



The Relationship Between Social Entrepreneurship, Corporate Social Responsibility and Organizational Performance in Social Economy Companies at Kurdistan Region of Iraq

Shirin Jamal Mohammad Rashid

Health & Hospital Administration Department, Administration & Economics College, Lebanese French University- Erbil, Kurdistan Region, Iraq.

shirin.jamal@lfu.edu.krd

ARTICLE INFO

Article History:

Received: 2/12/2022

Accepted: 10/1/2022

Published: Winter 2022

Keywords: Corporate Social Responsibility, Organizational Performance, Social Entrepreneurship, social economy companies, SEM technique.

Doi:

10.25212/lfu.qzj.7.1.42

ABSTRACT

This study is aimed at analyzing the relationship between social entrepreneurship, corporate social responsibility (CSR) and organizational performance in the context of economic and social economy companies in the Kurdistan Region of Iraq. Such incorporates investigating the mediating effects of CSR on the relationship between social entrepreneurship and organizational performance. Consequently, a structural equation modelling approach was applied in conjunction with Smart PLS to analyses questionnaire responses collected from 133 social companies in Erbil, Kurdistan. The study results show that social entrepreneurship is vital for enhancing the effectiveness of CSR activities and programs. Additionally, social entrepreneurship was noted as enhancing ways of improving an organization's non-financial indicators leading to improved overall organizational performance. Similar suggestions were also provided regarding the positive interaction between CSR on the relationship between CSR and organizational performance. Lastly, the study findings implied that there is a need to supplement and reinforce social entrepreneurship with CSR programs and activities to enhance organizational performance. This includes engaging in corporate activities aimed at preserving the environment, protecting shareholders' interests and meeting stakeholders' expectations. Ideas provided in this study are originally derived from Erbil, Kurdistan and offered novel ideas about the structural connections linking social entrepreneurship, CSR and organizational performance. The study enhances understanding concerning the use and implications of social entrepreneurship in organizations.

1. Introduction

Economies and businesses worldwide have not been spared by the effects of the economic crisis (Potocan & Nedelko, 2021; Taranova et al., 2018) and Covid 19 (Bareket-Bojmel, Shahar & Margalit, 2020; Tran et al., 2020). As it stands, such effects are still being felt and economies like that of the Kurdistan Region of Iraq (KRI) have succumbed to such problems. Notable challenges being observed include declining and if not poor organizational performance that has been driving firms among others to scale down operations (Bayiz Ahmad, Liu & Saleem Butt, 2020). Additionally, societies are still struggling to contain the imposed, vast and devastating social, economic, environmental, and cultural problems triggered by such issues. Efforts to address such challenges have academically been pointing to social entrepreneurship as one of the vital solutions to boosting organizational performance and alleviating related problems (Alkire et al., 2020; Janssen, Fayolle & Wuillaume, 2018; Rawhouser, Cummings & Newbert, 2019). Social entrepreneurship programs and strategies have been highly visible in countries like Russia (Zana, et al.; Blagov & Aray, 2019), and Australia (Rawhouser, Cummings & Newbert, 2019). Nevertheless, both the adoption and incorporation of social entrepreneurship programs and strategies in boosting the performance of organizations in KRI is still a new phenomenon.

Social entrepreneurship is defined as an approach that is utilized by entrepreneurs, start-up companies, groups, or individuals in developing, funding, and implementing solutions to environmental, cultural, or social, issues (Macke et al., 2018; Kanabi & Tasie, 2020). This definition suggests that social entrepreneurship is at large well-posed to address such issues and possibly contribute towards enhancing organizational performance. However, the major issues linked to this study are in three broad aspects that the study attempts to narrow down to social economy companies in KRI;

- 1) Firstly, the effects of social entrepreneurship on organizational performance are surrounded by several controversies. For instance, do Adro et al. (2021) regards that social entrepreneurship can affect significant changes in organizational performance mostly in developed countries. Such implies that the possibilities of observing similar outcomes like KRI are minimal. On the other hand, Kasych et al.

(2019) and Dixit and Sharif (2019) reckon that either significantly positive or insignificantly positive social entrepreneurship effects on any organizational outcomes are achievable in any context, and only requires the prevalent of favourable CSR activities . Such has not been empirically tested and this study proposes to address such issues.

- 2) Secondly, the effective capacity of social entrepreneurship to enhance the performance of social economy companies in KRI by dealing with experienced vast and devastating social, economic, environmental, and cultural problems are a reflection of the mediating effects of corporate social responsibility (CSR). This is because CSR by definition is the integration of environmental and social concerns in business operations by organizations to meet their stakeholders' interests (Lu, Lin & Tu, 2009). Thus, it is in this context that we can establish that social entrepreneurship relies on CSR principles and concepts to indirectly affect the desired changes in organizational performance. The major issue is that the indirect effects of CSR on the relationship between social entrepreneurship and the performance of organizations like social economy companies remains contemporary to many studies (Lu, Lin & Tu, 2009; Moneva, Bonilla-Priego & Ortas, 2020; Rettab, Brik & Mellahi, 2009).
- 3) Thirdly, such ideas have not been extended to social economy companies and analysed in the context of KRI and this reflects the study's originality. The application of previous related studies' findings needs to be validated as to whether they will hold when applied in the context of social economy companies in KRI.

Given these above-mentioned issues in mind, the main aim of this study is to analyses the relationship between social entrepreneurship, CSR and organizational performance in the context of social economy companies in KRI. This encompasses investigating the mediating effects of CSR on the relationship between social entrepreneurship and organizational performance.



2. Literature review

Social entrepreneurship is vital for any economy and yields huge benefits when applied in the context and level of organizations. Related studies highlight that social entrepreneurship results in organizations responding better to customers' needs (Alarifi, Robson & Kromidha, 2019). Crisan and Borza (2012) point out that the benefits of social entrepreneurship are far beyond economic purposes. This aligns with existing suggestions showing that social entrepreneurship helps to deal with social, economic, environmental, and cultural problems. In another study by Bojica et al. (2018), Othman et al. (2016) it is suggested that social entrepreneurship is crucial for organizations in establishing responsive businesses that create economic and social value. Most importantly are Baron's (2007) ideas suggesting that social entrepreneurship helps organizations to make the world a better place.

Studies provided herein do directly and indirectly highlight that there are possible interactions between social entrepreneurship, CSR and organizational performance. Such relates to ideas evident in previous studies given above (see also Alarifi, Robson & Kromidha, 2019; Bojica et al., 2018; Spear, 2006). Hence, the importance of shedding light on this matter becomes crucial.

Meanwhile, studies on CSR are vast and cover various areas and aspects. Most of them are directly connected to organizational performance and others indirectly (Lu, Lin & Tu, 2009; Moneva, Bonilla-Priego & Ortas, 2020; Darbandi, 2018; Rettab, Brik & Mellahi, 2009). Due to its vital roles in enhancing organizational performance, neglecting the influence of CSR on the interaction between social entrepreneurship and organizational performance can create huge empirical gap. This is vital as studies do some limited extent acknowledge the link between CSR and social entrepreneurship (Moneva, Bonilla-Priego & Ortas, 2020; Rettab, Brik & Mellahi, 2009). Lu, Lin and Tu (2009) and Abdullah (2021) agree with such an idea and highlighted that CSR provides a meaningful contribution to both organizations and society when integrated with other related programs like social entrepreneurship and youth entrepreneurship.

The other notable concern relates to the connections between social entrepreneurship, CSR and organizational performance. A study by do Adro et al. (2021) establishes that the effects of social entrepreneurship are not limited to

entrepreneurship but can be extended to another vital aspect like organizational performance. Hence, this study builds its arguments on this idea and uses it to analyses connections between social entrepreneurship, CSR and organizational performance. Furthermore, Spear (2006) highlighted that there exist vast mediating factors capable of influencing social entrepreneurship's effects on other organizational and non-organizational activities and outcomes. However, such mediating effects are still yet to be analyzed concerning CSR and organizational performance.

Given the above examinations showing that there are gaps in connections linking social entrepreneurship, CSR and organizational performance, this study proposes to establish and analyses possible links connecting these variables.

Baron (2007) noted that social entrepreneurship and CSR share similar concepts regarding their interests towards social, economic, environmental, and cultural issues. Hence, the application of social entrepreneurship principles and their integration in organizational activities aids in enhancing CSR. This denotes that social entrepreneurship is positively related to CSR and its adoption enhances CSR's effectiveness in meeting stakeholders' needs. Additionally, Crisan and Borza (2012) noted similar traits and highlighted that social entrepreneurship is a solid foundation on which organizations can establish their CSR activities and programs. With such ideas in mind, the following hypothesis will be formulated:

- **H₁:** Social entrepreneurship has a significant positive effect on corporate social responsibility.

Social entrepreneurship is not only restricted to improving social, economic, environmental, and cultural conditions but rather aids in improving organizational performance. This can be supported by ideas evident in Spear's (2006) study showing that organizational performance indicators are positively influenced by social entrepreneurship. This suggests that an organization's gains from social entrepreneurship as it observes positive changes in its reputation, image, goodwill and other indicators. These indicators together with others have been noted to boost organizational performance (Alarifi, Robson & Kromidha, 2019; Bojica et al. 2018).

Hence, we can suggest that there is a positive interaction between social entrepreneurship and organizational performance represented by the following hypothesis:

- **H₂:** Social entrepreneurship has a significant positive effect on organizational performance.

Moneva, Bonilla-Priego and Ortas (2020) noted that the adoption of CSR poses significant positive effects on stakeholders like society, governments, employees and other professional bodies. As such, their favourable responses towards organizations like social companies is what causes them to perform better. Other positive enhancing effects like image, reputation and loyalty are also evident in related empirical studies (Lu, Lin & Tu, 2009; Moneva, Bonilla-Priego & Ortas, 2020; Rettab, Brik & Mellahi, 2009). This, therefore, suggests that there is a positive interaction between CSR and organizational performance expressible in the form of the following hypothesis:

- **H₃:** Corporate social responsibility has a significant positive effect on organizational performance.

A study by Rettab, Brik and Mellahi (2009) noted that CSR has identical aspects that are embedded in social entrepreneurship. Hence, it is the inherent aspects that enhance social entrepreneurship's effective capacity to cause changes in organizational performance. These insights denote the existence of possible CSR's mediating effects on the relationship between social entrepreneurship and organizational performance. To our knowledge, such effects are not evident in prior studies and this study strives to test them by establishing the following hypothesis:

- **H₄:** Corporate social responsibility mediates the relationship between social entrepreneurship and organizational performance.

Given these reviewed empirical ideas leading to the formulation of the above-given hypotheses, this study proposes to apply the following conceptual framework in

analyzing the effect of social entrepreneurship on organizational performance as mediated by CSR:

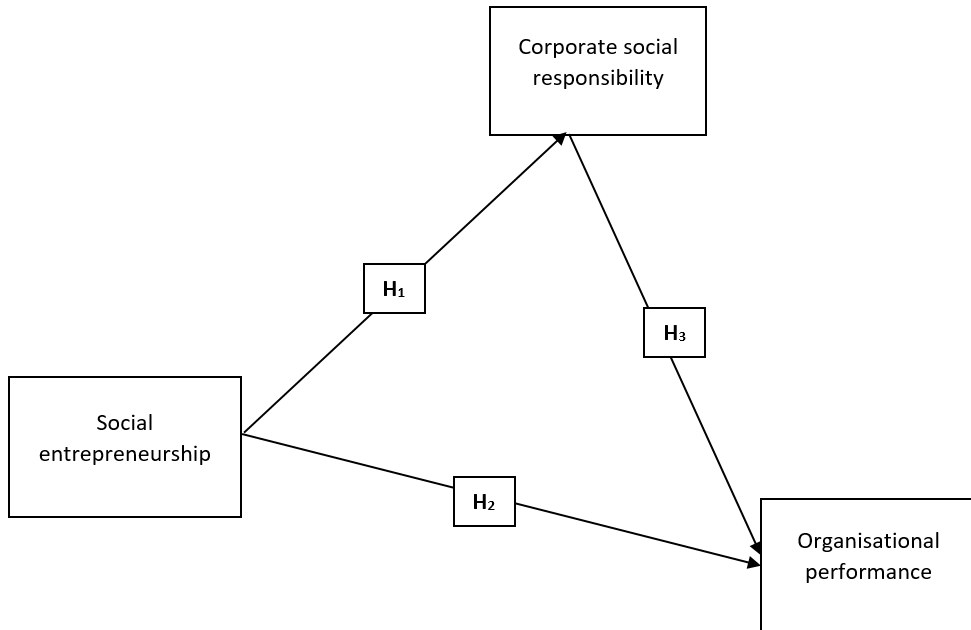


Figure (1): Conceptual framework.

Our provided empirical review shows that there exist structural connections are linking social entrepreneurship, CSR and organizational performance. Hence, the arrows indicate the effects of one variable on the other variable. Such a framework is vital for improving understanding regarding the role of social entrepreneurship and CSR in enhancing the performance of social companies in Kurdistan. Moreover, one of the major problems addressed by this framework concerns its validity which had to remain untested in the context of social companies in Kurdistan. As a result, this framework is vital for analysing and testing the established connections between the model variables when related to social companies in Kurdistan.

3. Methodology

The framework shown in Figure (1) is instrumental for depicting the study' novel and original ideas and enhancing its contributions to existing studies. Besides, it is to the researcher' knowledge that there is no study yet as this one that builds an integrated structural equation model that examines the interactive connections linking social entrepreneurship, CSR and organizational performance. Additionally, this study tested the suggested and yet untested mediating effects of CSR on the connection linking social entrepreneurship with organizational performance. Hence, this lays a foundation for adopting a structural equation modelling (SEM) approach.

3.1 Approach

Meanwhile, the study applied a SEM technique to analyze the structural effects between social entrepreneurship, CSR and organizational performance (Mustafa, Nordin & Razzaq, 2020). Additionally, the application of SEM in this study is guided by supporting propositions citing that it is an effective method of analyzing mediating effects between variables (Barrett, 2007; Hoe, 2008). As such, SEM was significant in analyzing the mediating effects of CSR on the relationship between social entrepreneurship, CSR and organizational performance. The approach initially focuses on the examination of the variables' factor loadings (Hoe, 2008), and then proceeded to determine the model's discriminant and convergent validity (Barrett, 2007). Lastly, model fitness tests were applied before conducting path analysis of the structural connections linking social entrepreneurship, CSR and organizational performance.

3.2 Population

The study based its analysis on studying the opinions of managers of several economic and social companies and used a study population of 133 economic and social companies based in Erbil, Kurdistan. The reason is that a high number of social economy companies engaging in both social entrepreneurship and CSR activities are based in Erbil. Additionally, these companies were within the researcher's reach. As a result, the study focused on the entire 133 economic and social economy companies

population. Thus, questionnaires were distributed to the general managers of each of the 133 social economy companies based in Erbil, Kurdistan.

3.3 Research instrument

A questionnaire was applied in this study and was pivotal for collecting respondent managers’ opinions regarding the interactions between social entrepreneurship, CSR and organizational performance. The questionnaire was designed using empirical ideas on social entrepreneurship (Alarifi, Robson & Kromidha, 2019; Bojica et al., 2018; Crisan & Borza, 2012), CSR (Lu, Lin & Tu, 2009; Moneva, Bonilla-Priego & Ortas, 2020; Rettab, Brik & Mellahi, 2009) and organizational performance (Alarifi, Robson & Kromidha, 2019; Bojica et al. 2018). The variable social entrepreneurship had 15 variable elements, CSR 15 variable elements, and organizational performance 15 variable elements. Both variables were measured using 5 points Likert scale corresponding to 1=strongly disagree, 2= disagree, 3=not sure, 4=1=agree, and 5=strongly agree.

4. Results

The initial focus of applying SEM was to establish if the related social entrepreneurship, CSR and organizational performance variable elements had acceptable loading enough to warrant adequate study validity. 7 of the 15 social entrepreneurship (SE) variables had factor loadings above 0.70, while 7 of the 15 Corporate Social Responsibility (CSR), and 5 of the 15 Organizational Performance (OP) had factor loadings above 0.70 (see Table 1). Therefore, I was concluded at this stage that the established variables had sufficient factor loading enough to warrant acceptable validity results (Hoe, 2008).

Table (1): Factor loading results.

Variable	Social entrepreneurship (SE)	Corporate Social responsibility (CSR)	Organizational performance (OP)
SE2	0.78		
SE4	0.82		
SE6	0.80		
SE8	0.79		

SE9	0.84		
SE10	0.88		
SE13	0.80		
CSR1		0.81	
CSR2		0.88	
CSR3		0.84	
CSR4		0.80	
CSR5		0.82	
CSR6		0.82	
CSR8		0.84	
OP4			0.80
OP5			0.83
OP12			0.81
OP13			0.82
OP14			0.88

4.1 Discriminant and convergent validity

After having computed the factor loadings, the study proceeded to determine the established variables’ discriminant and convergent validity. The Fornell and Larcker were applied for analyzing the computed variables’ discriminant validity. The information has shown in Table 2 shows that the diagonal values (0.84, 0.86 and 0.771) exceed the underlying correlation values (0.72, 0.66 and 0.68). Additionally, all the Rho_A values (social entrepreneurship=0.87; CSR=0.78; organizational performance=0.85; social entrepreneurship=0.88) were above 0.70 (see Table 2), and this, therefore, denotes the existence of discriminant validity. Cronbach alpha was used in testing the variables’ internal consistency and the results shown in Table 3 shows that all the variables had reliable internal consistencies as their established alpha values (social entrepreneurship=0.89; CSR=0.84; organizational performance=0.82; social entrepreneurship=0.85) were more than 0.70 (Barrett, 2007).

Table (2): Fornell-Larcker Criterion.

	Social entrepreneurship	CSR	Organizational performance
Social entrepreneurship	0.84		

CSR	0.72	0.86	
Organizational performance	0.66	0.68	0.771

Furthermore, the results show that there is composite reliability as the established values (social entrepreneurship=0.83; CSR=0.84; organizational performance=0.88; social entrepreneurship=0.80) were at least equal to the given 0.80 limits (Mustafa, Nordin & Razzaq, 2020).

Table (3): Discriminant and convergent validity tests.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Social entrepreneurship	0.89	0.87	0.83	0.70
CSR	0.84	0.78	0.84	0.62
Organizational performance	0.82	0.85	0.88	0.64
Social entrepreneurship	0.85	0.88	0.80	0.68

Convergent validity was established all the AVE values (social entrepreneurship=0.70; CSR=0.62; organizational performance=0.64; social entrepreneurship=0.68) were above 0.70 (Mustafa, Nordin & Razzaq, 2020), and hence, the variables had the desired convergent validity. The study then proceeded to determine the SEM’s fitness (see Table 3).

4.2 Model fitness tests

Unlike AMOS, SEM uses SRMR, d_ULS, d_G, Chi-Square and NFI to determine the model’s fitness (Mustafa, Nordin & Razzaq, 2020). The SRMR value was less than the required standard of 0.80, while both d_ULS and d_G were less than the established 95% confidence interval level value (see Table 4).

Additionally, both models had significant chi-square values, and this denotes that the model has an acceptable level of fitness (see Table 4). This can be supported by the Normed Fit Index (NFI) values that surpassed the 0.70 cut off (Mustafa, Nordin & Razzaq, 2020). Thus, it can be inferred that our estimated model is for analyzing the effects of social entrepreneurship on organizational performance: the mediating role of corporate social responsibility.

Table (4): Fit Summary.

	Saturated Model	Estimated Model
SRMR	0.070	0.071
d_ULS	0.54	2.912
d_G	0.433	0.562
Chi-Square	413.62*	415.71*
NFI	0.84	0.88

** Significant at 0.001*

4.3 Path analysis

The results provided in Table 5 shows that social entrepreneurship has a significant positive effect of 0.640 the social companies’ performance and thus, causing hypothesis 1 to be accepted. This aligns with suggestions given by Cruzan and Borza (2012) highlighting that Baron (2007) noted that social entrepreneurship and CSR share similar concepts regarding their interests towards social, economic, environmental, and cultural issues. As a result, applying and integrating social entrepreneurship principles with organizational activities aids in enhancing CSR. Additionally, this can mean that social entrepreneurship is a solid foundation on which organizations can establish their CSR activities and programs.

Hypothesis 2 was also accepted resulting in suggestions being given that the social companies’ social entrepreneurship programs and activities are significantly and positively related to the organizational performance by 0.320. Such is similar to suggestions given by Alarifi, Robson and Kromidha (2019) showing that organizations benefit from social entrepreneurship as they observe positive changes in non-financial activities driven by their improved reputation, image, goodwill and other indicators causing more customers, stakeholders and shareholders to associate themselves more with the socially responsible organization.

Table (5): Path analysis.

	Estimate	P Values	Hypothesis
SE -> CSR	0.640	0.000	<i>H₁: Accepted</i>
SE -> OP	0.320	0.000	<i>H₂: Accepted</i>
CSR -> OP	0.455	0.000	<i>H₃: Accepted</i>



<i>Mediating effects</i>			
SE -> CSR-> OP	0.733	0.001	<i>H₄: Accepted</i>

CSR: Corporate social responsibility; OP: Organisational performance, SE: Social entrepreneurship.

On the other hand, similar positive interactions were observed between CSR and organization as postulated by Moneva, Bonilla-Priego and Ortas (2020). Improvements in CSR by 1 unit can be seen to be having positive effects on organisational performance by 0.455. This suggests that organizations will benefit more as more stakeholders’ interests are safeguarded leading to better image, improved reputation and loyalty, which are non-financial performance indicators. Hence, CSR can be said to cause positive changes in organizations’ non-financial performance indicators leading to the acceptance of hypothesis 3.

Table 5 results prove that CSR mediates the relationship between social entrepreneurship and organizational performance as evidenced by a significant high indirect effect of 0.733. Such concurs with similar ideas established Rettab, Brik and Mellahi (2009) highlighting that CSR has identical aspects that are embedded in social entrepreneurship that enhances social entrepreneurship’s effective capacity to cause changes in organizational performance. Hence, the study acknowledges the validity of hypothesis 4.

5. Conclusions, implications, and suggestions for future studies

The study was aimed at analyzing the relationship between social entrepreneurship, CSR and organizational performance in the context of economic and social economy companies in KRI. This also included investigating the mediating effects of CSR on the relationship between social entrepreneurship and organizational performance. Such was based on established arguments showing that the effects of social entrepreneurship on organizational performance are surrounded by several controversies. Such was extended to include problems linked to the indirect effects of CSR on the relationship between social entrepreneurship and the performance of social economy companies that was remaining unaddressed by many contemporary studies.



Knowing well that the study has proved that social entrepreneurship helps in enhancing CSR, the implications are that by applying social entrepreneurship programs and activities, it practically becomes easy for organizations to deal with social, economic, environmental, and cultural problems. Hence, CSR expenses and resources can be minimized leading to improved CSR effectiveness, efficiency and outcome. Therefore, organizational managers are encouraged to implement social entrepreneurship and CSR programs in a supplementary manner that reinforces the effectiveness of each other's efforts.

The results showed that there is a positive interaction between CSR and organizational performance. Such results imply that organizations will benefit more from CSR activities as both stakeholders and shareholders increase their engagement levels with related organizations. This can be supported by ideas highlighting that stakeholders and shareholders are willing to engage themselves with corporately and socially responsible organizations (Karem et al., 2021). Moreover, this practically implies that organizations must engage more in CSR activities capable of enhancing more stakeholders and shareholders' interests by dealing with devastating social, economic, environmental, and cultural problems. This also aligns with the study results showing that social entrepreneurship is positively related to organizational performance. Hence, organizational managers are encouraged to implement more social entrepreneurship activities and programs on a regional and national level.

The other study implications are observed from the mediating effects of CSR on the relationship between social entrepreneurship and organizational performance. This implies that CSR boosts social entrepreneurship's effects and ensures that organizations benefit through improved performance. Thus, there is a need to supplement and reinforce social entrepreneurship with CSR programs and activities to enhance organizational performance. This includes engaging in corporate activities aimed at preserving the environment, protecting shareholders' interests and meeting stakeholders' expectations.

The study is conducted without limitations and one of the limitations is the restriction of the study population to social companies and neglecting private companies. Additionally, the study needs to be expanded to include other regions in Kurdistan to broaden its scope and coverage. Thus, future studies can use stratified random

sampling methods to enhance the sample size. Future studies can also include additional variables like strategic management, leadership and corporate governance that influence the interaction between social entrepreneurship and organizational performance.

References

- Abdullah, N. N., & Othman, M. B. (2021). Investigating the Limitations of Integrated Tasks on Youth Entrepreneurship in Kurdistan Region. *Путеводитель предпринимателя*, 14(2), 179-190.
- Alarifi, G., Robson, P., & Kromidha, E. (2019). The manifestation of entrepreneurial orientation in the social entrepreneurship context. *Journal of Social Entrepreneurship*, 10(3), 307-327.
- Alkire, L., Mooney, C., Gur, F. A., Kabadayi, S., Renko, M., & Vink, J. (2020). Transformative service research, service design, and social entrepreneurship: An interdisciplinary framework advancing wellbeing and social impact. *Journal of Service Management*.
- Bareket-Bojmel, L., Shahar, G., & Margalit, M. (2020). COVID-19-related economic anxiety is as high as health anxiety: findings from the USA, the UK, and Israel. *International journal of cognitive therapy*, 1-9.
- Baron, D. P. (2007). Corporate social responsibility and social entrepreneurship. *Journal of Economics & Management Strategy*, 16(3), 683-717.
- Barrett, P. (2007). Structural equation modeling: Adjudging model fit. *Personality and Individual differences*, 42(5), 815-824.
- Bayiz Ahmad, A., Liu, B., & Saleem Butt, A. (2020). Predictors and outcomes of change recipient proactivity in public organizations of the Kurdistan region of Iraq. *International Public Management Journal*, 23(6), 823-851.
- Blagov, Y. E., & Aray, Y. N. (2019). The emergence of social entrepreneurship in Russia. *Social Enterprise Journal*.
- Bojica, A. M., Ruiz Jiménez, J. M., Ruiz Nava, J. A., & Fuentes-Fuentes, M. M. (2018). Bricolage and growth in social entrepreneurship organizations. *Entrepreneurship & Regional Development*, 30(3-4), 362-389.
- Crisan, C. M., & Borza, A. (2012). Social entrepreneurship and corporate social responsibilities. *International Business Research*, 5(2), 106.



- Darbandi, H. (2018). The ability of management in developing tourism destination performance in Iraqi Kurdistan. *QalaaI Zanist Scientific Journal*, 3 (3).
- Dixit, P., & Sharif, R. J. M. (2019). Analysis of CSR Impact on Private Sector Secondary School: A study in North and South Delhi (India). *Social Development and Security*, 9(6).
- do Adro, F., Fernandes, C. I., Veiga, P. M., & Kraus, S. (2021). Social entrepreneurship orientation and performance in non-profit organizations. *International Entrepreneurship and Management Journal*, 1-28.
- Hoe, S. L. (2008). Issues and procedures in adopting structural equation modelling technique. *Journal of Quantitative Methods*, 3(1), 76.
- Janssen, F., Fayolle, A., & Wuillaume, A. (2018). Researching bricolage in social entrepreneurship. *Entrepreneurship & Regional Development*, 30(3-4), 450-470.
- Kanabi, T., & Tasie, G. O. (2020). Examining and evaluating Entrepreneurship Development and Business Climate in Northern Iraq. *Advances in Social Sciences Research Journal*, 7(2), 194-201.
- Karem, L. E., Hamad, H. A., Bayz, H. A., Fatah, N. A., Ali, D. J., Ahmed, Z. N. & Qader, K. S. (2021). Corporate Governance And Its Effect On Firm Performance In An Emerging Economy. *International Journal of Environmental, Sustainability, and Social Science*, 2(3), 281-291.
- Kasych, A., Kozhemiakina, S., Vochozka, M., Romanenko, O., & Glukhova, V. (2019). A world model of social entrepreneurship in a crisis. *Journal of Entrepreneurship Education*, 22, 1-6.
- Lu, C. S., Lin, C. C., & Tu, C. J. (2009). Corporate social responsibility and organizational performance in container shipping. *International Journal of Logistics: Research and Applications*, 12(2), 119-132.
- Macke, J., Sarate, J. A. R., Domeneghini, J., & da Silva, K. A. (2018). Where do we go from now? Research framework for social entrepreneurship. *Journal of Cleaner Production*, 183, 677-685.
- Miragaia, D. A., Ferreira, J., & Ratten, V. (2017). Corporate social responsibility and social entrepreneurship: Drivers of sports sponsorship policy. *International Journal of Sport Policy and Politics*, 9(4), 613-623.



- Moneva, J. M., Bonilla-Priego, M. J., & Ortas, E. (2020). Corporate social responsibility and organisational performance in the tourism sector. *Journal of Sustainable Tourism*, 28(6), 853-872.
- Mustafa, M. B., Nordin, M. B., & Razzaq, A. B. A. (2020). Structural Equation Modelling Using AMOS: Confirmatory Factor Analysis for Taskload of Special Education Integration Program Teachers. *Univers. J. Educ. Res*, 8(1), 127-133.
- Othman, M., Saud, MB, Mat Isa, MA, & Abdullah, N. N. (2015). The Conceptual Assessment of Malaysian Entrepreneurship Environment and EO Economic Contribution. *Journal of Resources Development and Management*, 20, 15-20.
- Potocan, V., & Nedelko, Z. (2021). The behavior of organization in economic crisis: Integration, interpretation, and research development. *Journal of Business Ethics*, 1-19.
- Rawhouser, H., Cummings, M., & Newbert, S. L. (2019). Social impact measurement: Current approaches and future directions for social entrepreneurship research. *Entrepreneurship Theory and Practice*, 43(1), 82-115.
- Rettab, B., Brik, A. B., & Mellahi, K. (2009). A study of management perceptions of the impact of corporate social responsibility on organizational performance in emerging economies: the case of Dubai. *Journal of business ethics*, 89(3), 371-390.
- Shukor, A. R., Klazinga, N. S., & Kringos, D. S. (2017). Primary care in an unstable security, humanitarian, economic and political context: the Kurdistan Region of Iraq. *BMC health services research*, 17(1), 1-18.
- Spear, R. (2006). Social entrepreneurship: a different model?. *International journal of social economics*.
- Taranova, I. V., Podkolzina, I. M., Prokhorova, V. V., Kolomyts, O. N., & Kobozeva, E. M. (2018). Global financial and economic crisis in Russia: trends and prospects. *Research Journal of Pharmaceutical, Biological and Chemical Sciences*, 9(6), 769-775.
- Tran, B. X., Nguyen, H. T., Le, H. T., Latkin, C. A., Pham, H. Q., Vu, L. G., ... & Ho, R. C. (2020). Impact of COVID-19 on economic well-being and quality of life of the Vietnamese during the National social distancing. *Frontiers in psychology*, 11.
- Sadq, Z. M., Ahmad, B. S., Faeq, D. K., & Muhammed, H. O. (2020). The Effect of Strategic Planning on Entrepreneurship Strategy Requirements (The Case of Private Hospitals in Iraqi Erbil City). *International Journal of Multicultural and Multireligious Understanding*, 7(10), 147-164.

په یوه نډی نیوان کارامه یی کاری کومه لایه تی و بهرپر سیاریتی کومه لایه تی کومپانیان و نواندی ریخراوه یی له کومپانیان نوبوری کومه لایه تی له هریمی کوردستانی عیراق

پوخته:

نامانج له م توژیښه وه په شیکردنه وهی په یوه نډی نیوان کارامه یی کاری کومه لایه تی و بهرپر سیاریتی کومه لایه تی ریخراوه کان و نواندی ریخراوه کان له چوارچپوهی کومپانیان نوبوری کومه لایه تی له هریمی کوردستانی عیراق هم جوړه لیکولینه وه کاریگه ریه نپوه ندگیریه کان بهرپر سیاریتی کومه لایه تی ریخراوه کان له سهر په یوه نډی نیوان کارامه یی کومه لایه تی و نواندی ریخراوه کان ده کولیته وه. له نه جامدا، ریکه وتنیکی مودیلی هاوکیشی بونیادی هاوتهریب له گه ل Smart PLS بۆ شیکردنه وهی وه لامي راپرسییه کان که له 133 کومپانیای کومه لایه تی له شاری هه ولیر- ی کوردستان کورواوه ته وه، جیبه جی کرا نه جامه کان توژیښه وه که دریده خن که کاربه به کارهینانی کارامه یی کاری کومه لایه تی گرنگه بۆ بهر زکردنه وهی کاریگه ری چالاکي و بهرنامه کان بهرپر سیاریتی کومه لایه تی. سهر پای نه وهش، کاریگه ری کومه لایه تی وه ک بهر زکردنه وهی رینگا کان باشرکردنی نیشاندره نا داراییه کان ریخراوه کانه که ده بیته هوی باشرکردنی نواندی گشتی ریخراوه کان، تیبینی کرا هه روه ها بیسنیاری هاوشپوه پیشکه ش کرا سه بارهت به کاریگه ری نه رینی نیوان کارامه یی کاری کومه لایه تی و له سهر په یوه نډی نیوان کارامه یی کاری کومه لایه تی و نواندی ریخراوه. له کوتایدا، ده نه جامه کان توژیښه وه که دریکست که پیویست به ته واوکردن و به هیزکردنی کارامه یی کومه لایه تی هه یه له گه ل بهرنامه و چالاکیه کان کارامه یی کاری کومه لایه تی بۆ بهر زکردنه وهی نواندی ریخراوه کان نه مه بریتییه له تیوه گلان له چالاکي کومپانیا به نامانجی پاراستنی ژینگه، پاراستنی بهرزه وه نډی خاوهن پیشکه کان و کوبوونه وهی پیشبینیه کان خاوهن پیشکه کان. له م توژیښه وه یه دا بیروکه ی نویی سه بارهت به چوارچپوهی نه و په یوه نډیانه یی که کارامه یی کاری کومه لایه تی و بهرپر سیاریتی کومه لایه تی پیکه وه ده به سیتیه وه له گه ل نواندی کومه لایه تی. نه وهش ناستی تیگه یشتن سه بارهت به کاریگه ری و به کارهینانی کارامه یی کاری کومه لایه تی له ریخراوه کان بهرزه ده کاته وه.

العلاقة بين ريادة الأعمال الإجتماعية والمسؤولية الإجتماعية للشركات والأداء التنظيمي في شركات الإقتصاد الإجتماعي في إقليم كردستان العراق.

المخلص:

يهدف هذا البحث إلى تحليل العلاقة بين ريادة الأعمال الإجتماعية والمسؤولية الإجتماعية للشركات والأداء التنظيمي في شركات الإقتصاد الإجتماعي في إقليم كردستان-العراق. إذ يتضمن دراسة الآثار الوسيطة للمسؤولية الإجتماعية للشركات في العلاقة بين ريادة الأعمال الإجتماعية والأداء التنظيمي. عليه، تم تطبيق مدخل نمذجة المعادلة الهيكلية بالإشتراك مع Smart PLS لتحليل إجابات الإستبيان التي تم جمعها من 133 شركة إجتماعية في أربيل.

لقد أظهرت نتائج البحث أن ريادة الأعمال الإجتماعية أمر حيوي لتعزيز فعالية أنشطة وبرامج المسؤولية الإجتماعية للشركات. بالإضافة إلى ذلك، تمت الإشارة إلى ريادة الأعمال الإجتماعية على أنها تعزز طرق تحسين المؤشرات غير المالية للمؤسسة مما يؤدي إلى تحسين الأداء التنظيمي العام. كما تم تقديم اقتراحات مماثلة فيما يتعلق بالتفاعل الإيجابي بين المسؤولية الإجتماعية للشركات والأداء التنظيمي. أخيراً، أشارت نتائج الدراسة إلى أن هناك حاجة لتكملة وتعزيز ريادة الأعمال الإجتماعية ببرامج وأنشطة المسؤولية الإجتماعية للشركات لتعزيز الأداء التنظيمي. ويشمل ذلك الإنخراط في أنشطة الشركات التي تهدف إلى الحفاظ على البيئة وحماية مصالح المساهمين وتلبية توقعات أصحاب المصلحة. وفي هذا البحث قدمت أفكاراً جديدة حول الروابط الهيكلية التي تربط ريادة الأعمال الإجتماعية والمسؤولية الإجتماعية للشركات والأداء التنظيمي. وهو بذلك يعزز الفهم فيما يتعلق بإستخدام وتأثيرات ريادة الأعمال الإجتماعية في المنظمات.