

SOCIAL ENTREPRENEURSHIP ORIENTATION AS A DRIVING FORCE FOR THE STRATEGIC SUCCESS OF HIGHER EDUCATION INSTITUTIONS: An analytical study of a sample of faculty members at private universities in the Middle Euphrates region

Raghad Mohammed Khudhar

raghad2005hh@gmail.com

University of Al-Qadisiyah

Received: 23/9/2025

Accepted: 2/10/2025

Available online: 15 /12 /2025

Corresponding Author : Raghad Mohammed Khudhar

Abstract : This research aims to reveal the role of the social entrepreneurial orientation, represented by (social creativity, social risk taking, social proactivity, and social relations), in achieving strategic success, defined by (adaptation, growth, and survival). The current study used a questionnaire to measure the availability of social entrepreneurial orientation and the strategic success of the teaching staff in private universities and colleges across the governorates of central Iraq. The research problem was represented by a main question: (To what extent does the social entrepreneurial orientation contribute to achieving the strategic success of private higher education institutions in the Middle Euphrates region), as the sample size reached (180) teachers, and the research relied on the descriptive analytical approach, and using the special statistical packages in the program (SPSS.V.29), and the program (AMOS.V.29), and the results were extracted for the normal distribution, structural equation modeling, stability coefficient, arithmetic means, standard deviations, relative importance, correlation matrix, and regression coefficient, and the results indicated that the social entrepreneurial orientation has a direct role in enhancing the strategic success of higher education institutions, through harmonization between its academic mission and the needs of society and its development requirements.

Keywords: Social entrepreneurship orientation, strategic success.

INTRODUCTION: Higher education institutions are among the primary drivers of sustainable development, as they contribute to the development of human capital capable of innovation and institutional excellence (Saeed & Mahdi, 2017). In light of rapid environmental, social, and economic transformations, it has become imperative for these institutions to adopt a social entrepreneurial approach that balances the achievement of academic objectives on the one hand and the response to societal and developmental needs on the other (Lang & Fink, 2019). Social entrepreneurial orientation is a modern concept that represents a combination of entrepreneurship and social responsibility, contributing to the building of universities capable of making a positive impact on society through innovative and sustainable initiatives (Boschee, 2015).

The importance of the variables studied lies in their addressing two vital dimensions of contemporary university performance: the first is social entrepreneurial orientation as a driving force for innovation and community interaction, and the second is strategic success as a measure of an institution's ability to effectively achieve its long-term goals (Sağnak et al., 2015). The knowledge gap lies in the limited availability of Arab studies, particularly Iraqi studies, that address the interactive relationship between these two dimensions within the private higher education sector, despite its significant expansion and growth in the Middle Euphrates region. The research problem lies in the lack of a clear understanding of how the social entrepreneurial approach contributes to enhancing the strategic success of private universities, leading to a lack of investment in their energies to achieve institutional and societal excellence. The importance of the research lies in its contribution to knowledge by analyzing the

relationship between the two dimensions in an Iraqi academic environment, thereby contributing to the development of private education policies for entrepreneurship and innovation. The researcher also faced limitations, including difficulties obtaining accurate data from some universities and varying levels of awareness of the concept of the social entrepreneurial approach among faculty members. The research was divided into four sections: the first included the scientific methodology, the second included the theoretical framework of the research, the third was devoted to the applied aspect, and the fourth included the conclusions and recommendations reached by the research.

PART ONE RESEARCH METHODOLOGY

The Research Problem

Higher education institutions, particularly private universities, face increasing challenges, including intensifying local and regional competition, growing societal expectations of their role in development, and pressures to meet quality standards and academic accreditation requirements. These challenges have necessitated the development of new strategies to enhance the sustainability and excellence of higher education institutions. In this context, a proactive social approach is one of the new approaches that enable universities to achieve their academic goals and enhance their societal commitments, which will impact their success in achieving strategic objectives. Their educational and research activities are predominantly traditional, at the expense of entrepreneurial activities with a societal dimension. Furthermore, faculty members' awareness and understanding of the role of this approach in enhancing competitiveness and academic reputation may not be at the desired level. Hence, the problem of this study stems from the main question: To what extent does the social entrepreneurial approach contribute to the strategic success of private higher education institutions in the Middle Euphrates region? A number of sub-questions branch out from this, including:

A-To what extent do private universities embrace the dimensions of the social entrepreneurial approach?

B-How is this approach reflected in indicators of strategic success?

C- What role can faculty members play in activating this approach within their institutions?

The Research Importance

1-Enrich the theoretical aspect of administrative literature on the social entrepreneurial orientation and its role in achieving the strategic objectives of educational institutions.

2-Provide an applied analytical framework that links the two concepts (social entrepreneurial orientation and strategic success) in the context of Iraqi private universities, a field of rare local research.

3-Highlight the societal dimension of academic entrepreneurship by guiding universities toward adopting responsible practices that contribute to sustainable development and serve the local community.

4-Enhance the efficiency of faculty members by building a social entrepreneurial awareness that links academic creativity with societal impact.

5-Bridging the knowledge gap in Iraqi studies related to the relationship between social entrepreneurial orientation and strategic success, thus opening new horizons for research in this vital field.

Research Objectives

1-Diagnose the level of adoption of Social entrepreneurship orientation practices by private universities in the Middle Euphrates region, by analyzing faculty members' perceptions of this approach within their academic environment.

2- Diagnosing the level and strategic success of private universities in the Middle Euphrates region, through analyzing faculty members' perception of this success in their academic environment.

3- Identify the role of faculty members in activating the dimensions of Social entrepreneurship orientation within universities, as they serve as a link between the institution and society on the one hand, and between students and the academic environment on the other.

4-Identify the most prominent obstacles and challenges facing private universities in integrating Social entrepreneurship orientation into their strategies, whether organizational, cognitive, or resource-related.

5- Propose practical mechanisms that contribute to strengthening the Social entrepreneurship orientation approach, ensuring support for private universities in achieving their strategic objectives, enhancing their role in serving society, and developing human capital.

The Research Model And Its Hypotheses

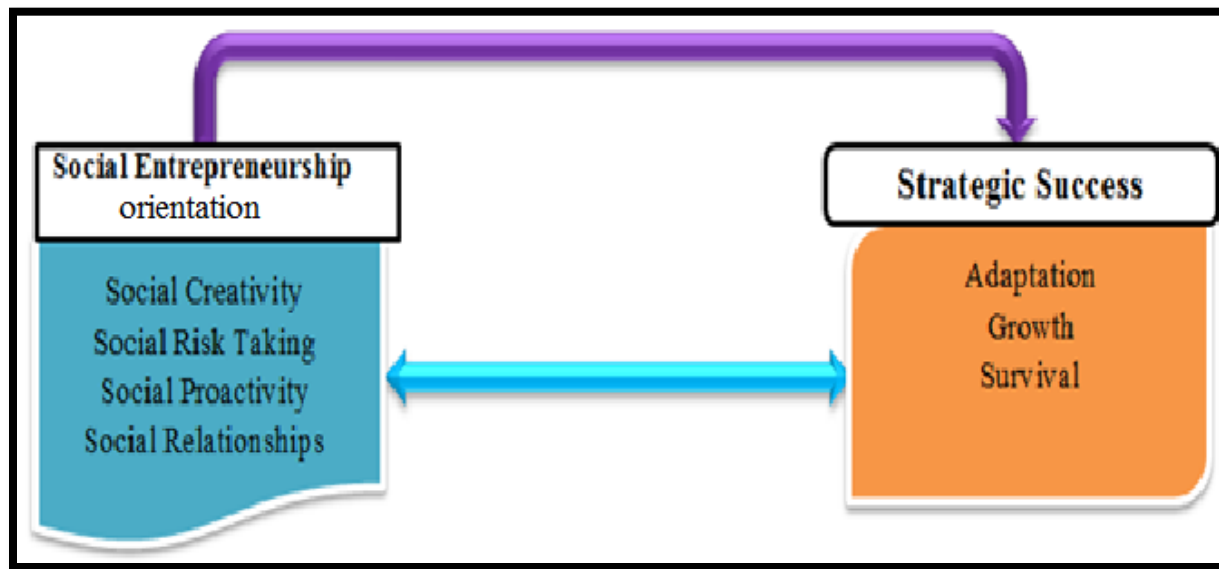


Figure (1)
The hypothetical model of the Research

Source : Prepared by The Researcher

Research Hypotheses

Correlation Hypotheses

First Hypothesis : There is a statistically significant correlation between Social entrepreneurship orientation and strategic success.

Second Hypothesis : There is a statistically significant effect of Social entrepreneurship orientation on strategic success.

Sixth: Research Sample

The current research Population is represented by private universities in the Middle Euphrates region. The researcher relied on the random sample method by distributing the questionnaire to the teaching staff in the universities. The total study Population size was (312) teachers, while the sample was represented by (180) teachers.

PART TWO: THE THEORETICAL SIDE

First: Concept of Social Entrepreneurship Orientation

Social entrepreneurs seek out new opportunities and create a positive impact using leadership and management approaches. Entrepreneurial approaches work on profit while keeping pace with change by providing value to society (Noruzi et al., 2010:3). Bacq (2011:374) noted that Social entrepreneurship orientation, through inclusiveness and community interdependence, can bring about changes that drive communities forward. This can be achieved by connecting diverse sectors, stakeholders, and community networks in strong, resilient, and productive relationships, and by connecting communities to foster greater community engagement by creating bridges to pool resources.

Davidi and Weerwardena (2018:33) Defined it as the application of business acumen and market capabilities to the nonprofit sector, including how nonprofit organizations develop new ways to generate revenue, stated that social entrepreneurship is an entrepreneurial mindset that is exhibited by a collective group or a particular organization (a startup, for example) that embodies a novel idea that delivers a social, environmental, or cultural solution (Lang and Fink 2019:156), and the social entrepreneurship orientation attempts to create a change for the better in society and the world, as opposed to material gain (Urban, 2020:9). This concept can be applied to a wide range of organizations, varying in size, goals, and beliefs. (Kamaludin et al., 2021:2).

Rosca et al. (2020:14) indicated that the modern approach of entrepreneurial organizations is primarily aimed at identifying and capitalizing on opportunities in a way that creates value for the community with which the organization operates. It is also defined as the process through which innovative solutions are provided to society's most pressing social problems, addressing major social issues, and presenting new

ideas for change on a broad scale (Halberstadt et al., 2021: 139). It is also the process of identifying social problems and achieving social change by employing the principles and processes of entrepreneurship (Haira et al., 2022: 42).

From the above, it can be said that social entrepreneurship is an organizational behavior aimed at solving social problems and presenting innovative ideas to initiate social change that serves as a basis for creating social value that contributes to the well-being of society and the sustainability of its resources.

Second: Importance Of Social Entrepreneurship Orientation

Zakariah (2022:2) Social entrepreneurship provides social value by creating new markets, addressing unmet social needs, and generating economic gains. Organizations understand the benefits of generating social value explicitly. Organizations with a social entrepreneurship orientation are characterized by their hybrid organizational structures and their ability to understand and seize opportunities to deliver greater societal value and economic benefits (Rahimia, 2019:201). An important point worth highlighting is recent managerial trends in the behavior of social organizations in generating financial value from Social entrepreneurship orientation and its relationship to social performance (Boschec, 2015:75).

The combination of social and economic performance distinguishes Social entrepreneurship orientation from organizational-level activities dominated by economic objectives (commercial entrepreneurship) or solely social objectives (nonprofit/charitable organizations) (Sinthupundaja et al., 2020:3). Nonprofit organizations generate revenue through participation in social fundraising activities or through donations. However, this revenue may be limited to a specific program covering a specific time period, rather than recurring or sustained activities over time, a hallmark of entrepreneurial behavior (Canestrino et al., 2020: 134).

Third: Dimensions of the Social Entrepreneurial Orientation

Kraus (2017; Altantsetseg et al., 2021) agreed that the four dimensions of social entrepreneurship are the most widely agreed upon among studies addressing this topic:

1-Social Creativity

Creativity is a component of social entrepreneurship and provides the key to the sustainability of nonprofit organizations. Adopting a social entrepreneurship orientation may be beneficial for these organizations, given how social creativity is closely linked to strong organizational commitment that favors innovative ideas and processes, resulting in new goods, services, or technological developments (Altantsetseg et al., 2021: 881).

2-Social Risk Taking

Risk-taking for any organization reflects a willingness to invest significant resources into entering unknown or uncertain markets, ignoring potential outcomes. Therefore, risk-taking involves the ability to act beyond usual practices and accepted norms (Haira et al., 2022: 42).

3- Social Proactivity

The response to the unanticipated is the reaction to an unexpected situation, namely, when organizations are faced with a problem that could potentially lead to organizational demise. Thus, initiative concerns how organizations overcome structural impediments and succeed in making good decisions. So initiative is something done in response to opportunities, anticipating demand, taking a stand, and is different from creativity, which may include an invention (Kraus, 2017: 2).

4-Social Relationships

Social influence refers to an organized effort within a community to bring about change in the feelings, behaviors, and thoughts of individuals, whether intentionally or unintentionally. It refers to the extent to which the organization can improve its strategic, administrative, and operational results through its internal operations by influencing the feelings and behaviors of individuals in society (Sagnak et al., 2015: 152).

Fourth: Concept Of Strategic Success

Strategic success occupies a significant position among organizations, having previously focused on organizational thought, with its two branches of efficiency and fairness, to judge the success of those organizations. This is because the concept of strategic success has transcended these two branches to encompass the investment of human mental capabilities within organizations to transfer, acquire, and implement knowledge (Popovič et al., 2014: 270). It can be concluded that continued competitiveness and focus on work are the foundation of strategic success, and the fundamental pillar from which an organization can build a suitable position to adapt to and confront its surrounding environment (Lisa et al., 2015: 37). Given the significant challenges organizations currently face, such as intense competition and the rapid pace of changes in their operating environment, we find that all organizations are striving to achieve strategic success (Ogorean, 2016: 97). This is achieved by establishing

organizational capabilities, competencies, and core competencies that enable organizations to coordinate their use and exploitation of available resources effectively and efficiently, helping them achieve superior performance results (Hamilton & Kwon, 2016: 2211).

Saeed and Mahdi (2017: 255) and Muhammad (2018: 196) indicated that a set of factors may lead to achieving uniqueness, increasing returns, creating business value, and achieving growth and sustainability. These factors may include adopting a clear strategy, effective implementation, a motivational culture, effective leadership, and continuous innovation. This also reflects the organization's ability to formulate a clear and flexible strategy, in addition to effective implementation, while providing a motivational and creative culture for employees. All of this ultimately leads to customer satisfaction, which is the organization's primary goal. Haleg (2021: 519) defined it as the successful implementation of the organization's strategic plan according to its calculations (strategic success = strategic planning).

Strategic success is defined as what organizations of all forms strive for through successful management and attention to human resources, motivating and developing their performance, and achieving their mission, vision, and objectives (Taher, 2024: 32). It is also defined as the educational institution's ability to formulate a clear, specific, and changeable strategy based on the requirements of the surrounding environment, and to implement it effectively, with innovative leadership and a culture of motivation and creativity among employees. This leads to customer satisfaction and ensures survival, growth, continuity, and excellence over competing institutions (Sadeq Kanabi et al., 2025: 110). It is also defined as the long-term success many educational institutions aspire to achieve through possessing highly qualified and successful leadership that can provide a vision for achieving measurable goals focused on developing and motivating employees (Zahran, 2025: 2). The researcher defines strategic success procedurally as the long-term success that universities aspire to achieve through having university leaders with pioneering characteristics, distinguished by their ability to abandon traditional practices, embrace creativity and innovation, strive to develop university services in all their forms, and discover and invest in new opportunities.

Fifth: Importance Of Strategic Success

The importance of success stems from the significance it adds to the organization. Its importance is embodied in the following points: (Muhammad, 2018: 196); (Abbas and Abdul Karim, 2021: 232); (Hassan and Al-Shaikhli, 2020: 4):

- 1-The successful implementation of effective strategic planning is the strategic success of the organization.
- 2-The primary criterion for measuring strategic success is through growth, adaptation, and continuity.
- 3-Sustained and comprehensive success focuses on the organization's internal factors, a comprehensive view of intellectual capital, and employee motivation, as well as external factors.
- 4-Create added value for beneficiaries and customer satisfaction.
- 5-Increase investment in employee mental capabilities.
- 6-Create a favorable climate of trust and ethical behavior, which reduces the likelihood of employee complaints against the organization.
- 7-Help raise employee performance and invest in their capabilities and potential, as well as their progress and development.

Sixth: Dimensions of Strategic Success

Strategic success can be measured through three dimensions (Abuzaid, 2018):

1-Adaptation

For organizations to survive in a constantly changing environment, they must respond quickly and adapt to all aspects of the environment. This involves creating new products and services, working to meet evolving customer needs, and enabling them to achieve their competitive objectives (Muhammad and Omar, 2018: 10).

2-Growth

Growth is among the most controversial terms in the literature. In fact, growth is a fundamental natural phenomenon for hospitality organizations. Many view it as synonymous with achieving future goals. Hospitality organizations seeking growth require a high degree of alignment between their administrative structures and the surrounding environment. This not only includes organizational effectiveness, but also their ability to retain highly skilled workers, boost employee morale and satisfaction, maintain strong and positive relationships between the organization's departments, maintain strong relationships between colleagues and superiors, reduce turnover and absenteeism, and employ competent managers in senior management (Al-Kamri and Saud, 2018: 227).

3- Survival

The term "survival" refers to the ability to continue (Hussein, 2018: 112), Although survival is the primary objective of any organization, other problems can affect organizations: intense rivalry among competing organizations in the same industry, for example, or changing customer tastes and preferences. An organization that is forced to sacrifice too much in order to survive in the market (using low prices, for instance, in order to retain its share of the market and the potential for future sales to certain customers) will be less concerned with making profits and more concerned with being able to stay in the market during the current time period. As it perceives that its overall situation has improved, it reexamines and reconsiders its overall pricing position and develops a new policy that will enable it to cover costs and reach goals through competitive pricing (Al-Kamri and Saud, 2018: 226).

PART THREE: THE PRACTICAL SIDE

First: Description and coding of research variables

This section aims to identify the research variables included in the analysis, namely (social entrepreneurial orientation and strategic success), and express these variables through a set of relevant symbols, with the aim of informing researchers and academics of the importance of the results and building a clear perception for the reader of these symbols and the results presented. Table (1) illustrates the coding and description of these variables and dimensions.

Table (1) Coding and description of variables

Variables	Dimensions	Paragraphs	Symbol
"Social Entrepreneurship Orientation" SEO	Social Creativity	6	SC
	Social Risk Taking	4	SRT
	Social Proactivity	4	SP
	Social Relationships	5	SR
"Strategic Success" STS	Adaptation	7	AD
	Growth	4	GR
	Survival	5	SU

Second: Normal Distribution Test

The results of Table (2) show that the data for the study variables follow a normal distribution and have a linear path in their spread. This means that the distribution of the company's data is almost identical to the normal distribution and does not suffer from non-uniformity. This leads us to accept the assumption that the data for the study variables were drawn from a population whose data follow a normal distribution.

Table (2) Normal distribution test for study variables

Variables	Dimensions	Paragraphs	(Kol-Smi)	Sig.	
SEO	SC	6	0.215	0.233	0.146
	SRT	4	0.270		
	SP	4	0.211		
	SR	5	0.282		
STS	AD	7	0.236	0.229	0.115
	GR	4	0.318		
	SU	5	0.187		

Third: Analysis of the reliability of the measurement tool

Table (4) shows that the social entrepreneurial orientation variable (with four dimensions and (19) items) was reliable (Cronbach's Alpha = 0.873) with its dimensions ranging from a low of (0.806) for the social risk adoption dimension to a high of (0.866) for the social relations dimension. The dependent variable (strategic success) was found to be reliable (Cronbach's Alpha = 0.871) with its dimensions ranging from a low of (0.837) for the growth dimension to a high of (0.850) for the survival dimension.

Table (3) Cronbach's Alpha test parameter

Variables	Alpha Cronbach's			
SEO	SC	0.860	SP	0.837
	SRT	0.806	SR	0.866
	Cronbach's alpha coefficient for the social entrepreneurial orientation variable			
	0.873			
STS	AD	0.846	GR	0.837
	SU	0.850		
	Cronbach's alpha rate for the strategic success variable			
	0.871			

Fourth: Statistical Description of the Variables

The findings in Table (4) indicated that the orientation towards social entrepreneurship variable had a high consensus among the sample, with an arithmetic mean of 3.61 and a standard deviation of 0.76, which represented an average level of orientation towards social entrepreneurship by the sample members; the first ranked dimension \"social risk\" had an arithmetic mean of 3.69 and a standard deviation of 0.71, indicating that there is considerable interest in this dimension; and the last ranked dimension \"social initiative\" had an arithmetic mean of 3.61 and a standard deviation of 0.79, indicating that this dimension requires more focus. This demonstrates a willingness to face social challenges in terms of incorporating social risks within the orientation of social entrepreneurship, but a low interest in social initiative indicates a need to strengthen this dimension.

As Table (4) shows, the variable \"strategic success\" is consistent with the research sample and has an arithmetic mean of 3.63 and a standard deviation of 0.74, indicating an acceptable level of strategic success; the dimension \"growth\" (GR) ranked first with an arithmetic mean of 3.75 and a standard deviation of 0.51, indicating that there is significant interest from the sample for this dimension; the dimension \"survival\" (SU) ranked last with an arithmetic mean of 3.45 and a standard deviation of 0.90, indicating that this dimension requires additional focus. This suggests a high priority for growth as a component of strategic success, indicating that the sample views growth as a central part of its strategies. On the other hand, the waning interest in the \"survival\" dimension suggests that further steps are needed to strengthen this dimension so that strategic success may continue into the future.

Table (4) Statistical description

No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D
SC1	4.35	0.54	SP4	3.49	0.76	AD7	3.79	1.02
SC2	3.78	1.06	SP	3.47	0.79	AD	3.70	0.86
SC3	4.35	0.54	SR1	3.81	1.00	GR1	3.19	0.91
SC4	3.10	0.39	SR2	3.74	1.02	GR2	3.42	0.64
SC5	3.38	0.55	SR3	3.78	1.06	GR3	4.31	0.47
SC6	2.91	1.14	SR4	3.24	0.79	GR4	4.07	0.26
SC	3.65	0.64	SR5	3.71	1.08	GR	3.75	0.51
SRT1	3.97	0.95	SR	3.65	0.96	SU1	3.12	0.64
SRT2	3.35	0.54	SEO	3.61	0.76	SU2	3.46	1.16
SRT3	4.07	0.94	AD1	2.97	0.71	SU3	3.79	1.15
SRT4	3.35	0.54	AD2	4.50	0.70	SU4	3.07	0.87
SRT	3.69	0.71	AD3	4.09	1.22	SU5	3.82	1.01
SP1	3.66	0.96	AD4	3.15	0.74	SU	3.45	0.90
SP2	2.62	1.17	AD5	3.47	0.97	STS	3.63	0.74
SP3	4.10	0.69	AD6	3.96	1.14			

Fifth: Hypothesis Testing and Path Analysis

H1: There is a significant correlation between the orientation towards social entrepreneurship and strategic success.

Table (5) shows that social entrepreneurship has a strong correlation with strategic success (0.865), which is a result of the sample prioritizing the relationship between these variables (0.765 to 0.846) between social proactivity (SP) and adaptation (AD), and social relations (SR) and adaptation (AD), indicating that social entrepreneurship is a strategic success factor and that it is important to consider linking social dimensions like proactivity, adaptation, and social relations for strategic success.

Table (5) Correlation Matrix

	SC	SRT	SP	SR	SEO	AD	GR	SU	STS
SC	1								
SRT	0.823**	1							
SP	0.804**	0.746**	1						
SR	0.858**	0.839**	0.799**	1					
SEO	0.863**	0.846**	0.827**	0.868**	1				
AD	0.834**	0.827**	0.765**	0.846**	0.843**	1			
GR	0.831**	0.813**	0.811**	0.839**	0.847**	0.792**	1		
SU	0.845**	0.816**	0.793**	0.843**	0.837**	0.834**	0.796**	1	
STS	0.857**	0.839**	0.805**	0.863**	0.865**	0.861**	0.831**	0.862**	1

H2: There is a significant effect of social entrepreneurship orientation on strategic success.

The results of Table (6) and the data presented in Figure (2) show a significant effect of social entrepreneurship orientation on strategic success. A one-unit increase in social entrepreneurship orientation leads to an improvement in strategic success of 0.908, with a standard error of 0.016 and a critical value of 56.750. This means that social entrepreneurship orientation plays a pivotal role in

enhancing strategic success. Quantitative analysis indicates that investing in social orientations can lead to significant improvements in strategic performance.

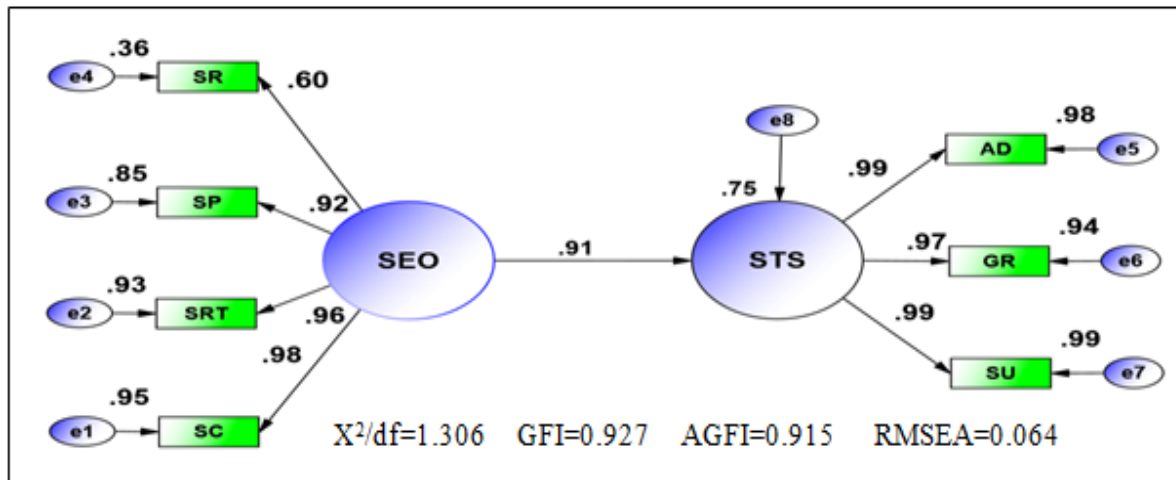


Figure (2) Path analysis of the impact of social entrepreneurial orientation on strategic success

The social entrepreneurial orientation also contributed to explaining (0.748) of the variance in strategic success, while the remaining value falls outside the study's scope.

Table (6) Results of the path analysis of the impact of the social entrepreneurial orientation on strategic success

Path		Standard weights	standard error	critical value	R ²	P
SEO	--->	STS	0.908	0.016	56.750	0.748 ***

Conclusions and Recommendations

First: Conclusions

- 1-A social entrepreneurial approach directly contributes to enhancing the strategic success of higher education institutions, as it aligns their academic mission with the needs and development requirements of society.
- 2-The results indicated that a social entrepreneurial orientation plays an effective role in enhancing the strategic success of private higher education institutions, as it aligns academic objectives with social responsibility, leading to sustainable excellence in educational and service performance.
- 3-The results showed that adopting social entrepreneurship values among faculty members enhances their ability to innovate and deliver academic initiatives with a societal impact, which positively impacts the institution's reputation and competitiveness in the higher education market.
- 4- The results indicated that some private universities lack clear institutional strategies for activating a social entrepreneurial orientation, which reduces their effectiveness in achieving integration between economic, academic, and societal objectives.
- 5- The results showed that a social entrepreneurial approach enhances universities' ability to create strategic partnerships with local community institutions, contributing to the exchange of knowledge and its application to solve real-world problems.
- 6-The results indicated that a social entrepreneurial approach contributes to building an organizational culture that supports creativity, which supports universities' long-term strategic goals.
- 7- The results revealed that empowering academic staff through a supportive and stimulating environment for social entrepreneurship is a key factor in achieving strategic success. It links individual creativity with a comprehensive institutional vision, thus contributing to consolidating the position of private universities as engines of societal and cognitive development..

Second: Recommendations

- 1-The necessity of integrating a social entrepreneurship approach into the strategies of private universities by formulating clear messages and visions that balance academic objectives with societal commitments.
- 2-Develop training programs for faculty members to raise their awareness of the concept of social entrepreneurship and its implementation mechanisms, enabling them to link curricula and research to community needs.
- 3-Encourage universities to adopt socially oriented entrepreneurial initiatives aimed at addressing societal issues (such as unemployment, the environment, and sustainable development), thus enhancing their role as active actors in serving the community.

4-Strategic partnerships must be established with public and private sector institutions to enhance integration between the university and the community, contributing to the provision of research and applied opportunities that serve local and regional development.

5-The necessity of integrating a social entrepreneurship approach into academic curricula to instill the values of innovation and social responsibility among students, thus preparing them to engage effectively in the labor market and society.

6-The need to allocate financial and human resources to support entrepreneurial and social activities within universities, ensuring the sustainability of these initiatives and not limiting them to individual or temporary efforts.

7-The need to adopt a periodic monitoring and evaluation system to measure the impact of the social entrepreneurial approach on the strategic success of private universities, and to utilize the results to improve performance and develop future policies.

REFERENCES

1. Abbas, Sami Ahmed, and Abdul Karim, Omar Zuhair (2021) Human Resources Empowerment Strategy and Its Impact on Achieving Strategic Success: An Empirical Study of a Sample of Private Banks in Baghdad, *Dinars Magazine*, Issue 21.
2. Abuzaid, A. N. (2018). Employees' Empowerment and its Role in Achieving Strategic Success: A Practical Study on Jordanian Insurance Companies. *Jordan Journal of Business Administration*, 14(4).
3. Al-Kamri, Nawfal Abdul-Ridha, and Saud, Imad Hussein (2018) "The Mental Image of the Tourist and Its Impact on Achieving Strategic Success for Hospitality Organizations: An Empirical Study on a Sample of Hospitality Organizations in the City of Baghdad." *Al-Ghari Journal of Economic and Administrative Sciences*, Volume 10, Issue 2.
4. Altantsetseg, P., Dadvari, A., Munkhdelger, T., Lkhagvasuren, G. O., & Moslehpour, M. (2020). Sustainable development of entrepreneurial orientation through social drivers. *Sustainability*, 12(21), 8816.
5. Bacq, S., & Janssen, F. (2011). The multiple faces of social entrepreneurship: A review of definitional issues based on geographical and thematic criteria. *Entrepreneurship & Regional Development*, 23(5-6), 373-403.
6. Boschee, J., & McClurg, J. (2015). Toward a better understanding of social entrepreneurship: Some important distinctions. Retrieved October, 9(20), 74.
7. Canestrino, R., Ćwiklicki, M., Magliocca, P., & Pawelek, B. (2020). Understanding social entrepreneurship: A cultural perspective in business research. *Journal of Business Research*, 110, 132-143.
8. Dwivedi, A., & Weerawardena, J. (2018). Conceptualizing and operationalizing the social entrepreneurship construct. *Journal of Business research*, 86, 32-40.
9. Halberstadt, J., Niemand, T., Kraus, S., Rexhepi, G., Jones, P., & Kailer, N. (2021). Social entrepreneurship orientation: drivers of success for start-ups and established industrial firms. *Industrial Marketing Management*, 94, 137-149.
10. Haleg, R. A. (2021). The Role of Electronic Management in Achieving Strategic Success: a Field Study at the Directorate of Education in Baghdad. *Journal of Administration and Economics*, (129).
11. Hamilton, J. W., & Kwon, I. W. G. (2016). Strategic Success, Supply Chain Performance, and Social Media: The Impact of New Technologies. In *Social Media and Networking: Concepts, Methodologies, Tools, and Applications* (pp. 2211-2218). IGI Global
12. Hassan, Hanin Qasim, and Al-Shaikhli, Abdul Razzaq Ibrahim (2020) "The Impact of Strategic Sovereignty on Strategic Success: A Case Study in Dhi Qar Governorate," *Journal of Economic and Administrative Sciences*, Volume 26, Issue 124.
13. Hussein, Huda Salem (2018) Using Strategic Analysis of Operating Income to Evaluate Strategic Success.
14. Kamaludin, M. F., Xavier, J. A., & Amin, M. (2021). Social entrepreneurship and sustainability: a conceptual framework. *Journal of Social Entrepreneurship*, 1-24.
15. Kraus, S., Niemand, T., Halberstadt, J., Shaw, E., & Syrjä, P. (2017). Social entrepreneurship orientation: development of a measurement scale. *International Journal of Entrepreneurial Behavior & Research*.
16. Lang, R., & Fink, M. (2019). Rural social entrepreneurship: The role of social capital within and across institutional levels. *Journal of Rural Studies*, 70, 155-168.
17. Lisa, S., Puangpronpitag, S., & Issarapaibool, A. (2015). The Effects Of Strategic Orientation On The Export Performance Of Garment Manufacturing Businesses In Cambodia. *Social Science Asia*, 1(3), 37-45.

18. Muhammad, Muhammad Abdul-Qader, and Omar, Muhammad Abdul-Rahman (2018) "Lean Manufacturing Requirements and Their Role in Achieving Strategic Success: A Survey Study of the Opinions of a Sample of Individuals Working at the Hawar Private Printing Press/Dohuk." *Tikrit Journal of Administrative and Economic Sciences*, Volume 4, Issue 44, Part 2.
19. Muhammad, Sanaa Arabi (2018) Cognitive Passion for Human Resources and Its Role in Achieving Strategic Success: An Empirical Study in the Ministry of Science and Technology, Integrated with the Ministry of Higher Education, *Journal of Administration and Economics*, 41st Year, Issue 114.
20. Noruzi, M. R., Westover, J. H., & Rahimi, G. R. (2010). An exploration of social entrepreneurship in the entrepreneurship era. *Asian Social Science*, 6(6), 3.
21. Ogreaan, C. (2016). Solving Strategic Paradoxes through Organizational Ambidexterity-A Foray into the Literature. *Studies in Business and Economics*, 11(2), 97-103
22. Popović, A., Hackney, R., Coelho, P. S., & Jaklič, J. (2014). How information-sharing values influence the use of information systems: An investigation in the business intelligence systems context. *The Journal of Strategic Information Systems*, 23(4), 270-283
23. Rahimia, N. H. Z., Rasulb, M. S., & Yassin, R. M. (2019). The role of environmental factors, entrepreneurship experiences and entrepreneurship orientation on entrepreneurship teaching practices. *International Journal of Innovation, Creativity and Change*, 7(6), 200-211.
24. Rosca, E., Agarwal, N., & Brem, A. (2020). Women entrepreneurs as agents of change: A comparative analysis of social entrepreneurship processes in emerging markets. *Technological Forecasting and Social Change*, 157, 120067.
25. Sadeq Kanabi, I., Fattah Sulayman, S., Salih Nader, A., Jalal Ahmed Nanekeli, R., & Jameel Sadiq, G. (2025). The Role of Strategic Vigilance in Achieving Strategic Success. *International Journal of Advanced Engineering, Management and Science*, 11(1), 109-125.
26. Saeed, Abbas Muhammad, and Mahdi, Mona Abdul Karim (2017) Job Enrichment and Knowledge Capital and Their Impact on Strategic Success: A Survey Study of a Sample of Public and Private Colleges in Baghdad, *Journal of Accounting and Financial Studies*, Volume 10, Issue 114. 41,.
27. Sağnak, M., KuruÖz, M., Polat, B., & Soylu, A. (2015). Transformational leadership and innovative climate: An examination of the mediating effect of psychological empowerment. *Eurasian Journal of Educational Research*, 15(60), 149-162.
28. Sinthupundaja, J., Kohda, Y., & Chiadamrong, N. (2020). Examining capabilities of social entrepreneurship for shared value creation. *Journal of Social Entrepreneurship*, 11(1), 1-22.
29. Taher, M. M. (2024). Driving Strategic Success in Private Universities: The Mediating Role of Innovation Adoption in the Context of Innovative Leadership "A Field study in Private Universities in the Kurdistan Region of Iraq. *International Journal of Technology Innovation and Management (IJTIM)*, 4(2), 31-47.
30. Urban, B. (2020). Entrepreneurial alertness, self-efficacy and social entrepreneurship intentions. *Journal of Small Business and Enterprise Development*.
31. Zahran, A. M. (2025). The impact of marketing strategies on the success of the fast fashion industry: a systematic review. *Jumder: Jurnal Bisnis Digital dan Ekonomi Kreatif*, 1(3), 1-15.
32. Zakariah, S. H., Shariff, F. M., Ahmad, N. A., Tukiran, N. A. I. A., & Ismail, L. M. S. (2022). Practices of Entrepreneurial Orientation Among Food and Beverages Department in Malaysia: Gender Perspectives. *ANP Journal of Social Science and Humanities*, 3(1), 1-9.