

Article

Social Entrepreneurial Capability and Its Role in Enhancing Entrepreneurial Marketing Practices: An Analytical Study of the Opinions of a Sample of Investors in Private Schools in Al-Qadisiyyah Governorate

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Abstract: The present research purposes to categorize the role of social entrepreneurial capability thru its dimensions (personal characteristics, social characteristics, creative characteristics) in enhancing entrepreneurial marketing practices (innovation orientation, opportunity focus, customer density, resource utilization, customer value creation). The homework problematic was embodied by several enquiries designed at categorizing the academic backgrounds of its variables, and then detecting the level of field attentiveness in them. Two main suppositions were communicated, bifurcating into several propositions to portion the level of relationship and impact thru scrutinizing the affiliation between these variables. Private seminaries in Al-Qadisiyyah Governorate were preferred as the ground for the homework and testing its suppositions, The survey form was espoused as the central tool for accumulating data associated to the field piece of the homework, with a sample size of 287 investors. A set of results was reached, the most important of which is the existence of a statistically significant positive correlation between social entrepreneurial capability and entrepreneurial marketing practices. This indicates that developing social entrepreneurial capabilities contributes to supporting and developing marketing activities in private educational institutions.

Keywords: Social entrepreneurial capability, entrepreneurial marketing practices.



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Introduction

Social entrepreneurship is one of the modern concepts that has garnered increasing attention in management and economic literature due to its important role in addressing many economic and social challenges thru the use of innovative entrepreneurial methods to achieve sustainable social value [1]. The capacity for social entrepreneurship emerges as one of the essential factors that enable individuals and organizations to invest in available opportunities and utilize resources creatively, contributing to development [2]. In the contemporary business environment characterized by rapid change and increasing competition, organizations have become in need of adopting innovative marketing practices that enhance

their ability to respond to market demands and achieve excellence [3].

From this perspective, entrepreneurial marketing emerges as a modern approach that combines the concepts of entrepreneurship and marketing, focusing on innovation, exploiting opportunities, and creating value for customers in unconventional ways, which contributes to enhancing organizations' ability to achieve a sustainable competitive advantage [4]. Private educational institutions are among the sectors facing increasing challenges in light of growing competition, which necessitates the adoption of effective entrepreneurial and marketing strategies to ensure continuity and development [5].

Based on this, this study seeks to identify the role of social entrepreneurial capability in enhancing entrepreneurial marketing practices, thru an analytical study of the opinions of a sample of investors in private schools in Al-Qadisiyyah Governorate, with the aim of shedding light on the nature of the relationship between these two variables and the extent to which social entrepreneurial capability contributes to supporting and developing entrepreneurial marketing practices within private educational institutions [5]. The study also hopes to provide results that can contribute to supporting the directions of investors and decision-makers toward adopting the concepts of social entrepreneurship and entrepreneurial marketing, thereby enhancing the efficiency of institutional performance and its ability to face contemporary challenges.

Part One: Scientific Methodology

First: Research Problem

The contemporary business environment is witnessing rapid changes and an increase in the intensity of competition among organizations in various sectors, which necessitates the adoption of innovative managerial and marketing methods that enable them to respond to market demands and achieve excellence and sustainability. Therefore, social entrepreneurial capability is considered one of the modern concepts that contribute to enhancing the ability of individuals and organizations to invest in available opportunities and utilize resources creatively, thereby achieving both economic and social value simultaneously. On the other hand, entrepreneurial marketing represents one of the modern approaches in marketing that focuses on innovation, exploiting opportunities, and adopting unconventional methods in delivering services and products.

Private schools are considered institutions that operate in an increasingly competitive environment, as they strive to attract students and achieve financial sustainability by improving the quality of their educational services and adopting effective marketing practices. These institutions may face challenges related to their ability to employ entrepreneurial and social capabilities in supporting entrepreneurial marketing, which contributes to enhancing their competitive performance. Based on the above, the research problem can be formulated thru the following main question: (What is the role of social entrepreneurial capability in enhancing entrepreneurial marketing among investors in private schools in Al-Qadisiyyah Governorate?) From the main question, a set of sub-questions arise, which are:

- 1-What is the level of availability of social entrepreneurial capability among investors in private schools in Al-Qadisiyyah Governorate?
- 2-What is the level of application of entrepreneurial marketing practices in private schools in Al-Qadisiyyah Governorate?
- 3-Is there a statistically significant correlation between social entrepreneurial capability and entrepreneurial marketing practices in private schools?
- 4-Does social entrepreneurial capability influence the enhancement of entrepreneurial marketing among investors in private schools in Al-Qadisiyyah Governorate?
- 5- To what extent are investors aware of the importance of utilizing social entrepreneurial capabilities in developing marketing practices in private schools?

Secondly: The Importance of the Research

The importance of the research lies in its discussion of the topic of social entrepreneurial capability and entrepreneurial marketing as the most recent trends in the field of marketing due to the rapid changes in the contemporary business environment, which are becoming increasingly important day by day. The significance of the research can be clarified thru the following points:

- 1-The importance of the research comes from its significant and contemporary variables in the field of

modern marketing science, represented by both social entrepreneurial capability and entrepreneurial marketing.

2-Providing a cognitive framework that illustrates the role that social entrepreneurial capabilities can play in supporting and developing entrepreneurial marketing.

3- Helping investors in private schools in Al-Qadisiyyah Governorate to recognize the importance of adopting social entrepreneurial capabilities in developing their marketing practices.

Third: Research Objectives

The research objectives were as follows:

1-To determine the extent to which the organization under study adopts social entrepreneurship capabilities.

2-To determine the organization's capacity to implement entrepreneurial marketing strategies.

3-To measure the impact of social entrepreneurship capabilities on entrepreneurial marketing.

Fourth: The hypothetical plan

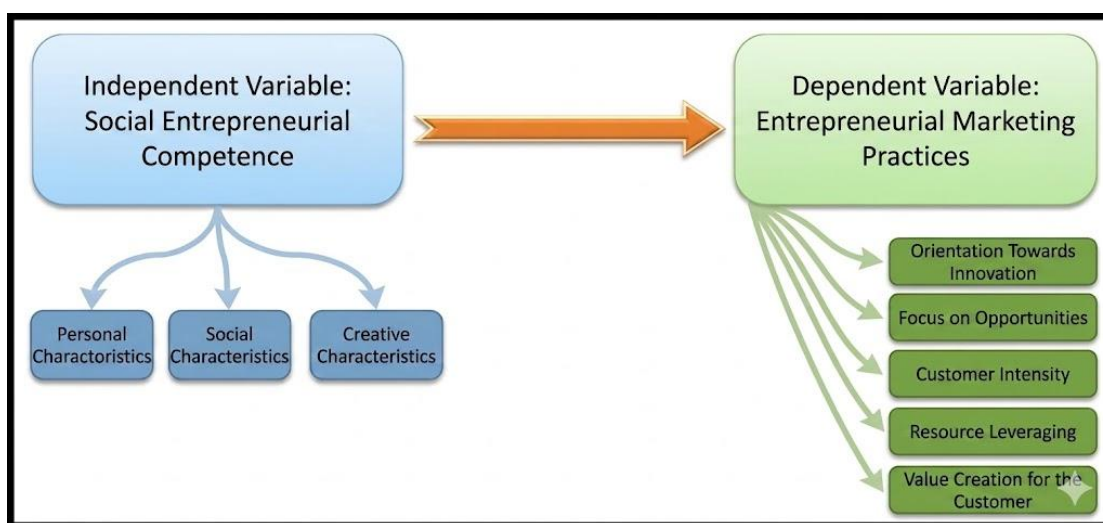


Figure 1. Hypothetical diagram.

Fifth: Research Hypotheses

The first hypothesis: There is a correlation between social entrepreneurial capability and entrepreneurial marketing.

The second hypothesis: Increasing the studied sample's interest in social entrepreneurial capability contributes to improving entrepreneurial marketing, and the following sub-hypotheses branch from it:

1-That increasing the studied sample's interest in personal characteristics contributes to improving entrepreneurial marketing.

2-Increasing the studied sample's interest in social characteristics contributes to improving entrepreneurial marketing.

3- The increased interest of the studied sample in creative characteristics contributes to improving entrepreneurial marketing.

Sixth: Research Population and Sample

The study population consisted of investors in private schools in Al-Qadisiyyah Governorate, with a total of 338 investors distributed across 106 schools. Consequently, the study sample, according to the (Kergcie & Morgan, 1970:607) formula for a population of 338, amounted to 181 individuals. To measure the availability of the study variables among the surveyed sample, the researcher resorted to a comprehensive enumeration of the study population to determine the importance level of these variables among the sample. Accordingly, 338 questionnaires were distributed, and 296 were returned, with 42 questionnaires not returned. After data tabulation, it was found that there were 9 damaged questionnaires. Thus, the number of valid questionnaires for analysis was 287, resulting in a response rate of 85% [6].

Part Two: Literature Review

First: The Concept of Social Entrepreneurial Capability

The roots of social entrepreneurial capability date back to the 13th century and were applied to judicial procedures for two centuries [7]. This concept, in its inception, referred to the implementation of pre-defined goal-oriented procedures. By the end of the 17th century, this concept evolved and spread, characterized by a blend of three main concepts: ability, knowledge, and experience, which are often practiced in a professional context [8]. Many researchers have addressed the factors influencing social entrepreneurship, among which are entrepreneurial capabilities and motivations, which play an important role in making social entrepreneurial decisions [9]. Defined social entrepreneurial capability as the sense of initiative and the ability to turn ideas into actions, which includes creativity and risk-taking, in addition to the ability to plan and manage projects to achieve goals [10]. Indicated that it is the ability to gather resources, motivate, advocate, connect, affirm, and persuade different stakeholders and reassure them about the added value resulting from trying something new [11].

Mentioned that it is a multifaceted capability for social entrepreneurs by combining the social dimension with innovative and value-generating activities [1]. It also reflects the creative use of available resources to generate social value alongside economic value. It describes a specific set of knowledge, skills, and attitudes necessary to successfully perform a job in order to create innovative solutions to address pressing social problems [12]. Indicated that it is an approach adopted by emerging organizations and entrepreneurs through the development, funding, and implementation of solutions for social, cultural, or environmental issues [2]. Entrepreneurship also aims to provide innovative solutions to unsolved social problems, along with the knowledge, skills, attitudes, values, and behaviors necessary to achieve goals within a specific social context [4].

From the above, it can be said that social entrepreneurial ability is the capacity to invest in opportunities and ideas, transforming them into value for others. It is based on creativity, critical thinking, problem-solving, initiative, perseverance, and the ability to work collaboratively to plan and manage projects of cultural, social, or commercial value.

Secondly: The importance of social entrepreneurial capability

Social entrepreneurial capabilities determine business performance, growth, and success, and managerial structures and organizational independence contribute to enabling entrepreneurs to play a pivotal role in business operations [13]. Research and literary studies on entrepreneurial capabilities have shown that these capabilities directly or indirectly affect business performance. Therefore, it can be said that new entrepreneurs need to develop their capabilities to achieve good business performance [3]. Some have viewed the capabilities of social entrepreneurship as extremely important for business performance and growth. Given that organizational structures and dependencies enable entrepreneurs to play a pivotal role in business operations, this means that developing the capabilities of social entrepreneurs is a strategic matter for the success of social enterprises [14], [15]. Additionally, some researchers have mentioned that entrepreneurial capabilities can be learned, so understanding and identifying these capabilities is crucial for entrepreneurs and for developing their chances of success. The importance of social entrepreneurial capabilities is highlighted through the following [5]:

- 1-Contributing to solving a social or humanitarian problem.
- 2-Identifying opportunities, creating them, and developing them without overlooking individuals.
- 3- Creating a positive impact on society as a whole.

Third: Dimensions of social entrepreneurial capability

The variable of social entrepreneurial capability is measured through three dimensions [16]:

1-Personal characteristics

The personal characteristics of a leader include motivations, values, behavior, skills, experience, influence tactics, integrity or ethics, and follower-related traits [12]. The personal characteristics of a leader reflect a unified set of individual differences that underlie good leadership style [1]. The business environment is defined by the personality traits and motivations of entrepreneurs. Work conditions are often unique in terms of unpredictability, complexity, and changing requirements during the workflow. Entrepreneurs must be able to combine multiple personality traits simultaneously and demonstrate their ability to work as investors, inventors, accountants, conflict investigators, leaders, technicians, marketing specialists, and distinguished sellers as a single entity. Therefore, the more knowledge and skills an entrepreneur possesses,

the better [5].

2-Social Characteristics

Entrepreneurs share a focus on vision and opportunities, and on the ability to persuade and empower others to help them turn their ideas into reality. The nature of vision lays the foundations for excellence [12]. Social entrepreneurs usually have a vision for a problem they want to solve in the social sector, or a moral social drive in their entrepreneurial focus and ambition. At the same time, the characteristics of social entrepreneurs will always be linked to the goal of creating social value [1]. These social characteristics include self-confidence, openness to initiative, perseverance, solving social issues, consistency, future orientation, openness to creativity, design, openness to change, and openness to entrepreneurship [5].

3-Creative Characteristics

Creativity is the defining tool for entrepreneurs and the means by which they invest in change as an opportunity for a different business or service [12]. Additionally, creativity is the defining tool for entrepreneurs and the action that grants them the ability to create wealth. It also supports the idea that entrepreneurship does not necessarily require starting a business, and starting a business is not sufficient to be considered an entrepreneur [1]. Capella-Peris et al. mentioned that not every new small business is entrepreneurial or represents entrepreneurship [16]. They suggest that an organization must create something new and different, arguing that entrepreneurship requires creativity, indicating that establishing a project following existing business models and technical processes is not entrepreneurial [5].

Fourth: The Concept of Entrepreneurial Marketing

The scope of using the concept of entrepreneurial marketing by organizations has expanded, and the interpretations explaining it have diversified, considering it a vital element that should be highlighted with all its related dimensions [17]. The use of entrepreneurial marketing has evolved to include marketing events, leading to an overlap between marketing management and entrepreneurial activity thru the integration of marketing activities with entrepreneurial practices that enhance the competitive advantages of organizations [18]. Organizations operate in an unstable environment that necessitates adopting marketing methods that encourage them to embrace entrepreneurial marketing practices in order to achieve their goals [19]. Entrepreneurial marketing is a behavior exhibited by a manager or organization to promote distinctive ideas in order to create value for both the organization and the customer (Guerola-Navarro et al., 2024), or it is a new stream of research that describes the marketing orientation of small organizations shaped by the personality of the organization's manager [20], [21]. It is also described as a marketing approach based on adopting marketing and competitive proactivity for the purpose of continuously seeking emerging opportunities to acquire and invest in them in a way that enables the organization to create value for the customer.

Fink et al. see entrepreneurial marketing as a working method aimed at testing various strategies and options that create more future choices, achieving higher returns than current options thru adopting strategic alliances, instead of competitive analyzes aimed at removing barriers and uncertainties and investing in emergencies rather than exploiting prior knowledge to stay competitive for as long as possible [22], [23]. Al-Shaikh & Hanaysha indicated that entrepreneurial marketing is a distinctive marketing approach characterized by a set of factors, including an informal and inherently simple approach aimed at overcoming marketing constraints that reduce the organization's ability to respond, interact, and compete with the goal of achieving sustainable marketing superiority [24]. As for, they refer to entrepreneurial marketing as the organization's ability to leverage available marketing knowledge to develop plans that align with the organization's direction toward entering emerging markets to seize opportunities in a way that surpasses competitors' capabilities [25].

Based on the above, entrepreneurial marketing can be defined as support and investment processes to acquire capabilities and retain valuable customers, thru creative teams to manage risks and enhance the value of resources, thereby creating better value.

Fifth: The Importance of Entrepreneurial Marketing

Entrepreneurial marketing emerged as a result of modern marketing trends, significantly highlighting the strategic role of marketing and encouraging organizations to move away from traditional marketing frameworks to adopt behaviors that align with contemporary strategic directions [26]. Therefore, the

importance of entrepreneurial marketing is as follows:

- 1-Building knowledge that enables the creation of new markets thru organizations that rely on high technology and have high rates [27].
- 2-Using different strategies within the stages of organizational development, as in the product introduction stage, it requires adopting a market-oriented approach [28].
- 3-Working in an integrated and coordinated manner to formulate the concept of marketing in light of rapid change, complexity, and uncertainty in future conditions [29].
- 4- Considering the shift toward marketing leadership as an important element of the organization's main success factors [30].

Sixth: Entrepreneurial Marketing Practices

Identified entrepreneurial marketing practices as follows [31]:

1-Orientation toward innovation

A set of processes that allow directing marketing activities toward innovation by employing distinctive ideas that lead to innovative products, new markets, and efficient processes enabling the organization to achieve its goals [30]. Innovation-driven marketing procedures allow the organization to focus on ideas that create new markets, products, or processes. Small and medium-sized enterprises may focus on innovative marketing methods as they do not have the resources to meet or maintain industry standards [26].

2-Focus on Opportunities

It is an organized business perspective that focuses on filtering and evaluating available marketing opportunities in line with current strategies and market positions, in preparation for investing in them in a distinctive manner [30]. The focus on opportunities goes beyond identifying a new business idea, including the organization's daily activities, and recognizing opportunities currently plays an important role in entrepreneurship and its research. Therefore, the commitment to opportunities and the skills to recognize them are distinguishing factors of entrepreneurial marketing from traditional marketing [26].

3-Customer Density

It expresses the potential number of customers that a business organization is likely to interact with now and in the future in a way that it can communicate with them directly, influence them, and persuade them to purchase its products that meet their needs both in quantity and quality in the short term [30]. It is an innovative organizational approach to creating and building a sustainable relationship with customers. Many activities in entrepreneurial marketing focus on accurately understanding customer trends and shaping entrepreneurial processes to align with institutional directions, thereby forming a competitive advantage that enhances the market position of its products [26].

4-Utilization of Resources

It expresses the organization's ability to utilize its scarce resources to create value for the customer and the organization and achieve its organizational and marketing goals [30]. Given the importance of resources in new projects and facing their limitations, Mark Krober ignored the challenges that these projects might encounter in terms of the scarcity of financial and human resources, attempting to obtain more resources, such as venture capital or bank loans, to either maximize the impact of this scarcity [26].

5-Creating Value for the Customer

A set of activities that align with the organization's intentions and strategic position, used by the organization to produce products that are beneficial and valuable to the customer, aligning with both their current and future needs [30]. Believe that added value is the foundation of marketing, as creating value is essential for relationships and transactions by discovering what competitors have not reached and exploiting it to attract customers and create resource groups to achieve this value [26].

Part Three: The Practical Aspect

This section addresses the field aspect of the study variables, measuring and interpreting the dimensions and items of the study in relation to a sample of the surveyed workers, as follows:

First: Coding the Research Variables

This section aims to familiarise the reader with the research variables and sections by interpreting them through a set of symbols to facilitate the analysis process and achieve accurate results. Table (1) illustrates the coding and description of the research variables.

Table 1. shows the coding and description of the search variables.

Variables	Dimensions	NO.	Symbol
Social entrepreneurial capability SEP	Personal characteristics	6	PC
	Social characteristics	5	SC
	Creative characteristics	8	CC
Entrepreneurial Marketing EM	Innovation orientation	3	IO
	Opportunity focus	4	FO
	Customer intensity	5	CI
	Resource efficiency	4	RL
	Creating value for the customer	4	CV

Second: Testing the normality of the data

It is noted from the results of Table (2) that the responses of the studied sample towards the variables and dimensions of the study are normally distributed, which means that the studied sample is interested in improving the relationship between social entrepreneurial ability and entrepreneurial marketing, and this showed its response towards the measurement tool, meaning that the results of the research can be generalized to the sample population.

Table 2. Testing the normality of the withdrawn data.

Dimensions	Kol-Smi	Statistical parameter
Personal characteristics	0.225	0.194
Social characteristics	0.183	0.138
Creative characteristics	0.193	0.144
Innovation orientation	0.311	0.204
Opportunity focus	0.159	0.117
Customer intensity	0.250	0.162
Resource efficiency	0.174	0.091
Creating value for the customer	0.199	0.156

Third: Testing the reliability of the measurement tool

Table (3) shows that the measurement tool exhibits relative stability, which means that the questionnaire tool meets relative conditions and high consistency. This is particularly required in academic and administrative research to measure the suitability of the measurement tool for the phenomenon it was designed to measure. This indicates the stability of the social entrepreneurial capability items at (0.956) and entrepreneurial marketing at (0.928).

Table 3. Cronbach's alpha coefficients for the research variables.

Variables	Dimensions	NO.	stability coefficients	
SEP	PC	6	0.885	0.956
	SC	5	0.889	
	CC	8	0.945	
EM	IO	3	0.814	0.928
	FO	4	0.870	
	CI	5	0.915	
	RL	4	0.809	
	CV	4	0.807	

Fifth: Diagnosis and Description of Research Variables

The results show that the level of social entrepreneurial capability among private school investors in Al-Qadisiyyah Governorate was high, with an overall mean of 3.64. This figure reflects a deep understanding

among investors of the necessity to integrate profit goals with social responsibility. The dimension of social characteristics ranked first with an average of 3.68, which explains the investors' intense focus on building strong relationships with the local community in Al-Qadisiyyah and understanding its needs. Investors in this province tend to rely on social capital to achieve acceptance and success. In contrast, the dimension of personal characteristics ranked last with an average of 3.58, indicating that the entrepreneurial orientation in the schools of Al-Qadisiyyah relies more on teamwork and community engagement than on individual traits or the investor's separate initiative. The standard deviation (0.66) for social characteristics reflects consistency and uniformity in investors' opinions regarding the importance of the community role, while the higher standard deviation for personal characteristics (0.83) indicates variability in individual leadership abilities among investors.

Statistical results indicate a high and positive interest from investors in private schools in Al-Qadisiyyah Governorate towards adopting entrepreneurial marketing methods, with the overall variable recording a mean of 3.67. This figure reflects a deep understanding that traditional methods are no longer sufficient in a competitive educational environment, prompting them to adopt strategies based on initiative and seizing opportunities. The leading position of the innovation orientation dimension with an average of 3.73 demonstrates that investors prioritise the renewal of curricula, teaching methods, and added services to attract target groups, despite a relative variance in the sample's opinions due to the standard deviation of 0.72. On the other hand, despite the resource efficiency dimension ranking last with an average of 3.63, it still falls within the positive range, indicating that the biggest challenge lies in how to improve the management of available resources (human and financial) to maximise marketing returns and ensure sustainable excellence without waste. This requires formulating more efficient operational policies that balance innovative ambition with physical reality.

Table 4. Arithmetic means and standard deviations for the items and variables of the study

No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D
PC1	3.77	0.83	CC5	3.58	0.91	CI3	3.49	0.73
PC2	3.72	0.93	CC6	3.82	0.78	CI4	3.58	0.91
PC3	3.61	0.91	CC7	3.59	0.73	CI5	3.82	0.78
PC4	3.43	1.11	CC8	3.73	0.77	CI	3.66	0.64
PC5	3.46	1.03	CC	3.66	0.6	RL1	3.59	0.73
PC6	3.50	1.04	SEP	3.64	0.66	RL2	3.73	0.77
PC	3.58	0.83	IO1	3.62	0.91	RL3	3.54	0.81
SC1	3.56	1.09	IO2	3.77	0.76	RL4	3.64	0.81
SC2	3.69	0.93	IO3	3.81	0.83	RL	3.63	0.58
SC3	3.75	0.79	IO	3.73	0.72	CV1	3.56	1.06
SC4	3.83	0.79	FO1	3.75	0.79	CV2	3.62	0.79
SC5	3.57	0.83	FO2	3.83	0.79	CV3	3.54	0.89
SC	3.68	0.66	FO3	3.57	0.83	CV4	3.86	0.93
CC1	3.68	0.99	FO4	3.68	0.99	CV	3.65	0.71
CC2	3.73	0.82	FO	3.71	0.66	EM	3.67	0.57
CC3	3.67	0.92	CI1	3.73	0.82			
CC4	3.49	0.73	CI2	3.67	0.92			

Hypothesis testing

H_i: The existence of a correlation between social entrepreneurial capability and entrepreneurial marketing

The research results showed a correlation between social entrepreneurial capability and entrepreneurial marketing with a coefficient of 0.935, which means that enhancing entrepreneurial capability (with its personal, social, and creative dimensions) directly activates entrepreneurial marketing. The ability to combine social impact and innovation provides a fertile ground for adopting unconventional marketing strategies that achieve a sustainable competitive advantage for the organization in its environment. As it is

evident, there is a relationship between the dimensions of the research as follows:

1-This relationship recorded the highest partial correlation value (0.976) between creative characteristics and customer density, reflecting an almost complete cohesion. This relationship recorded the highest partial correlation value (0.976) between creative characteristics and customer density, reflecting an almost complete cohesion. The explanation is that creativity is the main driver for deeply understanding and meeting customer needs. The result indicates that organisations with high creative characteristics succeed in creating an intense and personalised customer experience, transforming innovation from just an idea into tangible value for the audience.

2-There is a very strong positive correlation with a value of (0.929). There is a very strong positive correlation with a value of (0.929). This result indicates that strong networks and social relationships represent the fundamental pillar for discovering and seizing entrepreneurial opportunities. Social capability grants the entrepreneur a keen eye for the resources available in the surrounding environment, making it easier to transform social challenges into successful marketing and developmental opportunities that effectively serve the goals of the entrepreneurial organization.

3-The lowest correlation value (0.660) indicates a positive relationship between social characteristics and resource effectiveness. The result suggests that the entrepreneur's personal traits, such as risk-taking and initiative, drive the organization towards an innovative approach. The lowest correlation value reached (0.660), indicating a direct relationship between social characteristics and resource effectiveness. The result suggests that the entrepreneur's personal traits, such as risk-taking and initiative, drive the organization towards an innovative approach. The entrepreneurial social characteristics represent the driving force behind adopting new work methods; where psychological stability and self-confidence contribute to accepting change, positively reflecting on the organization's ability to continuously update its products and services.

Table 5. Correlation Matrix.

	PC	SC	CC	SEP	IO	FO	CI	RL	CV	EM
PC	1									
SC	.870**	1								
CC	.810**	.804**	1							
SEP	.960**	.946**	.915**	1						
IO	.740**	.691**	.822**	.794**	1					
FO	.794**	.929**	.810**	.892**	.700**	1				
CI	.797**	.787**	.976**	.897**	.833**	.771**	1			
RL	.716**	.660**	.867**	.788**	.683**	.681**	.800**	1		
CV	.708**	.720**	.751**	.768**	.625**	.705**	.702**	.639**	1	
EM	.849**	.848**	.964**	.935**	.852**	.855**	.935**	.874**	.862**	1

H₂: The increased interest of the studied sample in social entrepreneurial capability contributes to improving entrepreneurial marketing.

Table (6) shows that the more the studied sample values the importance of social entrepreneurial capability, the better the entrepreneurial marketing improves. In other words, an increase in social entrepreneurial capability by one unit leads to an improvement of one standard weight of (0.818), with a critical value of (25.563) and a standard error of (0.032) in entrepreneurial marketing. This means that the studied sample recognises the importance of the impact of social entrepreneurial capability on entrepreneurial marketing by enabling employees to understand and utilise their abilities in a way that achieves the organization's goals, as well as understanding the relationship between the responsibilities and tasks of the organization's members and other organisations.

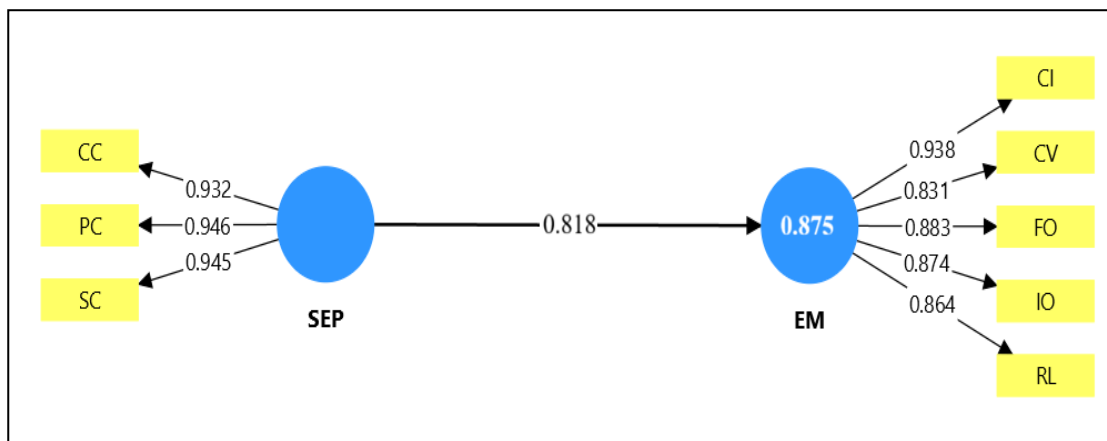


Figure 2. The structural model of social entrepreneurial capability in entrepreneurial marketing Table (6) indicates that social entrepreneurial ability contributes to explaining approximately 0.875 of the variance observed in entrepreneurial marketing.

Table 6. Final Results of the Impact of Social Entrepreneurial Ability on Entrepreneurial Marketing.

المسار	Standardized assessment	standard error	C.R	R ²	Sig.
SEP ---> EM	0.818	0.032	25.563	0.875	0.001

This hypothesis branches into two sub-hypotheses:

H₁₋₁: The increased attention of the studied sample to personal characteristics contributes to the improvement of entrepreneurial marketing.

Table (7) shows that the more the surveyed employees recognise the importance of focusing on personal characteristics, the better the entrepreneurial marketing improves. In other words, an increase in personal characteristics by one unit leads to an improvement of one standard weight of (0.760), with a critical value of (21.111) and a standard error of (0.036) in entrepreneurial marketing. This means that the studied sample's recognition of the importance of personal characteristics in entrepreneurial marketing encourages employees to participate in providing new innovations and solutions to enhance the organization's value.

H₁₋₂: Increasing the studied sample's attention to social characteristics contributes to improving entrepreneurial marketing.

The results of Table (7) show that the more the surveyed employees perceive the importance of social characteristics in social entrepreneurial capability, the more it contributes to improving entrepreneurial marketing. This means that an increase in social characteristics by one standard weight contributes to an improvement of (0.842) in entrepreneurial marketing with a standard error of (0.045).

H₁₋₃: The increased attention of the studied sample to creative characteristics contributes to improving entrepreneurial marketing.

Table (7) shows that the more the surveyed employees recognise the importance of focusing on creative characteristics, the more entrepreneurial marketing improves. In other words, an increase in creative characteristics by one unit leads to an improvement of one standard weight of (0.731), with a critical value of (17.829) and a standard error of (0.041) in entrepreneurial marketing. This means that the studied sample's recognition of the importance of creative characteristics in entrepreneurial marketing encourages employees to participate in providing new innovations and solutions to enhance the organization's value.

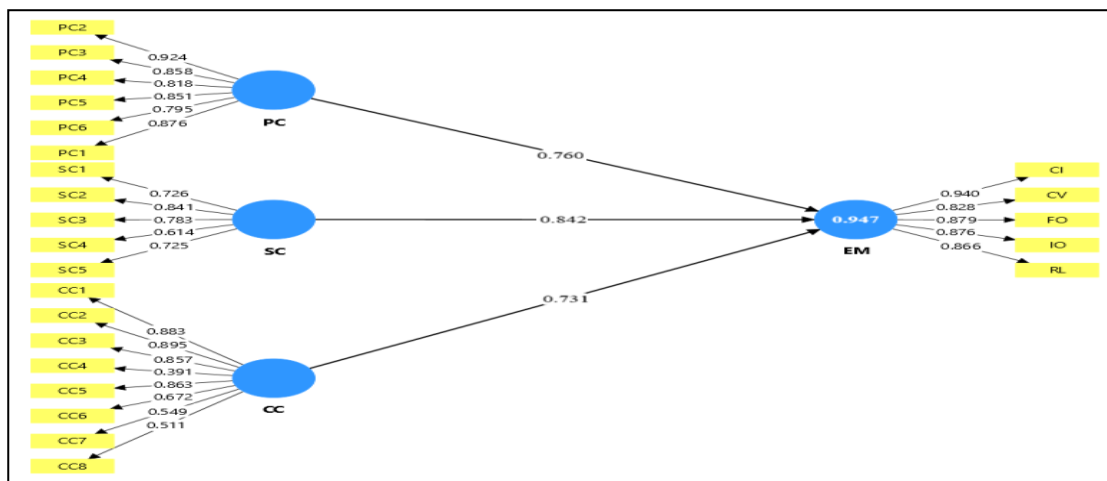


Figure 3. The structural model of the dimensions of social entrepreneurial capability in entrepreneurial marketing.

As the results of Table (7) indicate, the dimensions of social entrepreneurial capability contribute to explaining an amount of (0.947) of the variance in entrepreneurial marketing.

المسار	Standardized assessment	standard error	C.R	R ²	Sig.
PC ---> التسويق	0.760	0.036	21.111	0.947	0.001
SC ---> الريادي	0.842	0.045	18.711		0.001
CC --->	0.731	0.041	17.829		0.001

Part Four: Conclusions and Recommendations

First: Conclusions

- 1-There is a positive relationship between social entrepreneurship and entrepreneurial marketing practices among private school investors, as social capabilities contribute to improving and developing marketing methods.
- 2-Investors' communication and relationship-building skills help expand the student base and enhance the reputation of private schools in the local community.
- 3-Social entrepreneurship plays a significant role in discovering new marketing opportunities by understanding the needs of the community and parents.
- 4-Implementing social initiatives in private schools contributes to supporting entrepreneurial marketing strategies and increasing community trust in the educational institution.
- 5-The effectiveness of entrepreneurial marketing in private schools depends largely on the level of entrepreneurial awareness among investors and their ability to leverage social relationships to promote educational services.
- 6-There is a disparity in the application of entrepreneurial marketing practices among private schools due to varying levels of social entrepreneurship among investors.
- 7- Enhancing social entrepreneurship among investors contributes to achieving a competitive advantage for private schools in an increasingly competitive educational environment.

Secondly: Recommendations

- 1- The necessity of enhancing social entrepreneurial capacities among investors in private schools, through organising training courses and workshops on the concepts of social entrepreneurship and entrepreneurial marketing.
- 2- Working on developing entrepreneurial marketing strategies in private schools, through the use of social media to promote educational programs and school activities.
- 3- Working on enhancing communication and building relationships with the local community, through launching social and service initiatives that enhance the school's image in the community.

- 4- The necessity of promoting an entrepreneurial marketing culture within educational institutions, by raising awareness of the importance of entrepreneurial marketing among school staff.
- 5- Building strategic partnerships with educational and community institutions through collaboration with civil society organisations to implement joint educational and social programs.

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