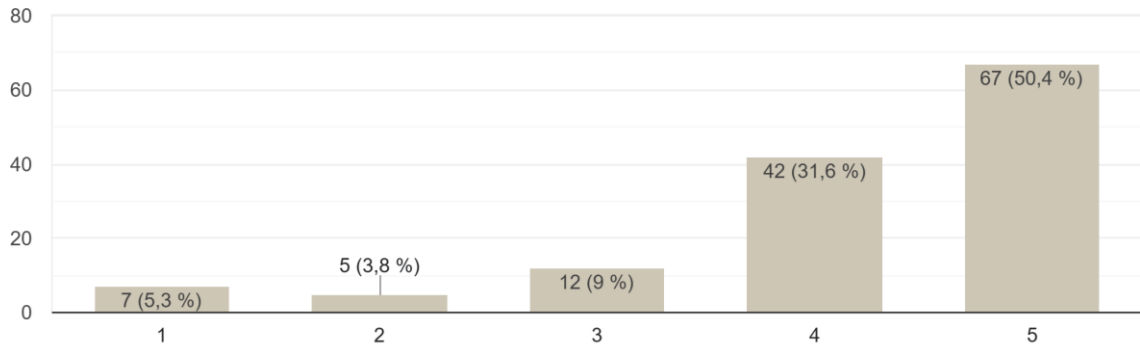
Figure 4 shows that participants highly agree on the importance of executive cognition for performing complex tasks. More than 50.4% of respondents agree or strongly agree with the statement, indicating a broad consensus on the fundamental role of executive cognition in various fields, including the workplace. Participants highly value the ability to make sound decisions, which is essential for success in any environment, especially in business. However, solving problems quickly and effectively is another key aspect of executive cognition that respondents consider relevant. This is why sustained attention is essential for carrying out complex tasks and avoiding errors.

Figure 4.

Executive cognition for decision making

4.- La cognición ejecutiva incluye precisión en la toma de decisiones, eficiencia en la resolución de problemas y capacidad para mantener la concentr...n en tareas complejas de la manera más armónica

133 respuestas



Source: Elaborated by the authors (2024).

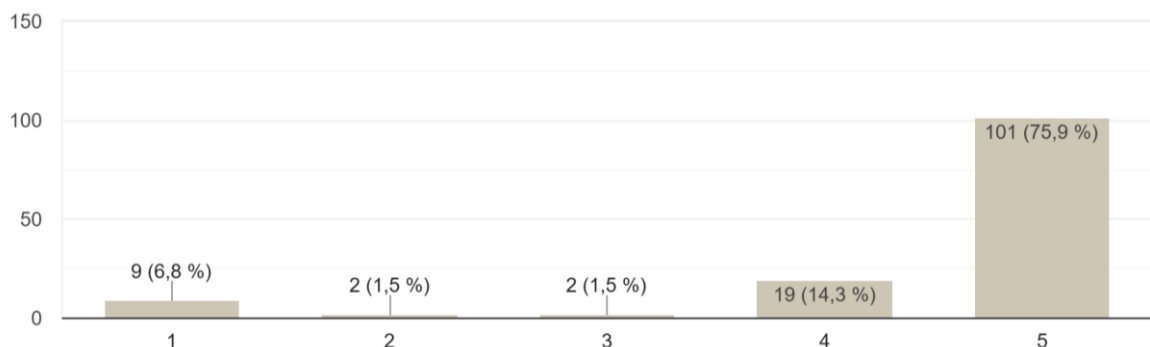
In Figure 5, the survey results indicate a high level of agreement among respondents regarding the statement that a healthy and happy organizational climate promotes a positive work environment and improves employee performance and well-being. A total of 75.9% of participants "strongly agreed" with this statement, suggesting a strong positive perception of the relationship between organizational climate and job performance.

Figure 5.

Expected organizational climate

5.- Un clima organizacional saludable y feliz, hace que el entorno laboral sea positivo e impulse el rendimiento y el bienestar de los empleados

133 respuestas



Source: Elaborated by the authors (2024).

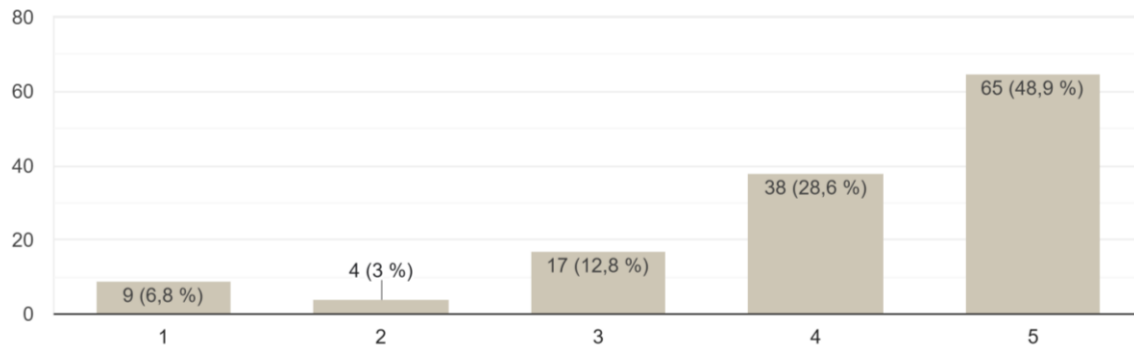
These results provide strong support for the overall research objective, which is to generate a neurohappiness model for business ecosystems in Latin America and the Iberian Peninsula. The data confirm the central premise that employees' emotional state (happiness) is directly linked to their performance and, consequently, to the organization's success. Therefore, the high correlation between a positive organizational climate and employee well-being lays the foundation for developing a neurohappiness model that can be applied in different business contexts, underscoring the importance of organizational climate as a key factor in fostering neurohappiness in the workplace.

In Figure 6, the survey results indicate a high level of agreement among participants that neuromanagement focuses on the continuous development of soft skills. Almost half of the respondents (48.9%) strongly agree with this statement, and another 28.2% just agree with it. This suggests a broad consensus on the importance given to skills such as leadership, personal growth, and team development within the field of neuromanagement.

Figure 6.

Neuromanagement and leadership

6.- La neurogerencia se preocupa por el desarrollo continuo de las habilidades blandas como el liderazgo, crecimiento personal y de equipos
133 respuestas



Source: Elaborated by the authors (2024).

Therefore, the survey results support the idea that neuromanagement plays a significant role in fostering neurohappiness in the workplace. By focusing on soft skills development, neuromanagement contributes to creating a more positive and healthy work environment, which in turn benefits both employees and organizations.

In Figure 7, the data presented suggests a divided perception among employees regarding the existence of a smart business vision within the organization. 28.6% of respondents believe that a smart business vision exists. Another 14.3% disagree with this statement. And 21.8% are in an intermediate position. In this sense, if a majority believes that a smart business vision exists, this could indicate that the organization already possesses some key elements for fostering neurohappiness, such as clarity of objectives, a culture of innovation, and leadership that promotes well-being. However, the significant percentage of employees who disagree suggests that these elements

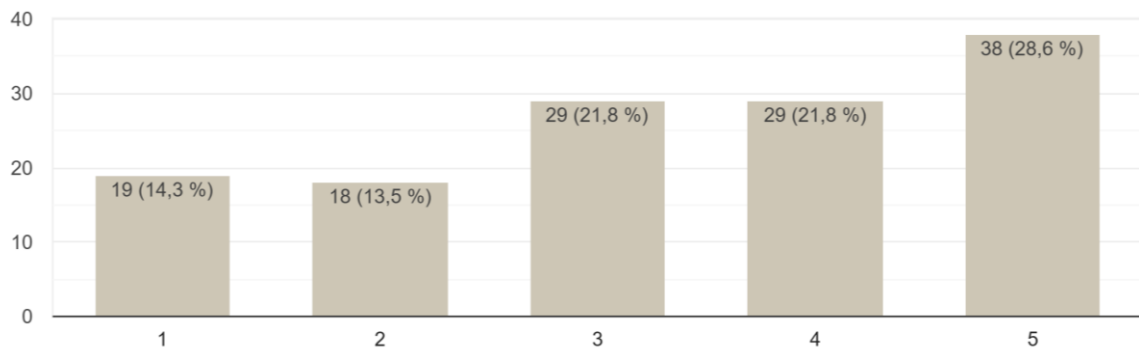
may not be perceived uniformly across the organization or that there are areas for improvement.

Figure 7.

Smart business vision

7.-Existe una visión empresarial inteligente en la organización en la que se desempeña

133 respuestas



Source: Elaborated by the authors (2024).

Therefore, the survey results provide a solid foundation for developing the neurohappiness model. By understanding employees' perceptions of the smart business vision, it becomes possible to design more effective and personalized interventions.

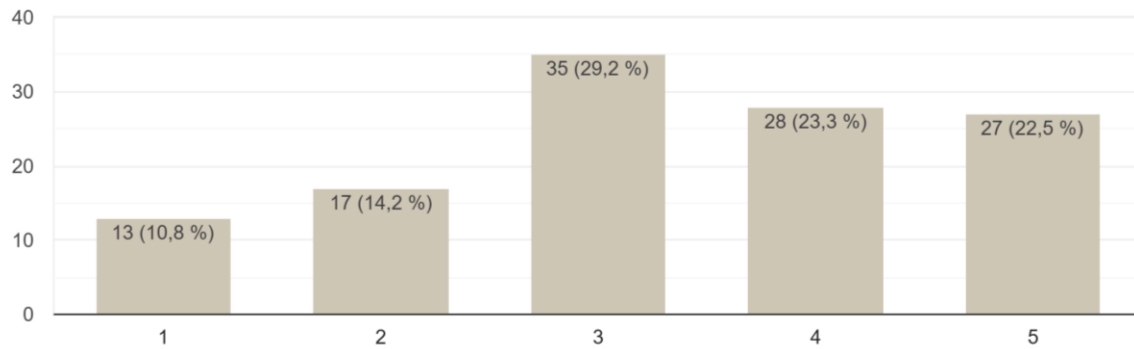
In Figure 8, the data presented indicate a relatively balanced distribution of opinions among respondents regarding whether they feel their skills and strengths are recognized at work. While slightly more than half of the participants (22.5%) agree or strongly agree with this statement, a significant portion (10.8%) disagree or strongly disagree. The fact that a considerable number of employees feel their skills are not adequately valued suggests that recognition is an important factor in job satisfaction. When employees feel valued, they experience an increase in their self-esteem and sense of belonging, which in turn can contribute to greater job satisfaction and overall well-being.

Figure 8.

Meritocracy as a form of job recognition

8.- Frecuentemente sientes que tus habilidades y fortalezas son reconocidas y valoradas en el trabajo

120 respuestas



Source: Elaborated by the authors (2024).

The variability in responses indicates that recognition is not evenly distributed among all employees. This could be due to various factors, such as individual differences in expectations, managers' leadership styles, or characteristics of the organizational culture. Therefore, the results suggest that there is room for improvement in how organizations recognize and value their employees' contributions. Implementing strategies to strengthen recognition, such as formal recognition programs, constructive feedback, and professional development opportunities, could have a positive impact on employee well-being.

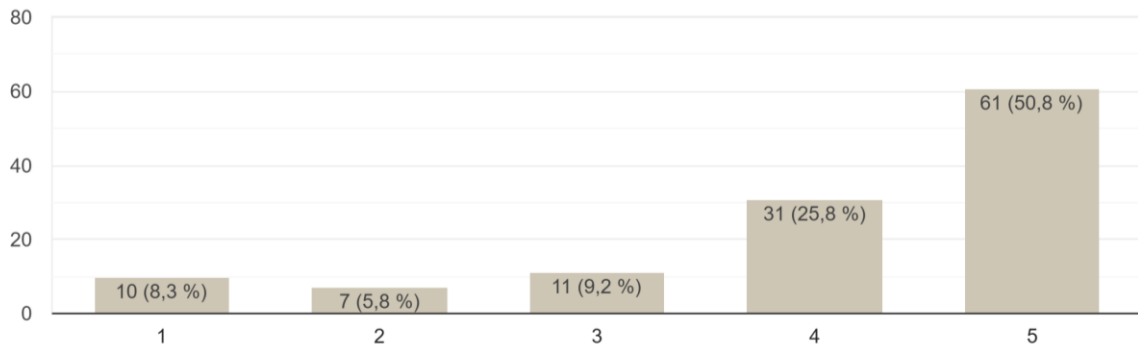
In Figure 9, the survey results indicate that more than half of the employees (50.8%) strongly agree or agree with the clarity of the company's purpose and mission. This suggests a high level of alignment between employees and organizational goals. However, 8.3% expressed some degree of disagreement, indicating that there is still room for improvement in the communication and understanding of these fundamental elements. This provides valuable insight into employees' perceptions of the company's purpose and mission. This information can be used to develop a more effective neurohappiness model tailored to the specific needs of business ecosystems in Ibero-America.

Figure 9.

Business purpose and mission

9.- Te resulta claro el propósito y la misión de la empresa en la que trabajas

120 respuestas



Source: Elaborated by the authors (2024).

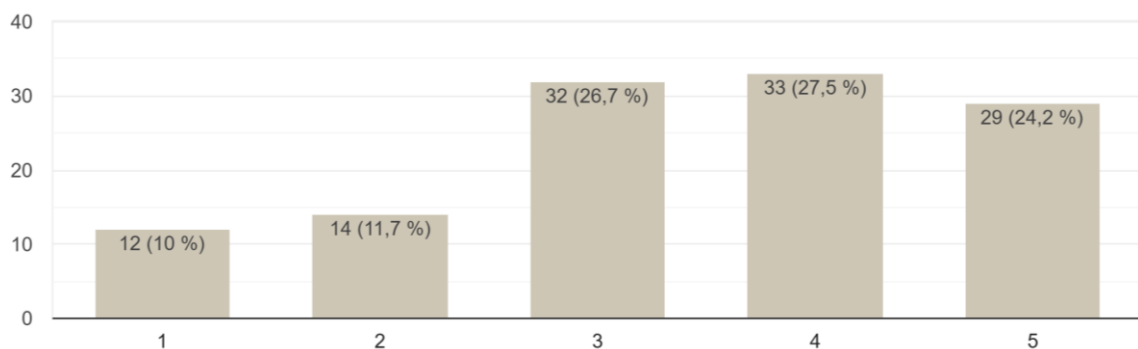
In Figure 10, 24.2% of respondents agree or strongly agree with the statement that they receive constructive feedback and support for their professional growth. However, 10% disagree or strongly disagree.

Figure 10.

Feedback and professional growth

10.- Recibes retroalimentación constructiva y apoyo para tu crecimiento profesional

120 respuestas



Source: Elaborated by the authors (2024).

The results obtained highlight the importance of feedback and support in the context of organizational neurohappiness. By integrating these dimensions into the model, more effective interventions can be designed to promote employee well-being and happiness in Ibero-American business ecosystems.

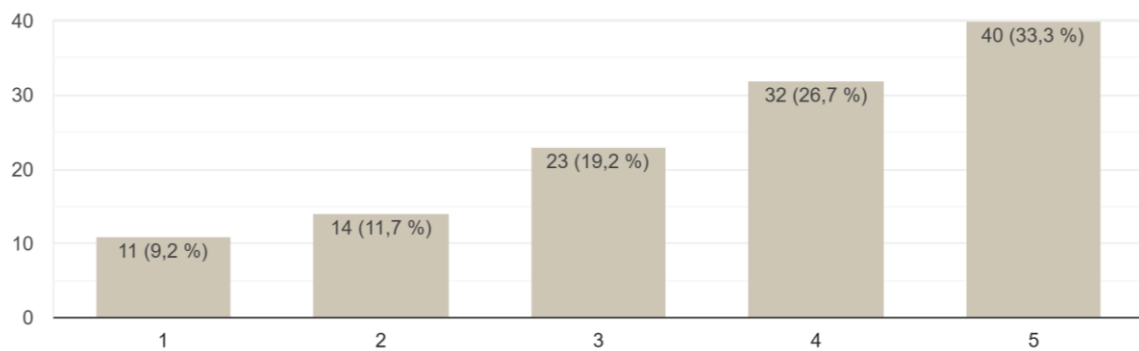
Figure 11 presents a mixed picture regarding the perception of trust and respect between employees and their leaders. While a third of respondents (33.3%) strongly agree with this statement, a considerable percentage (9.2%) strongly disagree. These results have direct implications for the development of a neurohappiness model in Ibero-American work environments. Trust and respect are fundamental pillars for employees' emotional well-being, and their absence can have a negative impact on various aspects, such as: a lack of trust and respect can lead to stress, anxiety, and burnout; a tense work environment and mistrust can decrease motivation and efficiency; a lack of respect can damage relationships between colleagues and between employees and leaders; and finally, a negative work environment can affect organizational culture and the company's image.

Figure 11.

Harmonious work environment

11.- Sientes nivel de confianza y respeto entre colegas y líderes en tu entorno laboral

120 respuestas



Source: Elaborated by the authors (2024).

The results of this research underscore the importance of interpersonal relationships in building a neurohappiness model. By addressing the areas where opportunities for improvement were identified, organizations can create healthier and more productive work environments, benefiting both employees and the company as a whole.

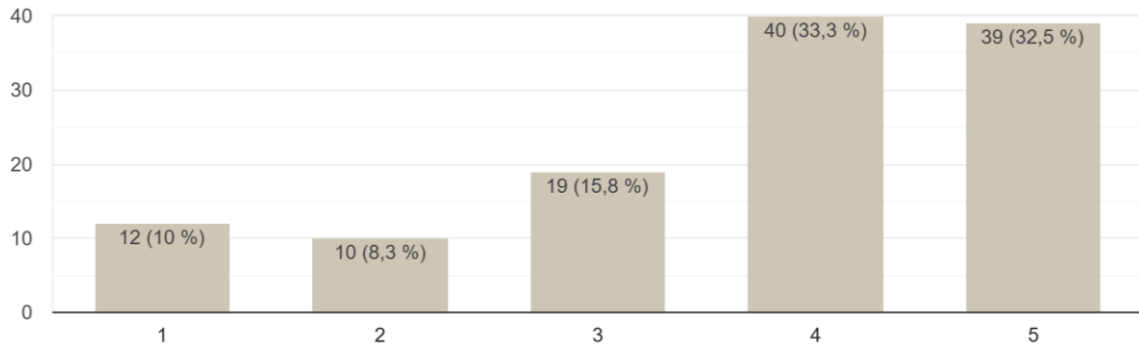
In Figure 12, the data presented suggests that, in general, respondents do not feel a high degree of management over their workload and pace. Although 32.5% strongly agree and 33.3% agree with the statement, 10% express the opposite. This indicates that a significant portion of respondents perceive a mismatch between what is expected of them at work and their ability to handle it. Furthermore, a lack of control over workload is a factor commonly associated with work-related stress, leading respondents to feel they lack control over their work, which can result in demotivation and decreased productivity.

Figure 12.

Workload management

12.- Sientes que tienes control sobre tu carga de trabajo y tu ritmo laboral

120 respuestas



Source: Elaborated by the authors (2024).

Therefore, the survey results indicate a need to pay more attention to employee well-being and their perception of management at work. By addressing these issues, organizations can move toward building healthier and more productive business ecosystems.

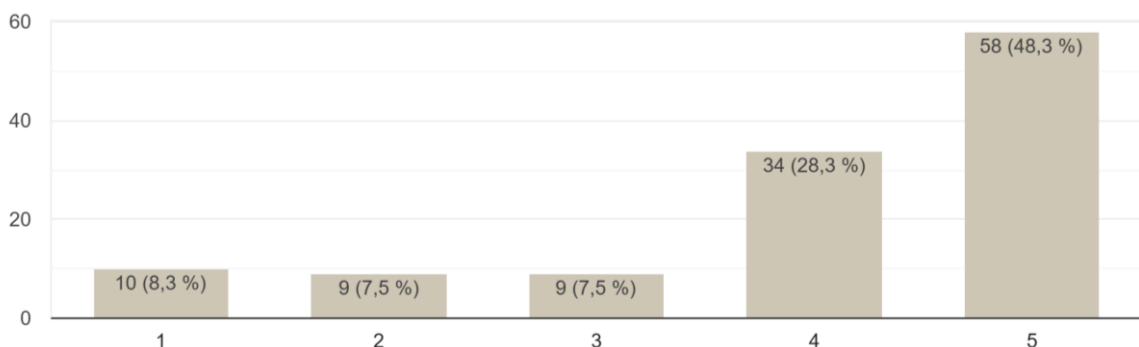
In Figure 13, the survey results indicate a clear perception among respondents regarding the influence of the work environment on their stress levels and emotional well-being. A high percentage (48.3%) agree or strongly agree with this statement. This indicates that employees are aware that their work environment has a significant impact on their mental and emotional health. Furthermore, there is a perceived correlation between working conditions and individual well-being. A positive work environment is associated with lower stress levels and greater satisfaction, while a negative environment can generate stress, anxiety, and decreased well-being.

Figure 13.

Stress level and emotional well-being

13.- El ambiente de trabajo influye en tu nivel de estrés y bienestar emocional

120 respuestas



Source: Elaborated by the authors (2024).

Therefore, it is important to consider the emotional well-being of employees as a key factor for the success of organizations. The neurohappiness model is presented as a fundamental tool for designing healthier and more productive work environments, and these results provide a solid starting point for its development. This, in turn, supports the idea that the work environment has a direct impact on the emotional well-being of employees, reinforcing the need for a neurohappiness model to optimize business ecosystems in Ibero-America.

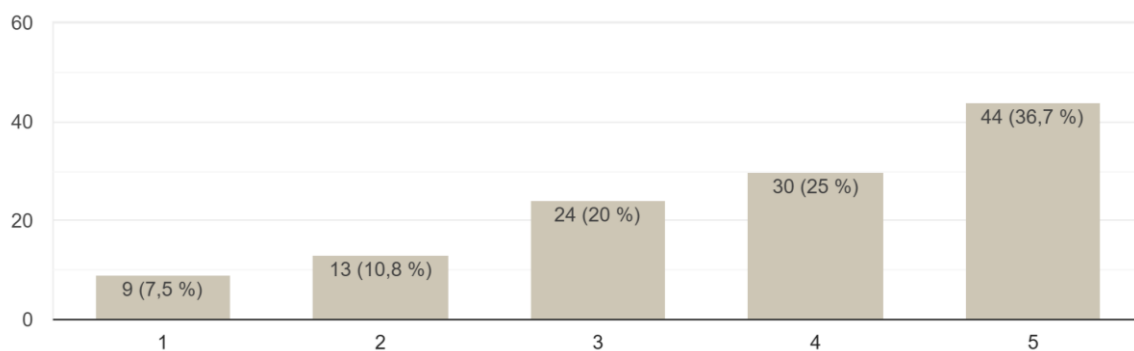
In Figure 14, the survey results indicate a moderate alignment between employees' personal values and the company's values. While a significant portion (36.7%) of employees strongly agree or agree with this alignment, a considerable percentage also disagree or strongly disagree, providing a solid foundation for developing a neurohappiness model in Ibero-American companies. However, it is crucial to address the percentage of employees who do not feel aligned with the organization's values. By doing so, companies can create healthier and more productive work environments where employees feel valued and motivated.

Figure 14.

Organizational culture vs. personal values

14.- Sientes que están alineados tus valores personales con los valores y la cultura organizacional de la empresa

120 respuestas



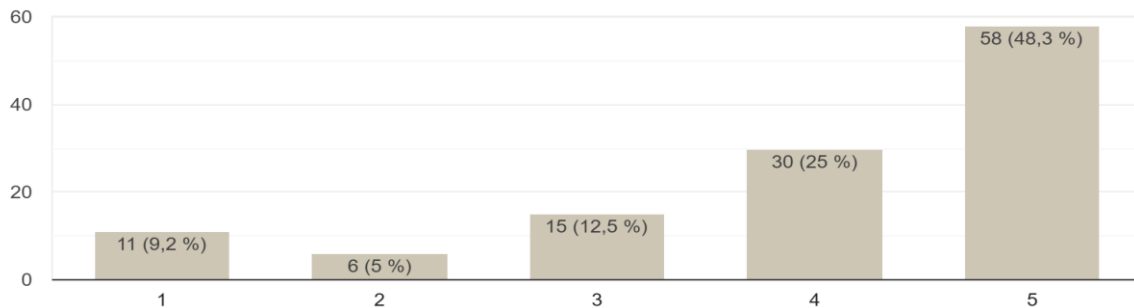
Source: Elaborated by the authors (2024).

In Figure 15, the survey results indicate a generally moderate level of motivation and engagement among employees. While nearly half (48.3%) strongly agree with the statement of being motivated and engaged, a significant percentage (9.2%) do not completely agree. This provides a solid foundation for developing a neurohappiness model within Ibero-American business ecosystems. By understanding employee needs and motivations, organizations can create healthier and more productive work environments where happiness is a key driver of success.

Figure 15.

Motivation level

15.- Te sientes motivado/a y comprometido/a con las tareas que realizas en tu trabajo
120 respuestas



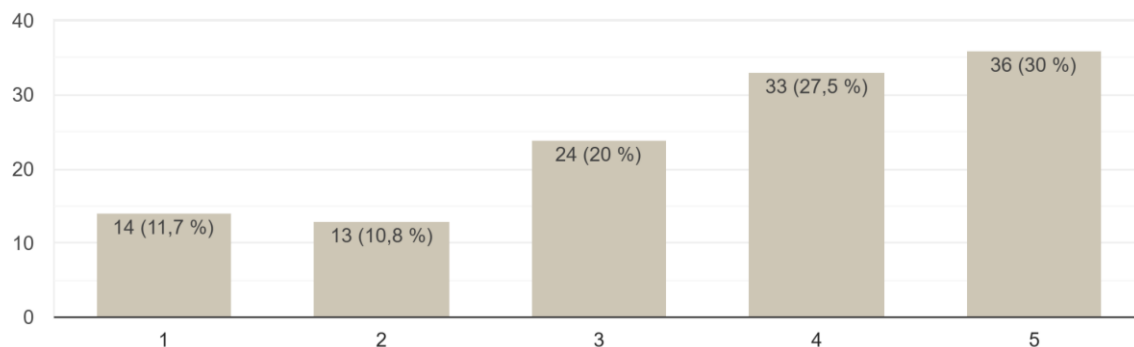
Source: Elaborated by the authors (2024).

In Figure 16, the data presented suggests that a considerable proportion of respondents perceive good support from their superiors and colleagues in balancing their work and personal lives. However, 30% of respondents feel that this support is insufficient or nonexistent. Although a significant portion of respondents feel supported, the percentage of those who do not indicates that there is still room for improvement in many organizations. Therefore, the neurohappiness model should be adaptable to the specific characteristics of each company and the individual needs of employees, so that they feel involved in the implementation of well-being and work-life balance initiatives.

Figure 16.

Support from management and peers

16.- Recibes apoyo de tus superiores y compañeros para mantener un equilibrio entre tu vida laboral y personal
120 respuestas



Source: Elaborated by the authors (2024).

This underscores the importance of work-life balance as a fundamental pillar for fostering neurohappiness in organizations. Companies that manage to create healthier and more equitable work environments will be better positioned to attract and retain talent, improve performance, and ultimately achieve greater success.

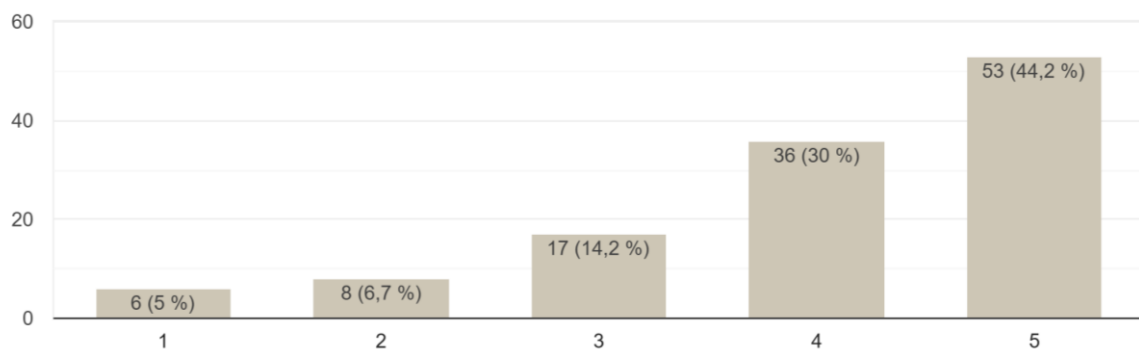
In Figure 17, the data presented suggest that a considerable proportion of respondents (44.2%) agree or strongly agree with the statement that their work contributes significantly to their sense of accomplishment and personal fulfillment. This indicates that, in general, participants perceive a high level of job satisfaction and a connection between their professional roles and their personal well-being. The majority of participants feel that their work is an important source of satisfaction and personal growth. A smaller percentage do not have a defined opinion on this matter, which could indicate a variety of factors influencing their perception. And a minority of participants do not feel that their work contributes significantly to their personal well-being.

Figure 17.

Contribution to achievement and self-realization

17.- En qué medida sientes que tu trabajo contribuye al desarrollo de tu sentido de logro y realización personal

120 respuestas



Source: Elaborated by the authors (2024).

These results support the idea that work can be a significant source of happiness and well-being. However, further research is needed to fully understand the underlying mechanisms and develop more accurate neuro-happiness models applicable to the business ecosystems of Ibero-America.

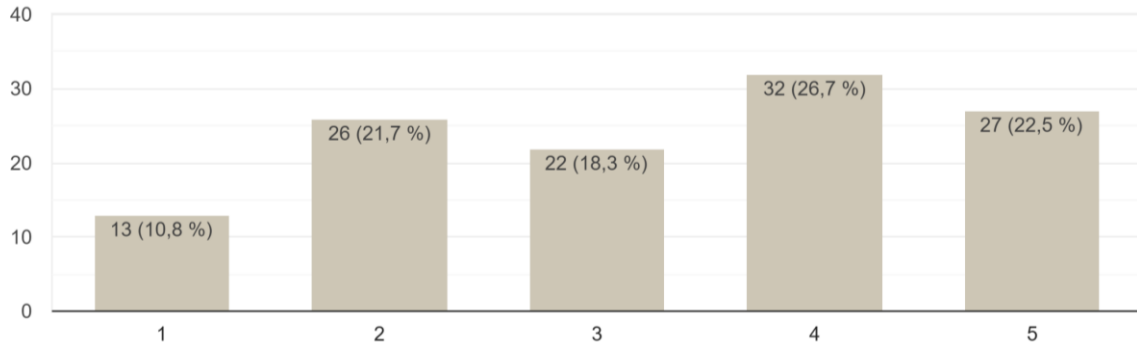
In Figure 18, the survey results indicate a divided opinion among employees regarding the effectiveness of the company's wellness programs. While 22.5% of respondents consider the initiatives effective, 10.8% of them disagree. It is observed that the majority of employees acknowledge the company's efforts to promote well-being, but not all are completely satisfied. One-third of employees express their disagreement with the programs, suggesting areas for improvement. A significant percentage of employees are neutral, indicating that the programs may not be impactful or relevant enough for this group.

Figure 18.

Initiatives to promote happiness and well-being

18.- Consideras efectivas las iniciativas y programas de bienestar ofrecidos por la empresa para promover la felicidad y el bienestar de los empleados

120 respuestas



Source: Elaborated by the authors (2024).

All of this indicates that there is room for improvement in the company's wellness programs. By implementing the recommendations mentioned, the company will be able to develop a more effective neuro-happiness model and promote a healthier and more productive work environment for all its employees.

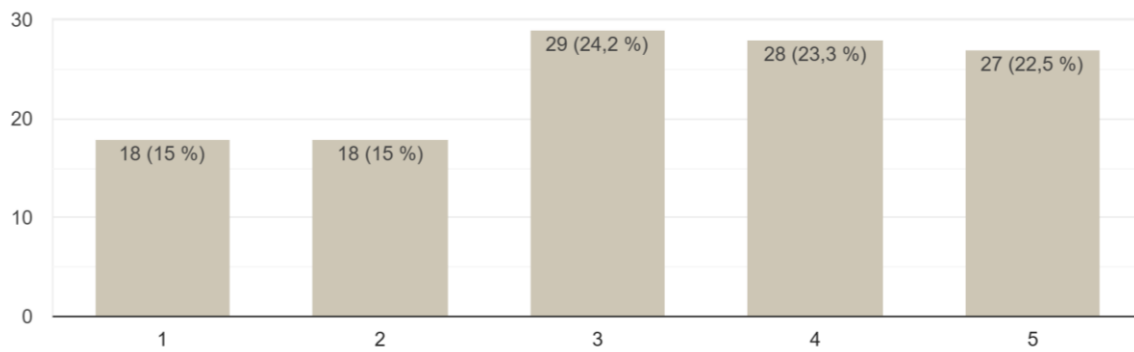
In Figure 19, the survey results show a divided opinion among employees regarding the commitment of leaders and managers to fostering a positive and happy work environment. While 22.5% of respondents believe that leaders are involved in this task, 15% of them do not share this opinion. The discrepancy in responses suggests a possible gap between the policies and actions implemented by the company and employees' perceptions. Undoubtedly, a positive and happy work environment, supported by committed leaders, has been associated with increased productivity, creativity, and job satisfaction. Conversely, a negative environment can lead to increased stress, burnout, and employee turnover. However, the results identify areas of opportunity for improving the implementation of the neurohappiness model within the company. It is necessary to delve deeper into the reasons behind the negative responses and design strategies to increase leader commitment and improve employee experience.

Figure 19.

Management support for a positive and happy work environment

19.- Sientes que los líderes y gerentes de la empresa están comprometidos y activamente involucrados en la promoción de un ambiente de trabajo positivo y feliz

120 respuestas



Source: Elaborated by the authors (2024).

Ultimately, the survey results offer valuable insight into employees' perceptions of leaders' commitment to fostering a positive work environment. By addressing the identified areas for improvement, the company can move toward creating a happier and more productive business ecosystem, aligned with the principles of the neurohappiness model.

After the item analysis, the following correlations are performed in Excel:

- 1) The correlation coefficient was calculated for item 2, which deals with the sense of belonging and commitment, and items 7, 8, 14, and 15, related to intelligent business vision, recognition and appreciation of skills, alignment of personal and organizational values, motivation, and commitment to tasks, obtaining a total of 0.47, which represents a moderate positive correlation, since as the sense of belonging and commitment increases, the perception of an intelligent business vision, the recognition of skills, the alignment of values, and motivation also tend to increase.
- 2) The correlation coefficient was calculated for item 5, which deals with a healthy and happy organizational climate, making the work environment positive and boosting employee performance and well-being, and items 13 and 19, related to the work environment and whether the company's leaders and managers are committed and actively involved, obtaining a total of 0.40, which represents a moderate positive correlation, since there is a relationship between the perception of a healthy and happy organizational climate and the perception that the work environment influences emotional well-being, as well as the perception that leaders are committed to a positive environment.
- 3) The correlation coefficient of item 3 dealing with resilience and items 16 and 18 related to peer support and the effectiveness of wellness programs was calculated, obtaining a total of 0.36, which represents a weak to moderate positive correlation, suggesting that there is a relationship, although not very strong, that to some extent, those who value resilience and adaptation tend to

perceive that they receive support for work-life balance and that wellness programs are effective.

- 4) The correlation coefficient was calculated for item 4 dealing with executive cognition and items 9, 12 and 17, which deal with work contribution, control over workload and work pace, and clarity of the company's purpose and mission, obtaining a total of 0.46, which represents a moderate positive relationship, suggesting that there is an important connection between the way employees perform their work (executive cognition) and their overall well-being (sense of achievement, management and clarity).
- 5) The correlation coefficient was calculated for item 6, which deals with soft skills, and items 10 and 11, which deal with involved leaders and constructive feedback, obtaining a total of 0.411. This indicates that when companies focus on neuromanagement and the development of soft skills, employees are more likely to receive constructive feedback and support for their professional growth, and there is a higher level of trust and respect in the work environment.

5. CONCLUSIONS AND DISCUSSION

5.1. Discussion

- 1) Sense of belonging and commitment: The organization can improve the perception of these aspects by strengthening the sense of belonging and commitment of its employees.
- 2) Healthy organizational climate and happiness: It is important for organizations to invest in creating a positive work environment.
- 3) Resilience and adaptability: Companies can benefit from addressing resilience, work-life balance, and employee well-being in an integrated way, but they must also be aware of the limitations of this relationship and consider other factors that may influence these aspects.
- 4) Executive cognition and decision-making: Companies can benefit by focusing on improving their employees' executive cognition, as well as creating a work environment that supports their sense of achievement, management, and clarity. By doing so, companies can improve employee engagement, productivity, and overall well-being.
- 5) Soft skills and committed leadership: Companies can benefit by focusing on neuromanagement and soft skills development, as well as on fostering a work environment where constructive feedback is provided and trust and respect are promoted. By doing so, companies can enhance the professional growth of their employees and create a more positive and productive work environment.

5.2. A Theoretical Approach to the Proposed Model

Emotional well-being in the workplace has gained relevance as a key factor in improving productivity, satisfaction, and the retention of happy employees.

The following is a comparison of recent contributions supported by research:

- 1) The Importance of Emotional Well-being at Work: Emotional well-being is the

most relevant dimension for workers, surpassing other dimensions such as financial or physical well-being. According to a survey of more than 5,000 people in nine countries, and 95% of them stated that their emotional well-being directly impacts their productivity. This study highlights the need for tools such as flexible work arrangements and physical activities to improve emotional well-being in companies (Eolas Magazine, 2024).

- 2) Organizational cultures based on trust and support: According to Mental Health America (2024), this can improve psychological safety, a sense of belonging, and employee empowerment. This structural approach allows for the integration of mental health practices within companies, promoting healthier and more productive work environments.
- 3) Data-driven measurement and interventions: This has led to the development of integrated indices to measure employees' subjective well-being, considering factors such as job happiness, satisfaction, and stress. These metrics not only correlate with organizational performance but also predict future returns on investment. Furthermore, it is recommended that companies publish annual well-being reports to comply with ESG standards.
- 4) Emotional resilience and employability: Emotional resilience improves life satisfaction and employability. This work highlighted mediating models that include factors such as grit and moderators such as gender, providing practical tools to foster emotional competencies in work environments.
- 5) Organizational dynamics and emotional health: Emotional health impacts organizational dynamics and business performance. This approach includes strategies for integrating healthy emotional practices into organizational design and leadership systems.

5.3. The Model

The model is based on the results obtained with the 133 participants and the recent advances in literature, which support the proposal of an integrated model of Adaptive Emotional Wellbeing (AEW) based on three interconnected pillars that are presented below.

5.3.1. Dynamic Assessment of Needs

This first pillar is based on the hedonic-eudaimonic duality, drawing on Van Halem's (2024) epistemological framework, and the moderation of job insecurity. This model seeks to address emotional well-being in the workplace holistically, combining theory, practice, and technology to optimize employee performance and satisfaction. As shown in Figure 20, the model was designed to raise awareness and promote internalization in the various scenarios under study.

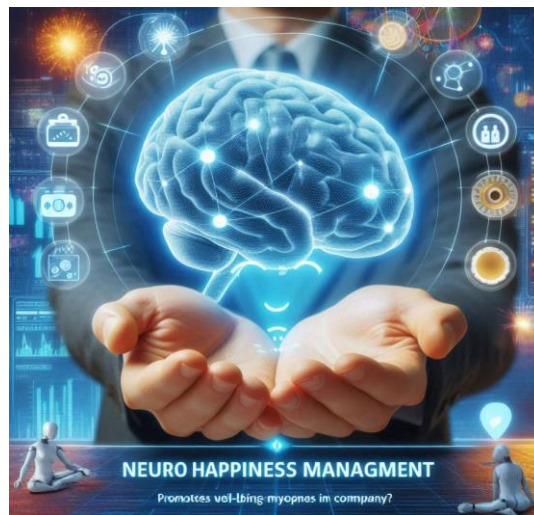
The innovative proposal is to implement a continuous monitoring system that allows for the dynamic assessment of employees' emotional needs. This would be achieved through the monthly application of brief scales such as the PANAS to assess hedonic affect and work purpose scales to assess eudaimonia.

Furthermore, the use of predictive analytics based on artificial intelligence (AI) is

suggested to identify risk patterns such as chronic stress and burnout due to automation. This approach would not only allow for the detection of potential problems before they worsen but also enable interventions to be tailored to the specific needs of employees.

Figure 20.

Design of the visual image of the proposed neurohappiness model



Source: Elaborated by the authors (2024).

5.3.2. Interventions Differentiated by Type of Affect

In a leadership or organizational management (or transformation) context, the "4R Model" can refer to Results, Responsibilities, Roles, and Relationships. Analysis is made of McCloskey's (2014) proposal of the fact that effective leaders manage these four dimensions: relationships, roles, responsibilities, and results.

On one hand, approaches focused on restoring emotional balance through micro-breaks with biofeedback to achieve homeostasis were reviewed. Emotion-Specific Solutions, which focus on collaborative conflict resolution through peer-guided "emotional circles," were also examined, promoting effective and healthy emotional management in the workplace.

This approach allows for precise and effective intervention, adjusting strategies to the specific needs of each worker and situation.

5.3.3. Structural Organizational Support System

This last pillar is supported by empirical findings on the mediation of affective commitment and initiatives based on Toseef et al. (2022).

The innovative contribution lies in the creation of an Emotional Sustainability Index (ESI) for business ecosystems that measures, evaluates, and promotes emotional well-being within organizations. The ESI would be structured around three key dimensions: job security, autonomy, and social connection. Perceived stability would be measured

through anonymous surveys using natural language processing (NLP), control over decisions would be assessed through real-time feedback platforms, and the density of internal networks would be analyzed through corporate communications.

The data obtained from the 133 participants would allow the validity of the correlation between the ESI and job performance, considering moderating variables such as gender and seniority of the employees.

5.4. Original Theoretical Approach: Organizational Homeostasis Theory

The proposal that connects emotions as exteroceptive signals, hedonic well-being as a thermostat, and innovation compensated by eudaimonic equilibrium has a higher level of abstraction: it is not limited to describing an isolated mechanism but offers an integrative lens to understand how different emotional, motivational, and technological processes are articulated within the organization.

5.5. Conclusions

It is concluded that a theoretical approach to the neurohappiness model transcends the pursuit of individual well-being and focuses on profoundly transforming organizational dynamics (Soto, 2023). This approach is based on a human-centered philosophy that integrates technological advances, scientific principles, and humanistic values (Cheng et al., 2022).

Education plays a crucial role in this transformation. It is necessary to train leaders capable of understanding the importance of emotional well-being and designing inclusive, sustainable, and innovative policies. The combination of artificial intelligence (AI) and neuroscience will allow companies not only to adapt to current demands but also to lead change strategies toward a more equitable and humane work environment (Manes & Niro, 2018).

Neurohappiness focuses on applying neuroscientific principles to optimize employee well-being, improve internal communication, and create a positive and productive work environment. However, achieving this presents a significant challenge for business ecosystems, which motivated the exploration of various organizations in Panama, Mexico, Colombia, Venezuela, the Dominican Republic, and Spain. The analysis was conducted under a positivist paradigm with a descriptive-bibliographic, non-experimental field approach. The results provided a comprehensive and practical vision for the application of neurohappiness in management science.

To achieve the overall research objective —to design neurohappiness management strategies for action and revolutionizing corporate well-being in Ibero-America— a model supported by AI is proposed, utilizing tools such as Copilot Design. This dynamic and adaptable model is structured around four key areas:

- **Training and Development:** Educational programs on the neuroscience of happiness, well-being management and emotional health, with workshops to manage stress, improve communication and strengthen interpersonal relationships.

- Wellbeing Policies: Creation of a specific role of Happiness Manager and use of digital monitoring to assess psychosocial risks and prevent burnout.
- Transformation of Organizational Culture: Fostering support networks and designing healthy physical spaces that promote creativity and rest.
- Evaluation and Continuous Feedback: Implementation of KPIs to measure employee well-being and satisfaction, as well as the active collection of feedback.

Although the path to neurohappiness faces cultural barriers and traditional paradigms, organizations that adopt this approach reap clear benefits: greater internal cohesion, talent retention, adaptability, and long-term sustainability. AI allows for the personalization of strategies according to the specific needs of individuals and teams (Martínez & Moya, 2015), fostering a profound impact on productivity, emotional intelligence, and the personal growth of employees.

The research, conducted with 133 employees from public and private organizations, revealed common factors affecting job satisfaction, as well as significant cultural and economic differences. These findings highlight the need for inclusive and empathetic leadership supported by AI to build harmonious work environments aligned with the principles of neurohappiness.

In conclusion, neurohappiness-based well-being management is not a passing fad, but a strategic necessity in the post-pandemic business context. By integrating AI and neuroscience, a sustainable shift towards more humane, resilient, and conscious organizations is enabled, with a positive impact on both organizational performance and the building of a more balanced and happy society.

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