

Entrepreneurial Engagement And Its Impact On Entrepreneurial Success: An analytical study of the opinions of a sample of employees in small and medium enterprises in the city of Diwaniyah

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Abstract : The current research seeks to identify the impact of entrepreneurial immersion as an independent variable across its dimensions (participation in entrepreneurial activities, sources of financing entrepreneurial activities, entrepreneurial strategies), on entrepreneurial success as a dependent variable across its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, company reputation, employee satisfaction, and customer satisfaction), in a number of small and medium-sized companies operating in the city of Diwaniyah. The research sample included (169) employees in companies. In order to achieve the research objective, the questionnaire was used to collect data related to the research variables. The descriptive analytical approach was adopted in the research and then analyzed using statistical programs such as (SPSS.V.29) and (Amos.V.29) to analyze the data to reach conclusions, Entrepreneurial immersion is a crucial factor in enhancing the likelihood of success. Studies and research show that entrepreneurs' deep engagement and commitment to their work significantly improve their ability to handle challenges, develop effective strategies, and achieve their project's goals. Therefore, immersion is considered an essential element that enhances the chances of growth and success in entrepreneurial projects, and it also contributes to building greater resilience in the face of obstacles and difficulties.

Keywords: Entrepreneurial engagement , entrepreneurial success, SMEs operating in Diwaniyah

INTRODUCTION: The increase in global competitiveness has led to significant changes in the way businesses operate in today's world. Given the global economy, outperforming the competition is one of the most important factors in business management. Organizations strive to generate sales through every product or service introduced to the market, so ensuring customer satisfaction is an important fact that should not be underestimated. Therefore, one of the challenges facing organizations today is how to introduce new entrepreneurial projects by leveraging the structured and embodied processes envisioned by entrepreneurs, which allow them to express their creative abilities in generating innovative ideas and solutions necessary for project development. Entrepreneurial engagement is a fundamental concept that addresses the role of psychological and behavioral factors in achieving entrepreneurial success. This concept focuses on the extent of entrepreneurs' commitment, personal investment, and degree of motivation in managing and developing their projects. Entrepreneurial engagement is closely intertwined with factors such as creativity, perseverance, and interaction with the environment, as it directly contributes to enhancing the ability to face challenges and achieve sustainable results. Research into the relationship between engagement and entrepreneurial success reflects the desire of scholars and researchers to understand the mechanisms of success and the impact of psychological factors on entrepreneurial performance. By studying this relationship, effective strategies can be developed to support entrepreneurs and develop their skills to achieve more sustainable growth and success in a changing business environment. Accordingly, the research was divided into three sections. The first dealt with the research methodology, while the second focused on the theoretical aspect of the research, while the third included the practical aspect of the research, and finally the conclusions and recommendations that the research reached.

Research Methodology

First: Research Problem

"In today's business environment, characterized by turbulent change and intense competition, developing a successful, flexible, and engaged workforce is essential for an organization's continued effectiveness, particularly in Iraqi companies. The past few years have witnessed a significant and noticeable increase in the number of small and medium-sized enterprises (SMEs) in most Iraqi governorates, compared to companies in other governorates and even regionally and globally. However, the success of these entrepreneurial companies among various segments of society has not matched that of other companies, despite their relatively short period of production and service activities. It is noteworthy that these leaders strive to achieve entrepreneurial success, developing their skills and making them a significant competitor among other companies. Therefore, their ability to grow and survive in the market is measured by translating customer needs and desires into services that meet these needs better than competitors, thus enhancing their market share in the competitive arena. Based on this intellectual premise, the research problem revolves around raising the main question: **"Does entrepreneurial engagement have an impact on entrepreneurial success?"** A number of questions branch out from this question:

- A. To what extent is the research sample aware of entrepreneurial engagement?
2. What is the nature of the relationship between entrepreneurial immersion and entrepreneurial success?
3. To what extent does entrepreneurial immersion affect entrepreneurial success?

Second: Importance of Research

The importance of the research can be defined as follows:

- 1-The study of entrepreneurial immersion is essential to understanding how deep engagement and full commitment by entrepreneurs impact the development of their personal and professional skills, contributing to their ability to overcome challenges and achieve success.
- 2-Academic studies provide a deeper understanding of how the level of immersion affects project performance and company growth, highlighting the importance of full engagement in achieving positive and effective outcomes.
- 3-By understanding the impact of immersion on success, policies and entrepreneurship support programs can be formulated that focus on enhancing the level of commitment and engagement, contributing to economic growth and job creation.
- 4-The study of immersion contributes to building a theoretical framework that links the psychological and behavioral factors of entrepreneurs to their success, enabling the development of testable and generalizable scientific models.
- 5-By understanding the levels and patterns of immersion, targeted training and educational programs can be designed to stimulate and develop entrepreneurial immersion, enhancing the chances of success for entrepreneurial projects and strengthening the factors influencing it.

Third: Research Objectives

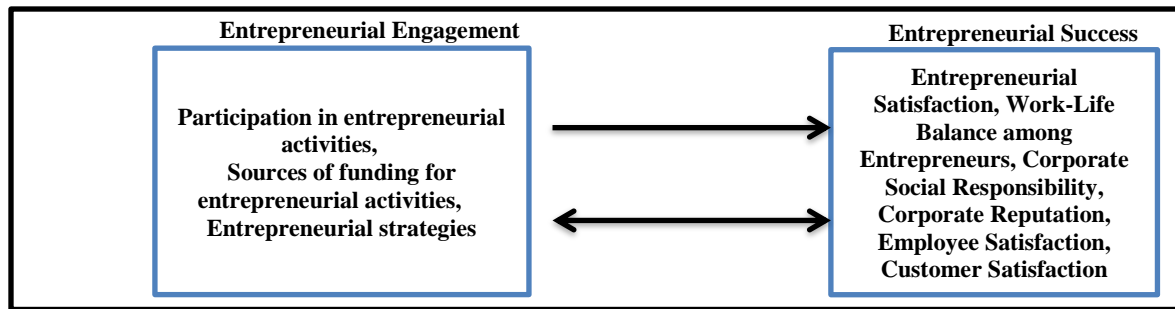
The primary objective of the current study is to shed light on the impact of entrepreneurial engagement on entrepreneurial success, in addition to several other objectives that can be summarized as follows:

- 1- To show the level of availability of entrepreneurial engagement dimensions in the research community.
- 2- To reveal the level of availability of entrepreneurial success dimensions in the research sample.
- 3- To determine the correlation and influence between the dimensions of entrepreneurial engagement and entrepreneurial success.

Fourth: The Hypothetical Scheme Of The Research

After addressing the problem, importance and objectives of the study, and what was seen from previous studies related to the variables of the study, the hypothetical plan for the study was designed, and the figure (1) shows the relationships of influence, correlation and joint effect.

- 1- The independent variable is entrepreneurial immersion, which consists of three dimensions: participation in entrepreneurial activities, sources of funding for entrepreneurial activities, and entrepreneurial strategies.
- 2- The independent variable is entrepreneurial immersion, which consists of three dimensions: participation in entrepreneurial activities, sources of funding for entrepreneurial activities, and entrepreneurial strategies.



Fifth: Hypotheses Of The Study :

A- **The First Main Hypothesis:** There is a significant correlation between entrepreneurial engagement and entrepreneurial success. Several hypotheses branch out from this:

1. There is a significant correlation between the dimension of participation in entrepreneurial activities and the variable of entrepreneurial success in all its dimensions.
2. There is a significant correlation between the dimension of sources of financing entrepreneurial activities and the variable of entrepreneurial success in all its dimensions.
3. -There is a significant correlation between the dimension of entrepreneurial strategies and the variable of entrepreneurial success in all its dimensions.

B- **The Second Main Hypothesis:** There is a significant influence of entrepreneurial engagement on entrepreneurial success. Several hypotheses branch out from this:

1. There is a significant influence of participation in entrepreneurial activities on entrepreneurial success in all its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, corporate reputation, employee satisfaction, and customer satisfaction)
2. -There is a significant effect of entrepreneurial funding sources on entrepreneurial success in its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, corporate reputation, employee satisfaction, and customer satisfaction)
3. There is a significant effect of entrepreneurial strategies on entrepreneurial success in its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, corporate reputation, employee satisfaction, and customer satisfaction).

Sixth: The Study Population And Sample

The research community was represented by the medium and small companies operating in the city of Diwaniyah, while the study sample was represented by the managers and employees in the companies. The comprehensive enumeration method was adopted, which is used when the size of the community is small, or in the case of the researcher needing comprehensive detailed data on all components of the community. The researcher distributed (185) questionnaires to the members of the community, and (177) forms were retrieved. During the sorting, it was found that there were (8) questionnaires that were not valid for analysis. Therefore, the number of forms included in the analysis amounted to (169), which represented a percentage of (91.35) of the research community.

Literature Review

First: Concept Entrepreneurial Engagement

To initiate any form of business or entrepreneurial activity, participants must demonstrate a reasonable degree of enthusiasm and readiness. In other words, potential entrepreneurs must demonstrate a consistent pattern of thoughts, feelings, and behaviors related to the intended business. Individuals demonstrate readiness to lead businesses when they examine their environment and seek to leverage their economic efficiency (Melugbo et al., 2020:14)

Fredrick (2016:2) argues that entrepreneurial engagement is a newly developed concept within broader entrepreneurship concepts. It is based on the premise that entrepreneurship can be viewed as a process involving multiple levels of engagement. Because the concept is newly developed, research on entrepreneurial engagement is scarce and narrow in scope. Some argue that entrepreneurial engagement is a newly developed concept based on the recognition that entrepreneurship is the creation of new economic opportunities. It can be considered a process that includes multiple levels of engagement, such as intentions to establish a business or start a new activity. Therefore, distinguishing between levels of

entrepreneurial engagement is important for scholars, researchers, and policymakers (Hessels et al., 2011: 448) Entrepreneurial engagement encompasses a broader range of entrepreneurial engagement activities, including entrepreneurial decision-making and forms of innovation and learning that help organizations capitalize on opportunities (Cosaert, 2023: 4). Therefore, entrepreneurial engagement can be viewed as a self-organizing process that links organization and management (Asante, 2018: 10)

Entrepreneurial engagement can also create value for entrepreneurial organizations through acquisition (Cosaert, 2023: 10). The term entrepreneurial engagement is used as an umbrella term for any formal and informal activities (Odetunde, 2022: 29). Non-financial intrinsic factors that motivate entrepreneurial engagement have been found to include the desire for independence, prestige, peer recognition, and individual willingness to enter the market (Odetunde, 2022:30). Views of intrapreneurship have promoted entrepreneurial participation among individuals affiliated with established organizations, i.e., what we call insiders (Fernqvist & Lundqvist, 2021:4).

Some view entrepreneurial engagement as referring to the social interactions and activities of employees outside their organizations. This occurs not only through collaboration between labor and industry, but also through their participation with various societal actors. Entrepreneurial engagement is a very broad concept, covering research and development-based activities and other entrepreneurial activities (Yu et al., 2022:3). Entrepreneurial engagement typically has high energy, is more focused, and happily participates in whatever work they are asked to do. With a certain degree of entrepreneurial engagement, their projects perform significantly better. Similarly, through participation, entrepreneurs feel more passionate, dedicated, and enthusiastic about whatever work they are asked to do (Wang et al., 2023:3). Entrepreneurial engagement consists of several different factors. First, there are the factors influencing the preference for free work versus paid work and the intention to start a business. Second, there is research on specific entrepreneurial factors, emerging businesses, and their success, i.e., whether activities lead to the launch of a new project. Then, there are many studies that examine the decision to become an entrepreneur. Finally, there is a complete literature on the drivers of success of emerging organizations or entrepreneurship in terms of company growth or survival (Vanderzwan et al., 2009:3). Research has shown that work engagement can have positive consequences at both the individual and organizational levels. Work engagement has been identified as one of the most important drivers of positive work performance. It consists of a positive and satisfying work-related mental state characterized by energy, dedication, and absorption. Therefore, work engagement is closely linked to meaningful work, which is directly related to the significance of work and positive post-work value (Toth et al., 2021: 5). Furthermore, personality traits such as the need for independence and achievement are surprisingly conducive to entrepreneurial engagement (Pacheco et al., 2022: 424). An attitude toward entrepreneurial engagement can be developed through the acquisition of certain beliefs about entrepreneurship, and these beliefs can determine how an individual evaluates entrepreneurship (Caggiano et al., 2016:61). Entrepreneurship is viewed as a multidimensional phenomenon spanning different units of observation, ranging from the individual to the firm, region, industry, and even society. Because of this multidimensional nature, conceptual and theoretical approaches have drawn from a variety of disciplines, such as economics, sociology, and psychology. In the 20th century, subsequent literature on entrepreneurship was shaped by their perspective of the phenomenon (Gril & Thurik, 2008:4). It is an invisible motivation or interest, a psychological state resulting from unique situations or stimuli, and leads to diverse search processes, information processing, decision-making, and behavior (Ouyang et al., 2023:2).

Based on the above, the study defines entrepreneurial engagement as a profound mental state in which an individual devotes all of their senses and personal energies to realizing their entrepreneurial vision and transforming it into a tangible reality. In other words, it's more than just a job or a career; it's a passion that consumes the individual and drives them toward achieving ambitious goals.

Second: Importance Entrepreneurial Engagement

The importance of enhancing individual entrepreneurial activities lies in uncovering their entrepreneurial capabilities. Uninvested entrepreneurial activities by individuals can do much to mitigate economic risks facing societies, contributing to the economic development of any society (Akabuike, 2022: 2). This can be achieved by generating job opportunities, preserving social and cultural authenticity in societies, and empowering individuals economically (Gumb, 2020: 394). Entrepreneurial engagement plays a significant role in the economic development of nations through people's ability to innovate and harness diverse resources for economic activities. Entrepreneurial success depends on innovation as a dynamic

process of adapting to changes and market uncertainty (Ojo & Alias, 2021: 1-2). The importance of entrepreneurial engagement is highlighted by the following points (Obschonka et al., 2023: 3-10):

1-Individuals typically seek success through personal control and mastery in challenging environments such as entrepreneurship, which leads to better performance in these challenging tasks. Successful entrepreneurship depends on a strong and sustained motivation to immerse themselves in their daily work.

2-Remaining open to new opportunities through engagement in an environment with complex tasks.

3-The importance of entrepreneurs who enjoy high levels of job autonomy, full engagement in decision-making, and direct feedback and rewards for their decisions and actions increases well-being among entrepreneurs.

4-Entrepreneurs demonstrate higher levels of work engagement than employed individuals due to their greater personal and professional resources and the increased utility of the positive pattern that entrepreneurial work provides.

5. Entrepreneurs reduce job burnout, enhancing their ability to engage in work and achieve their goals.

6-Enhancing entrepreneurial status in social, economic, and cultural spheres, in addition to empowering employees, as it is an essential element for the advancement of any effort made by employees within their organizations (Morshed, 2021: 69)

7-Engagement in entrepreneurial activities helps organizations achieve sustainable value related to social and environmental goals (Tunio et al., 2021: 4)

8-Discovering, evaluating, and capitalizing on opportunities to introduce new goods and services, organizational methods, markets, processes, and raw materials by organizing efforts that did not exist before (Johnsrud & Arveng, 2020: 9)

9. Achieving better alignment between entrepreneurial initiatives with economic and societal priorities, addressing issues of global and local importance, and environmental concerns. Achieving this goal through individual engagement can facilitate the entrepreneurial process (Mitra et al., 2020: 1).

Third: Dimensions Entrepreneurial Engagement

Entrepreneurial engagement can be classified into three main groups of activities (Mgbeafulike et al., 2023:272). These dimensions are as follows:

1- Participation in entrepreneurial activities

Research-related entrepreneurial activities, such as contract research with industry, government or non-governmental bodies, consultancies, or joint research with non-academic partners, etc. (Athreye et al., 2023:684). Societies that promote youth employment, achieve social integration, intergenerational dialogue, citizenship, and solidarity, and create income-generating jobs have direct positive effects on alleviating poverty and insecurity (Mgbeafulike et al., 2023:272).

2- Financing for Entrepreneurial Activities

Writers and researchers consider financing to be one of the most important and challenging objectives in establishing and maintaining entrepreneurship. Obtaining financing is much more than a simple activity of raising capital from available resources. It provides important insights into the complex nature of social and structural models. While most entrepreneurs are aware of future opportunities, external investors may face difficulties in understanding them, including information asymmetry and the problem of moral hazard (Na & Erogul, 2021: 61). Entrepreneurial financing requires an understanding of the importance of resource allocation and its application to emerging organizations. Financing also helps answer questions facing entrepreneurs with a new perspective regarding how much funding to raise, when and where to obtain it, and what amount is appropriate for a good project (Titus & Victor, 2017: 53).

3- Entrepreneurial Strategies

Entrepreneurs have found entrepreneurial strategies useful in guiding their businesses because long-term investment considerations are essential, and strategies must be considered rather than past development plans (Stiglitz, 2002:15). There are a number of elements and strategies that work to enhance entrepreneurial activities, infrastructure, and competition laws (Stiglitz, 2002:24).

Fourth: Concept Entrepreneurial Success

The concept of entrepreneurial success is highly controversial among scholars and in the literature. Although many criteria are used to measure entrepreneurial success, these criteria remain controversial (Genty et al., 2015: 368). Entrepreneurship is the process of realizing an innovative intention by an individual or group of individuals in a new or existing organization through networking to acquire the necessary capabilities that will enhance the project's success in the face of environmental uncertainty. Therefore, entrepreneurial success means positively impacting the lives of others through an innovative product or service. Therefore, entrepreneurial success means starting a business and achieving some

benefits from it (Agbim, 2013: 8-9). Some consider entrepreneurial success to be one of the indicators that determine the outcome after an entrepreneur overcomes various obstacles in business activities. Critical entrepreneurial success factors include the processes, standards, or business components that are necessary for the business to be profitable and competitive in the market (Ismail et al., 2016: 122). Therefore, entrepreneurial success can contribute to improving economic performance (such as business growth and employment) and raising levels of productivity. Entrepreneurial satisfaction (such as satisfaction with status and employee relationships), which enhances positive perceptions of support and resources in the workplace (Powell & Eddleston, 2013: 277) In general, entrepreneurial success depends on entrepreneurs' behaviors, which stem from the goals and strategies they establish as part of their mission and vision for their ventures (Feng et al., 2023: 2). Entrepreneurial success is a complex phenomenon, with researchers suggesting that both financial and non-financial factors can play a role in achieving this success (Hussain & Li 2022: 5) Financial literacy helps individuals make better decisions, which improves business management and contributes to success. Furthermore, human capital, particularly financial literacy, contributes to enhanced well-being and increased performance in entrepreneurial success (Munyuki & Jonah, 2022: 152).

Some view entrepreneurial success as the achievements resulting from capitalizing on one or more potential opportunities. Early research tended to equate entrepreneurial success with financial outcomes. Recent research has taken a more nuanced approach to entrepreneurial success, noting that entrepreneurs also consider non-financial outcomes as achievements, reflecting this diversity of entrepreneurial success. A distinction is made between financial and non-financial success. Consistent with recent entrepreneurship research, financial success is viewed as income, encompassing financial returns from entrepreneurship, and non-financial success as subjective well-being, defined as overall levels of life satisfaction (Hatak & Zhou, 2021:20). Some believe that entrepreneurial success is a distinct commercial characteristic in making decisions for profit. Entrepreneurial success depends on the entrepreneur's psychology, competence, work stress management, and commitment to the task, as well as a strong internal locus of control, self-confidence, independence, a creative attitude, communication and negotiation skills, and a decision-making attitude that enables them to secure profitable business deals (Dzogbenuku & Keelson, 2019: 172). Others believe that entrepreneurial success is diverse and varied, and is not simply a matter of the project's success in achieving certain economic functions or even its duration. Projects are tools for achieving a rich set of entrepreneurial values and desires, and they are not simply tools for achieving a narrow set of financial metrics (Archer et al., 2009: 15). Entrepreneurial strategies are closely linked to success when combined with strategies and environmental conditions (Rauch & Frese, 2000: 117).

Based on the above, the researcher defines entrepreneurial success as a broad and comprehensive concept that goes beyond merely achieving financial profits. About the process of transforming an innovative idea into a successful and sustainable project that contributes to achieving added value for society.

Fifth: Importance Entrepreneurial Success

Entrepreneurial success may not always mean ideal financial measures, but rather it may be more like maintaining an acceptable level of income for entrepreneurs and their employees or maintaining a lifestyle that aims to be part of the creative output rather than financial success (Welter et al., 2021: 27). Knowledge is the most important factor in achieving and sustaining entrepreneurial success. Among the success criteria are the change in the number of employees since the company was founded, market share, assessment of economic development and sales issues (Agbim, 2013: 8). Based on previous studies, the study finds that the importance of entrepreneurial success lies in the following:

- 1-Entrepreneurial success helps create and explore innovative market opportunities that meet customer needs, contributing to revenue generation and profit generation (Dzogbenuku & Keelson, 2019: 174)
- 2-Entrepreneurial success contributes to the prosperity of local businesses, which improves the communities in which they operate by providing improved goods and services and job opportunities, leading to higher living standards for workers (Ssekitoleko & Plessis, 2021: 1).
3. Entrepreneurial success is considered an important factor in establishing new businesses (Alstete, 2008: 593)
- 4-It has a significant positive impact on quality of life (Cetin et al., 2022: 2227)
- 5-Entrepreneurial success contributes to business operational skills by capturing a market share commensurate with the size, capabilities, and skills needed to provide more personalized services to customers (Yahya et al., 2011: 1)
- 6-Entrepreneurial success is the continuous growth of corporate performance to reach a high level in the industry (Hu et al., 2022: 2)
- 7-Successful entrepreneurs play an important role in community development because they help create jobs and promote economic growth (Feng et al., 2023: 4)

8-Entrepreneurial success strengthens small and medium-sized enterprises (SMEs) or start-ups (Maziriri et al., 2024: 1242)

9. Entrepreneurial success enhances personal satisfaction, which leads to business sustainability (Taleb et al., 2023:2).

Sixth: Dimensions Entrepreneurial Success

Writers and researchers differed in defining the dimensions of entrepreneurial success. By conducting a survey of a number of studies that addressed the topic of entrepreneurial success, the most prominent dimensions that most writers and researchers agreed upon could be identified, especially (Razmus & Laguna, 2018: 8).

1- Entrepreneurial Satisfaction

In human life, satisfaction and well-being are something every individual truly desires to achieve. Entrepreneurs are business owners who enjoy independence and positive relationships with others, enabling them to manage and develop their business. In this way, it can be said that the entrepreneur is satisfied with their work (Iskamto et al., 2020: 2568).

2- Work-life balance among entrepreneurs

The concept of work-life relationships, which encompasses the relationships between the individual's work and personal life dimensions and workplace organization, has emerged due to the growing desire to achieve a balance between work and other aspects of life, such as family, personal interests, and friendship networks. Work-life balance is defined as satisfaction and good performance at work and at home with minimal role conflict. As such, it assumes the absence of conflict or mismatch between work and other needs (Edralin, 2012: 202).

3- Corporate Social Responsibility

Companies contribute to social responsibility, which is linked to economic, environmental, and societal development. Developing countries suffer from social and environmental imbalances, including labor issues, human rights, and environmental pollution. Corporate participation in corporate social responsibility can mitigate these social and environmental issues. Corporate social responsibility is also a strategic tool that can be used to enhance companies' competitiveness by enhancing customer loyalty and satisfaction, increasing employee motivation, and improving access to capital through improved corporate image and increased sales (Bahta et al., 2021: 1429).

4- Corporate Reputation

Reputation is a vital component of a company's value and a key measure of performance. It acts as a mechanism that reduces customer uncertainty, increases marketing effectiveness, customer satisfaction, and increases customer base. A company's reputation appears as an intangible asset that distinguishes a company from others, attracting customers to repurchase and pay higher prices for products. A high reputation acts as a cost-saving measure for companies, so employees desire to work for companies with an excellent reputation (Lee & Junbae, 2012: 649). Scholars and researchers often define reputation as an intangible asset that reflects stakeholders' perceptions of a company's ability to create value compared to competitors or the high quality of a company's capabilities and outputs (Parker et al., 2019: 256).

5- Employee Satisfaction

Although many writers and researchers have different definitions of employee satisfaction, employee satisfaction is a concept that reflects the degree to which an individual's needs and desires are met, and the extent to which other employees perceive it. However, it is usually viewed as the scope of work and all positive attitudes regarding the work environment, and can only be achieved if both parties view each other as customers to be satisfied (Küskü, 2001:144).

6-Customer Satisfaction

Customer satisfaction appears to be prevalent due to the likelihood that customers will recommend the product/service to others. Customers find the product or service to be of higher quality, which will meet or exceed customer expectations. Customers are likely to be more willing to continue purchasing from the organization, talk to other customers about their positive experience with the organization, recommend purchasing from that site to relatives and friends, and remain loyal to the organization. Customer satisfaction is defined as the post-purchase evaluation of the quality of the product or service in light of pre-purchase expectations. Therefore, satisfaction is the result of the customer's evaluation of how well their experience met their quality expectations (Peltonen, 2016:19).

Practical Framework for Research

First: Test of normality of research variables

The results of Table (1) show that the data for the research dimensions related to the entrepreneurial engagement and entrepreneurial success variables follow a normal distribution, with the significance level greater than 0.05. This indicates that the results presented by the variable data can be generalized to the population under study, thus accepting the alternative hypothesis.

Table (1) Analysis of the moderation test for the research variables

Paragraphs	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
Participation in entrepreneurial activities	0.239	169	0.296
Sources of funding for entrepreneurial activities	0.285	169	0.365
Entrepreneurial strategies	0.346	169	0.217
Entrepreneurial engagement	0.395	169	0.207
Entrepreneurial satisfaction	0.309	169	0.275
Work-life balance among entrepreneurs	0.365	169	0.288
Corporate social responsibility	0.137	169	0.497
Company reputation	0.187	169	0.486
Employee satisfaction	0.154	169	0.510
Customer satisfaction	0.267	169	0.367
Entrepreneurial success	0.394	169	0.288

Second: Testing The Reliability Of The Measurement Tool.

"We note from Table (2) that the reliability coefficient values for the main variables and their sub-dimensions ranged between (0.828 - 0.914). These are high percentages based on acceptable reliability values and the responses of sample members at the level of small and medium-sized enterprises operating in the city of Diwaniyah, the research sample. Thus, the scales are now ready for final application and are characterized by the accuracy, reliability, and validity required at the field application level.

Table (2) Cronbach's alpha test values for the research scales

Main variables	Cronbach's alpha value for the variable		Sub-dimensions	Cronbach's alpha value for the dimension
Entrepreneurial Engagement	.947	0.939	Participation in entrepreneurial activities	0.895
			Sources of funding for entrepreneurial activities	0.911
			Entrepreneurial strategies	0.914
Entrepreneurial Success	.892		Entrepreneurial satisfaction	0.890
			Work-life balance among entrepreneurs	0.910
			Corporate social responsibility	0.828
			Company reputation	0.889
			Employee satisfaction	0.859
			Customer satisfaction	0.838

Third: Statistical Description

Descriptive statistical analysis relies on providing a summary of the research sample's responses to the study's scales based on descriptive statistical indicators. Descriptive analysis represents an important aspect of qualitative data analysis, as it describes the data used by describing the behavior of the studied sample, i.e., the sample used in data collection. This gives the researcher a sense of the nature of the analyzed data. The arithmetic mean, standard deviation, coefficient of variation, and relative importance can be used to achieve this purpose. To describe and analyze the responses of the study sample individuals at the private universities and colleges under application, the researcher relied on what was indicated by (Mazaraeh et al., 2012: 403). When adopting the five-point Likert method to determine the answer alternatives for the scale in terms of gradation (completely agree - completely disagree), there are five categories in light of which the arithmetic mean values are interpreted, as shown in Table (3):

Table (3) Availability criteria for study variables

Answer level	Categories	Answer direction
Very Low	1.80 – 1	Totally disagree
Low	2.60 – 1.81	Disagree
Moderate	3.40 – 2.61	Acceptable
High	4.20 – 3.41	Agree
Very High	5 - 4.21	Totally agree
Answer level	Categories	
Very Low	0.36– 0.01	
Low	Greater than 0.36 - 0.52	
Moderate	Greater than 0.52 - 0.68	
High	Greater than 0.68 - 0.84	
Very High	Greater than 0.84 - 1	

1-Description and Diagnosis of the Entrepreneurial Engagement Variable

The results of Table (4) indicate that the overall average level of agreement of the studied sample regarding entrepreneurial engagement was (3.33), with a standard dispersion of (0.474), and a coefficient of variation of (14.26), indicating the presence of entrepreneurial engagement among the studied sample. Perhaps the dimension that contributed to improving and enriching this variable is due to the dimension of

the sources of financing entrepreneurial activities among the research sample, with an arithmetic mean of (3.38), a standard deviation of (0.383), and a coefficient of variation of (11.35). Conversely, there are shortcomings among the studied sample regarding interest in participating in entrepreneurial activities, with an arithmetic mean of (3.31), a standard deviation of (0.668), and a coefficient of variation of (20.18). This indicates the necessity of the studied sample's interest in participating in various activities, which enhances confidence in the organization's ability to make decisions.

Table (4) Descriptive measures of the entrepreneurial engagement variable

paragraphs	Mean	S.D	C.V	relative importance	Order of Importance	paragraphs	Mean	S.D	C.V	relative importance	Order of Importance
PEA1	3.50	0.690	19.70	0.70	1	ES1	3.25	0.655	20.14	0.65	4
PEA2	3.44	0.784	22.77	0.69	2	ES2	3.37	0.646	19.17	0.67	2
PEA3	3.33	0.771	23.15	0.67	3	ES3	3.28	0.916	27.93	0.66	12
PEA4	3.12	0.969	31.01	0.62	8	ES4	3.31	0.670	20.23	0.66	5
PEA5	3.12	0.888	28.46	0.62	5	ES5	3.25	0.754	23.18	0.65	8
PEA6	3.18	0.907	28.54	0.64	7	ES6	3.56	0.784	22.00	0.71	7
PEA7	3.26	0.928	28.46	0.65	6	ES7	3.16	0.756	23.94	0.63	11
PEA8	3.38	0.803	23.73	0.68	44	ES8	3.17	0.777	24.54	0.63	11
Participation in entrepreneurial activities	3.31	0.668	20.18	0.66	third	ES9	3.33	0.638	19.18	0.67	3
SFEA1	3.47	0.613	17.64	0.69	4	ES10	3.59	0.651	18.13	0.72	1
SFEA2	3.49	0.598	17.16	0.70	2	ES11	3.44	0.814	23.67	0.69	9
SFEA3	3.27	0.638	19.52	0.65	7	ES12	2.98	0.939	31.50	0.60	13
SFEA4	3.38	0.826	24.44	0.68	11	ES13	3.35	0.711	21.22	0.67	6
SFEA5	3.45	0.689	19.97	0.69	8	Entrepreneurial strategies	3.31	0.465	14.04	0.66	second
SFEA6	3.38	0.779	23.01	0.68	9	Entrepreneurial engagement	3.33	0.474	14.26	0.67	
SFEA7	3.24	0.545	16.84	0.65	1						
SFEA8	3.27	0.759	23.19	0.65	10						
SFEA9	3.53	0.620	17.58	0.71	3						
SFEA10	3.31	0.599	18.07	0.66	6						
SFEA11	3.46	0.612	17.71	0.69	5						
Sources of funding for entrepreneurial activities	3.38	0.383	11.35	0.68	first						

2-Description and Diagnosis of the Entrepreneurial Success Variable

The results of Table (5) show that the overall average level of agreement of the studied sample regarding entrepreneurial success was (3.29), with a standard dispersion of (0.555), and a coefficient of variation of (16.87), indicating the availability of the elements of entrepreneurial success within the studied sample. Perhaps the dimension that contributed to improving and enriching this variable is due to the corporate social responsibility dimension within the research sample, with an arithmetic mean of (3.24), a standard deviation of (0.503), and a coefficient of variation of (15.53). In contrast, there is a weakness within the studied sample regarding customer satisfaction, with an arithmetic mean of (3.07), a standard deviation of (0.795), and a coefficient of variation of (25.93). This indicates the necessity of the studied sample's attention to customer satisfaction, as it is closely linked to entrepreneurial success, as customer satisfaction is considered a decisive factor in the sustainability and growth of companies.

Table (5) Descriptive measures of the entrepreneurial success variable

paragraphs	Mean	S.D	C.V	relative importance	Order of Importance	paragraphs	Mean	S.D	C.V	relative importance	Order of Importance
ENAS1	3.34	0.802	24.04	0.67	1	CR2	3.33	0.941	28.24	0.67	3
ENAS2	3.62	0.993	27.47	0.72	2	CR3	3.25	0.844	25.93	0.65	2
ENAS3	3.38	0.942	27.87	0.68	3	Company reputation	3.30	0.735	22.27	0.66	Fourth
Entrepreneurial satisfaction	3.44	0.825	23.95	0.69	Fifth	EMS1	3.11	1.013	32.62	0.62	3
WLBAE1	3.46	0.779	22.53	0.69	2	EMS2	3.27	0.788	24.13	0.65	2
WLBAE2	3.30	0.825	25.00	0.66	3	EMS3	3.36	0.678	20.22	0.67	1
WLBAE3	3.51	0.723	20.57	0.70	1	Employee satisfaction	3.24	0.679	20.95	0.65	third
Work-life	3.44	0.622	18.10	0.69	second	CS1	2.95	0.791	26.84	0.59	2

balance among entrepreneurs											
CSR1	3.07	0.684	22.30	0.61	3	CS2	3.04	1.037	34.16	0.61	3
CSR2	3.28	0.628	19.13	0.66	1	CS3	3.21	0.709	22.09	0.64	1
CSR3	3.35	0.737	21.99	0.67	2	Customer satisfaction	3.07	0.795	25.93	0.61	Sixth
Corporate social responsibility	3.24	0.503	15.53	0.65	first	Entrepreneurial success	3.29	0.555	16.87	0.66	
CR1	3.31	0.855	25.86	0.66	1						

Fourth: Hypothesis Testing

First Main Hypothesis: There is a significant correlation between entrepreneurial engagement and entrepreneurial success.

The results in Table (6) show that there is a significant correlation between entrepreneurial engagement and entrepreneurial success, with a value of (0.880) and a significance level of (0.01). This indicates that the entrepreneurial engagement variable contributes significantly to enhancing entrepreneurial success.

Table (6) Matrix of the relationship between entrepreneurial engagement and entrepreneurial success

	Participation in entrepreneurial activities	Sources of funding for entrepreneurial activities	Entrepreneurial strategies	entrepreneurial engagement
Entrepreneurial satisfaction				
	.892**	.864**	.889**	.920**
Work-life balance among entrepreneurs				
	.848**	.827**	.902**	.894**
Corporate social responsibility				
	.666**	.635**	.641**	.671**
Company reputation				
	.560**	.684**	.638**	.635**
Employee satisfaction				
	.574**	.607**	.541**	.585**
Customer satisfaction				
	.712**	.761**	.706**	.749**
Entrepreneurial success				
	.835**	.868**	.857**	.880**

From this, the following emerges:

The results of Table (6) indicate that there are direct and significant correlations at the 1% level between the dimensions of entrepreneurial involvement (participation in entrepreneurial activities, sources of funding for entrepreneurial activities, entrepreneurial strategies) and the dimensions of entrepreneurial success (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, corporate reputation, employee satisfaction, and customer satisfaction). The simple correlation coefficient values between these dimensions are as follows:

1-There is a significant correlation between the dimension of participation in entrepreneurial activities and the variable of entrepreneurial success with its dimensions.

The simple correlation coefficient between the dimension of participation in entrepreneurial activities and the variable of entrepreneurial success with its dimensions was (0.835). This indicates that improving participation in entrepreneurial activities contributes significantly to enhancing entrepreneurial success. This demonstrates that companies with increased participation in entrepreneurial activities often experience business growth, as a result of improved performance and the ability to capitalize on new opportunities.

2- There is a significant correlation between the dimension of entrepreneurial financing sources and the entrepreneurial success variable with its dimensions.

The simple correlation coefficient between the dimension of entrepreneurial financing sources and the dimension of entrepreneurial success was (0.868). This indicates that improving entrepreneurial financing sources contributes significantly to enhancing entrepreneurial success. This demonstrates that companies with multiple and comprehensive financing sources often achieve their goals more quickly, which translates into greater entrepreneurial success.

3-There is a significant correlation between the dimension of entrepreneurial strategies and the dimension of entrepreneurial success.

The simple correlation coefficient between the dimension of entrepreneurial strategies and the dimension of entrepreneurial success was (0.857). This indicates that improving entrepreneurial strategies contributes significantly to enhancing entrepreneurial success. This demonstrates that companies that implement

effective entrepreneurial strategies can achieve their goals more quickly and at lower costs, thanks to good planning and better utilization of available resources. Based on the above, the second main hypothesis can be accepted, which states: “There is a statistically significant correlation between entrepreneurial involvement in its dimensions (participation in entrepreneurial activities, sources of financing entrepreneurial activities, entrepreneurial strategies) and entrepreneurial success in its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, corporate reputation, employee satisfaction, customer satisfaction).”

Second Main Hypothesis: There is a significant influence of entrepreneurial engagement on entrepreneurial success. The results of Table (6) and Figure (2) show a significant influence of entrepreneurial engagement on entrepreneurial success. A one-unit increase in entrepreneurial engagement leads to an improvement in entrepreneurial success of 0.434, with a standard error of 0.041 and a critical value of 10.585. This indicates that small and medium-sized enterprises operating in the studied city of Diwaniyah are aware of the importance of enhancing entrepreneurial engagement to achieve significant improvements in entrepreneurial success.

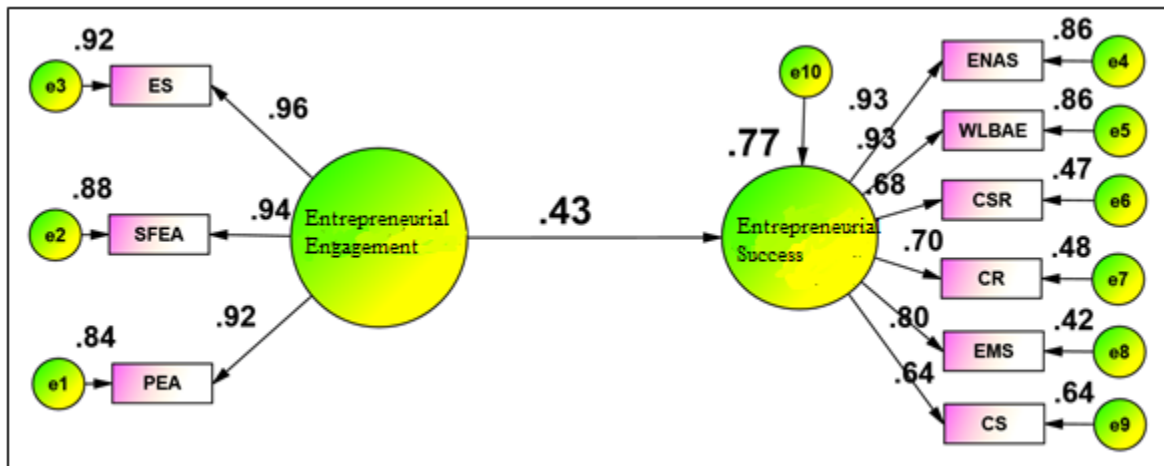


Figure (2) The impact of entrepreneurial engagement on entrepreneurial success

Source: Prepared by the researcher based on the outputs of (AMOS.V.29)

Entrepreneurial engagement also contributed to explaining (0.774) of the variance in entrepreneurial success, while the remaining value falls outside the research limits

Table (7) Results of the analysis of the impact of entrepreneurial engagement on entrepreneurial success

path			Standard Weights	Standard Error	C.R	R ²	(P)
Entrepreneurial Engagement	--->	Entrepreneurial Success	0.434	0.041	10.585	0.774	0.001

The following sub-hypotheses branch out from this main hypothesis:

1-There is a significant effect of participation in entrepreneurial activities on entrepreneurial success in its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, corporate reputation, employee satisfaction, and customer satisfaction)

Table (8) shows a significant effect of the dimension of participation in entrepreneurial activities on entrepreneurial success in its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, corporate reputation, employee satisfaction, and customer satisfaction). Increasing the dimension of participation in entrepreneurial activities by one unit leads to an improvement in entrepreneurial success with a value of (0.239), a standard error of (0.065), and a critical value of (3.677). This indicates that small and medium-sized enterprises operating in the studied city of Diwaniyah recognize the importance of improving entrepreneurial success by relying on participation in entrepreneurial activities.

2- There is a significant effect of entrepreneurial funding sources on entrepreneurial success in its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, corporate reputation, employee satisfaction, and customer satisfaction). Table (8) shows a significant effect of the entrepreneurial funding sources dimension on entrepreneurial success in its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social

responsibility, corporate reputation, employee satisfaction, and customer satisfaction). Increasing the entrepreneurial funding sources dimension by one unit leads to an improvement in entrepreneurial success of 0.563, with a standard error of 0.115 and a critical value of 4.896. This indicates that small and medium-sized enterprises operating in the studied city of Diwaniyah are aware of the importance of improving entrepreneurial success by relying on entrepreneurial funding sources.

3- There is a significant impact of entrepreneurial strategies on entrepreneurial success in its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, corporate reputation, employee satisfaction, and customer satisfaction). Table (8) shows a significant impact of the entrepreneurial strategies dimension on entrepreneurial success in its dimensions (entrepreneurial satisfaction, work-life balance among entrepreneurs, corporate social responsibility, corporate reputation, employee satisfaction, and customer satisfaction). Increasing the entrepreneurial strategies dimension by one unit leads to an improvement in entrepreneurial success of 0.251, with a standard error of 0.111 and a critical value of 2.261. This indicates that small and medium-sized enterprises operating in the studied city of Diwaniyah are aware of the importance of improving entrepreneurial success by relying on entrepreneurial strategies.'

The dimensions of entrepreneurial engagement also contributed to explaining (0.796) of the amount of variance in entrepreneurial success, while the remaining value falls outside the limits of the research.

Table (8) Results of the analysis of the impact of entrepreneurial engagement dimensions on entrepreneurial success

Path			Standard Weights	Standard Error	C.R	R ²	(P)
Participation in entrepreneurial activities	--->	Entrepreneurial Success	0.239	0.065	3.677	0.796	0.001
Sources of funding for entrepreneurial activities			0.563	0.115	4.896		0.001
Entrepreneurial strategies	--->		0.251	0.111	2.261		0.001

Conclusions and Recommendations

First: Conclusion

1-The study results indicated that increased entrepreneurial immersion enhances the chances of success. Companies in which entrepreneurs demonstrate a high degree of immersion in their entrepreneurial activities achieve greater success, as a result of their focus and adoption of improved, goal-oriented strategies.

2-The results showed that strategic flexibility plays a mediating role in the relationship between immersion and success. Strategic flexibility positively influences the relationship between entrepreneurial immersion and success, enabling companies to adapt more effectively to challenges, thus enhancing their positive outcomes.

3-The results concluded that entrepreneurial immersion alone is not sufficient to achieve success. Entrepreneurial success also requires high strategic flexibility, enabling companies to adjust their strategies and approaches to market and environmental changes.

4-Highly flexible SMEs transform into more successful entrepreneurial initiatives. The study shows that companies with high strategic flexibility and high entrepreneurial immersion are better able to innovate distinctive products and services, which contributes to achieving sustainable success.

5- The importance of structural and cultural support in promoting entrepreneurship and flexibility. The study focused on the fact that a work environment that encourages innovation and flexible learning accelerates the development of entrepreneurial immersion and motivates companies to develop their strategic flexibility to achieve success.

6-Entrepreneurial immersion fosters an innovative culture and encourages entrepreneurs to explore new solutions, contributing to a company's ability to innovate and renew.

Entrepreneurial immersion helps entrepreneurs invest resources more efficiently, reducing waste and helping achieve greater project sustainability.

7- Strategic flexibility enables entrepreneurs to respond quickly to market changes, such as fluctuations in demand or regulatory changes, enhancing their ability to survive and grow.

Second: Recommendations

1-Entrepreneurs must invest in learning and self-development through workshops and training courses to enhance their skills and knowledge in their fields.

2-Establish a corporate culture that encourages immersion and collaboration among team members within companies, which enhances innovation and commitment.

3-Companies must distribute tasks based on the skills of individual team members, ensuring that each person works in an area where they perform best.

4-Entrepreneurs must strive to expand their network by attending events and exhibitions and building strategic partnerships that enhance their capabilities.

5-Conduct periodic performance and business results evaluations, which helps identify areas for improvement and achieve continued success.

6-Entrepreneurs in the companies under study should establish mechanisms to stimulate innovation, such as organizing brainstorming sessions and providing incentives for creativity.

7- It is essential for entrepreneurs to learn how to adapt to rapid market changes by adopting flexible strategies that enhance their ability to respond.

8- Entrepreneurs in the companies under study must devote sufficient time to immersing themselves in their fields, whether through research or personal development, which enhances their understanding of markets and trends.

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