Contents lists available at Science-Gate

International Journal of Advanced and Applied Sciences

Journal homepage: http://www.science-gate.com/IJAAS.html

Exploring the mediating effect of customer pressure and competitive pressure on the relationship between social entrepreneurship and competitive agility

Firas Rifai *

Department of Business Administration, Faculty of Business, Al-Zaytoonah University of Jordan, Amman, Jordan

ARTICLE INFO

Article history:
Received 23 October 2024
Received in revised form
18 February 2025
Accepted 9 August 2025

Keywords:
Social entrepreneurship
Competitive agility
Consumer pressure
Competitive pressure
Academic institutions

ABSTRACT

Organizations operate in dynamic and unstable markets, facing pressures from clients to meet their demands and from competitors striving for greater market share. To succeed, organizations must exhibit agility and resilience. This study explores the mediating role of competitive and consumer pressures in the relationship between social entrepreneurship, comprising innovation, social impact, stakeholder engagement, resource mobilization, adaptability, and flexibility, and competitive agility. Using a quantitative approach, data were collected from 374 faculty and administrative staff members at Jordanian universities through a self-administered questionnaire. The findings indicate that social entrepreneurship positively influences competitive agility and that both competitive and consumer pressures mediate this relationship. These pressures drive organizations to explore social entrepreneurship opportunities, enhancing their ability to remain agile and resilient in volatile market conditions. This study contributes to the literature by examining the link between social entrepreneurship and competitive agility in academic institutions, emphasizing the mediating effects of competitor and consumer pressures.

1. Introduction

Social entrepreneurship has emerged as an engine of positive impact on society, as it has adopted the foundations of innovation and change, and is an attempt to reach a state of sustainability that ensures the correct and effective development of society and the environment. With the development of the concepts and dimensions of social entrepreneurship and the demonstration of its positive impact on society, many organizations have begun to adopt social entrepreneurship standards to compete for market share, based on the accepted idea of serving society. The development of social entrepreneurship has led to significant competitiveness among organizations working entrepreneurially and socially, and there is a need for a higher level of agility to face fierce competition (Botha and Taljaard, 2019). From there, a partnership between competition and social entrepreneurship began for the sake of social change and increasing market share, and it was accompanied by various pressures from competitors, consumers, and members of society in general. The entrepreneurial business model is based on a direct relationship with the need for competitive agility and is coupled with the presence of external pressures from competitors and members of society, which calls for increased focus on competitive agility to demonstrate the role that external pressures play in its relationship with social entrepreneurship (Nkwei et al., 2023).

After viewing the literary gap and highlighting the main study problem, it is worth mentioning that the current study was launched based on the underpinning theory of dynamic capabilities. This theory implies that an organization has to adapt to changes and sudden risks through its ability to monitor and control some aspects of its external environment. This includes competitiveness, customer desires and needs, and an unstable environment. The economist and professor, "David J. Teece," coined the Dynamic Capabilities Theory (DCT) in the 1990s, and it was later developed but still maintained the same meaning.

Launching from the previous argument, this study examined the mediating effect of customer pressure and competitors' pressure on the

* Corresponding Author.
Email Address: f.rifai@zuj.edu.jo
https://doi.org/10.21833/ijaas.2025.09.008
Corresponding author's ORCID profile:
https://orcid.org/0000-0001-8641-4121

relationship between social entrepreneurship (innovation, social impact, stakeholder engagement, resource mobilization, adaptability, and flexibility) and competitive agility.

2. Social entrepreneurship

Social entrepreneurship has appeared massively over the last couple of decades (Al-Omoush et al., 2024b). defined social entrepreneurship as the interest of individuals and organizations in adopting initiatives to solve various environmental and social problems. Usually, these initiatives aim to reach a state of positive social or environmental change and adopt innovative solutions capable of confronting society's problems (Kishnani, 2022; Homsi et al., 2020). Social entrepreneurship aims primarily to improve the social aspect in addition to financial profits, and is based on sustainable business models that enhance and develop society and improve the problem-solving mechanism within the framework of local communities (Gidda, 2021). The principle of social entrepreneurship is based on the idea of applying the concepts of social innovation by focusing on establishing non-profit organizations or providing products and services capable of meeting the needs desired by society, thus achieving the required balance between social and financial sustainability (Jan and Maulida, 2022).

2.1. Innovation

Innovation in social entrepreneurship is basically an approach that aims to develop innovative and creative strategies in order to solve environmental and social problems. This can only take place by being innovative in the thinking approach adopted by an organization (Wibowo, 2022). This can include reproducing products to be more innovative, adopting new and sustainable strategies, reaching innovative services, and finding long-term solutions to current social and environmental problems (Scuotto et al., 2023).

2.2. Social impact

Social impact is the heart of social entrepreneurship. Organizations should follow a strict plan to examine and explore societies to locate development areas and evaluate the effect after the application of any social enterprise (Alkire et al., 2020).

Market studies, social studies, and getting closer to society are key. Social entrepreneurship cannot be as effective as needed if it is not built on a strong basis to understand and comprehend the real needs of society (Taylor and Rosca, 2023).

2.3. Stakeholder engagement

Stakeholder engagement is a key factor in social entrepreneurship. Stakeholder engagement refers not only to the stakeholders in a social enterprise. Stakeholders, in that case, involve all parties in society, including beneficiaries, SMEs, non-profit organizations, governmental organizations, and community members (Ntsane, 2021).

Starting with a well-built plan for social entrepreneurship is certainly something creative, but what would be more creative is to carry out this plan. Social entrepreneurship should be based on sources that are willing to move around and transform strategies into achievements (Drencheva et al., 2022; Ntsane, 2021).

2.4. Resource mobilization

Starting with a well-built plan for social entrepreneurship is certainly something creative, but what would be more creative is to carry out this plan. Social entrepreneurship should be based on sources that are willing to move around and transform strategies into achievements (Drencheva et al., 2022).

Social entrepreneurs should be able to reach funding sources in addition to human sources. This can occur by adopting strategies to attract investors, depending on crowdfunding, and raising grants to generate revenue.

2.5. Adaptability and flexibility

It is normal for social entrepreneurs to be aware of the instability of their work environments (Lorenzo-Afable et al., 2020). They must always be ready, flexible, and resilient to change. They should also be aware of change resistance and try to mitigate it in the best ways to achieve the desired outcomes (Drencheva et al., 2022). The entrepreneurship environment is highly fickle and unsteady; therefore, social entrepreneurship should be based on adopting strategies for managing constant change before starting an entrepreneurial plan (Scuotto et al., 2023).

2.6. Competitive agility

Al-Omoush (2022) defined competitive agility as an organization's existing capabilities that provide sufficient flexibility to adapt to various environmental challenges and competitive changes in the market in which it operates. According to Al-Omoush et al. (2024a), the organization's rapid movement, coupled with flexibility to respond to customer needs, simultaneously confronts competitors' developments.

Velázquez and Bielous (2019) argued that competitive agility is based on an organization's ability to be agile and flexible regarding its internal and external processes. In addition, reaching the stage of competitive agility means that the organization works to achieve efficiency, effectiveness, and optimal use of technology based on innovation and competitive excellence activities,

as well as establishing strong relationships with partners, clients, and suppliers (Rosca et al., 2020).

Amini and Rahmani (2023) confirmed that competitive agility supports the organization in seizing various opportunities, adapting to various challenges present in the market, and benefiting from them for the future. He agreed that reaching the stage of competitive agility means that the organization should be able to innovate in products and services, and that agility should be associated with it to achieve prosperity and dynamism in its environment.

2.7. Customer pressure

Customer pressure refers to the demands that customers place on an organization to fulfill their needs and expectations (Auwal et al., 2020). Such pressure usually relates to product or service quality, timely delivery, and the overall experience that shapes customer satisfaction. According to Onjewu et al. (2023), the main sources of this pressure are customer complaints and feedback. These inputs serve as a driving force for organizations to make corrections, improve their services, and achieve customer acceptance by meeting expectations.

Cho and Yoo (2021) stated that the arrival of a note or complaint is not a big deal; rather, the idea lies in how to deal with these notes and complaints and meet them according to the customer's expectations. This is usually done by providing distinguished customer service, high response capacity, and the ability to withstand pressure, regardless of their simplicity or complexity. This is sufficient to achieve strong customer relationships and loyalty, and satisfaction.

2.8. Competitors' pressure

Competitor pressure is similar in intensity to client pressure, but it originates from a different source. It refers to the various challenges and influences that arise from rival firms in the market, such as competition over market share or overall competitive position. To strengthen their position, organizations often design strategies that enhance their value compared with competitors. These strategies may include product and service innovations, price reductions or special offers, distinctive marketing approaches, and the use of new technologies to improve production processes (Boubaker et al., 2022).

2.9. Social entrepreneurship and agility between customer/competitor pressure

In the field of organizational dynamics, competitive pressure and consumer pressure are among the mediating factors that powerfully influence the relationship between social entrepreneurship and competitive agility in organizations. Market competition pressure, which is experienced by health care organizations, for example, and the competitive market environment in which they operate, is an important driving force that has an impact on the level and manner of how these social entrepreneurship initiatives are adopted and deployed (Al-Omoush, 2022). Arias-Pérez et al. (2023) noted that when the competition is providing a stiff challenge, the companies are forced to invent and implement changes in their operations several times faster.

In this regard, the SE activity in the pursuit of social and environmental objectives can be beneficial as a competitive weapon with which the organization can stand out from competitors, strengthen its reputation, and encourage creative processes to improve competitive resilience. The moderation role of competitive pressure leads towards a lesson that social entrepreneurship initiatives should be coordinated well with strategic frameworks in order to respond well to competitive forces, leading towards organizational sustainability (Adams et al., 2023).

At the same time, Yusuf et al. (2022) stated that consumer pressure resulting from changes in the consumer's desires, expectations, and values, as well as ethical concerns, also acts as another moderate variable of the relationship between social entrepreneurship and competitive agility. This implies that to satisfy the growing expectations of consumers, over matters of responsibility and sustainability, organizations are forced to embrace social entrepreneurship standards and practices as part of organizational strategies. While Tsai and Lu (2023) said that consumer pressure promotes social entrepreneurship because firms and organizations carrying out social entrepreneurial activities need to cultivate consumer confidence, increase customer loyalty, and gain a competitive advantage in the market. Through the identification of consumer needs and their timely response through social entrepreneurship, organizations improve their competitive advantage by achieving greater adaptability to the market and promoting the creation of social values that are relevant to the consumer.

2.10. Hypotheses development

Al-Omoush et al. (2024b) aimed in their study to determine the impact of organizations' social responsibility on social entrepreneurship and organizational agility, as a type of competitive intelligence. The quantitative methodology was based on distributing a questionnaire to a sample of 223 organizational managers in Jordan. The study found that organizations 'social responsibility has a significant impact on social entrepreneurship. The study also showed that social responsibility positively affects the agility of the organization, which gives it the competitive intelligence to face the pressure of competitors.

Kishnani (2022) aimed to explore the strategies adopted by social enterprises to be more resilient and agile to face disturbing events in society, such as COVID-19. The research was based on a case study of three enterprises within the handloom industry in India. The results of the study indicated that an organization's agility through long- and short-term strategies has helped it to be more agile to change and, at the same time, face the pressure of competitors in the same field.

Wibowo (2022) aimed to demonstrate the effective role of organizational performance, which is based on agility and resilience, in addition to innovation. A quantitative methodology was applied, and a purposeful sample of 119 respondents from educational organizations responded to the questionnaire. The study results indicate that educational organizations should aspire to be more challenging by relying on organizational innovation combined with technology. In addition, the study confirmed that achieving organizational agility and the ability to confront external pressures from competitors and consumers depend on adopting the foundations of technological agility in innovation and leadership. Auwal et al. (2020) aimed, through reviewing previous literature, to determine the impact of external pressures from competitors and individuals on the effectiveness of sustainable practices of entrepreneurial business organizations. A quantitative approach was adopted by distributing a survey instrument to a sample of 300 SMEs in Malaysia. The study concludes that external pressures have a positive impact on the sustainable performance of entrepreneurial projects, represented by enhancing the driving force of these organizations to reach a competitive advantage. This was initially based on technology, and then it enhanced the level of agility and the ability to adapt and adjust, in addition to the engagement of stakeholders.

3. Research methodology

The current research adopted a quantitative methodology to answer these questions and realize its main aim. The reason for choosing the quantitative methodology is its ability to be applied to a larger sample size, thus increasing the generalizability of the results.

Based on previous studies (Wibowo, 2022; Al-Omoush et al., 2024b; Gidda, 2021; Ntsane, 2021) and stemming from the main aim of the study presented earlier, the researcher was able to develop a model (Fig. 1) that highlighted the relationship between adopted variables and from which study hypotheses were reached.

3.1. Measurements and control variables

The current study adopted dimensions of social entrepreneurship, including Innovation, Social Impact, Stakeholder Engagement, Resource Mobilization, Adaptability, and Flexibility. We aligned the controls with previous studies and the literature review presented earlier. We asked respondents to answer questions related to the adopted variables to test their attitudes regarding the relationship between the variables presented in Fig. 1.

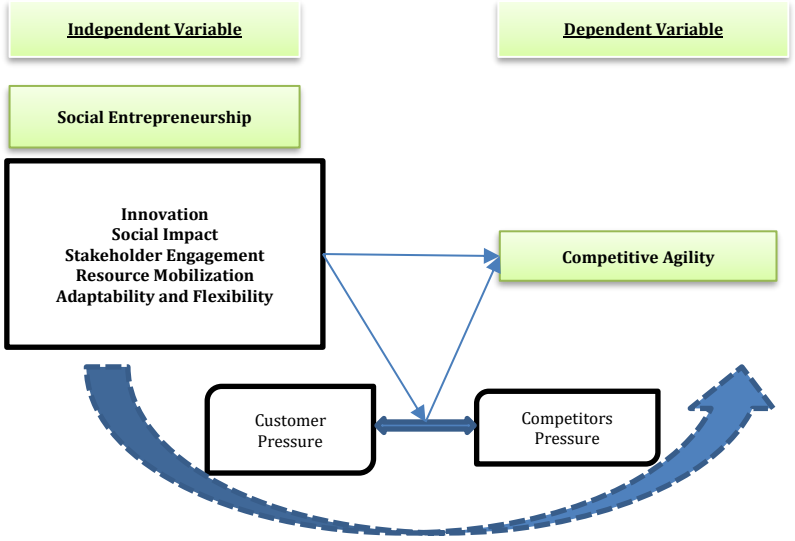

Fig. 1: Study model

3.2. Sample procedure, data collection, and data analysis strategy

The study population consisted of members of the teaching and administrative staff at Jordanian universities. A convenience sample of 410 individuals was chosen to represent the previously set population. The data collection process was completed through a questionnaire developed by the researcher in order to gain insights from the study sample. The questionnaire consisted of two sections. The first took into perspective the demographics of the study sample (age, sex, qualification, and experience). The other section presented statements

related to the study variables based on a Likert 5-point scale. For the sake of ethical purposes, researchers have gained verbal consent from participants through a prompt question that appears whenever any participant opens the link to the questionnaire. Having the prompt question box checked meant that they are willing to take part in the study, and they are aware that their personal information will be kept confidential and will only be used for academic purposes.

In order to avoid bias when using a convenient sample of the teaching and administrative staff of Jordanian universities, the following methods can be adopted: Firstly, several issues were addressed with regard to the inclusion criteria necessary to achieve a diverse picture of the given academic environment. With regards to self-selection bias, research went around recruiting participants from different departments and different strata in the organization for the sample. As with every kind of convenience sampling, it was helpful to use a random element within the approach, for instance, choosing participants from different departments in a systematic manner or practicing stratified sampling based on job positions. Further, the researchers were very clear on who should participate and ensured the respondents' anonymity in order to avoid bias. By employing such measures, researchers can increase the credibility and scope of their results and exclude bias in the selection of a convenient sample of respondents–the teaching and administrative staff of Jordanian universities.

The researcher ensured that the questionnaire items were valid and suited to the main aim of the study. For this purpose, five specialists in the field and academics arbitrated the questionnaire by omitting and modifying some items. The final version of the questionnaire consisted of 40 items, as shown in Table 1.

Table 1: Questionnaire items according to controls

Variable	# of statements
Social entrepreneurship	
Innovation	5
Social impact	5
Stakeholder engagement	5
Resource mobilization	5
Adaptability and flexibility	5
Competitive agility	5
Customer pressure	5
Competitors pressure	5
Total	40

The questionnaire was uploaded online through Survey Monkey as an approach to reach as much primary data as possible. The questionnaire was left online for five weeks.

After the application process, the researcher retrieved 374 properly filled questionnaires, which indicated a response rate of 91.2% as statistically acceptable.

Managing and tackling primary data were performed using the statistical package for social sciences (SPSS) v. 27. Other statistical tests used in this study included the following:

- Frequency and percentages
- Mean and standard deviation
- Multiple regression
- Linear regression
- Results

The current research aims to shed light on the mediating effect of competitive pressure and consumer pressure on the relationship between social entrepreneurship in terms of innovation, social impact, stakeholder engagement, resource mobilization, adaptability, and flexibility, and competitive agility. A quantitative methodology was adopted, and 374 individuals responded to a self-administered questionnaire that was uploaded online. SPSS was used to analyze the collected primary data and obtain results. The Researcher relied on his academic relationships to carry out the study and collect questionnaires from the participants.

The choice to use SPSS rather than SEM for data analysis is based on the nature of the research objectives. In this study, which examines responses from teaching and administrative staff in Jordanian universities, the aim is to explore the mediating role of competitive pressure and consumer pressure in the relationship between social entrepreneurship and competitive agility. Since the focus is on assessing direct relationships and mediation effects, rather than testing complex structural models with latent variables, SPSS is an appropriate tool for statistical analysis. SPSS allows for regression analysis, ANOVA, and correlation analysis, all of which can be applied to test mediation and the significance of its effects. When research questions do not involve modeling latent constructs or pathways, and only basic mediation analysis is required, SPSS provides sufficient statistical power and enables meaningful interpretation of the study's objectives without the need for SEM applications.

3.3. Descriptive statistics of demographics

Frequency and percentages were used to test the descriptive study demographics. Table 2 indicates that the majority of respondents were males, 66.6%, and they were within the age range of 40-50 years old, forming 42.8% of the sample. In addition, 50% of the sample had more than 20 years of experience in academic fields.

Table 2: Descriptive statistics of demographics

	F	%
Gender		
Male	249	66.6
Female	125	33.4
Age		
Less than 40 years	65	17.4
40-50 years	160	42.8
51-60 years	103	27.5
Above 60 years	46	12.3
Experience		
Less than 10 years	102	27.3
10-20 years	85	22.7
Above 20 years	187	50.0
Total	374	100.0

3.4. Descriptive statistics of questionnaire

The mean (μ) and standard deviation (σ) of the responses suggest that participants generally expressed an optimistic view. This difference arose because the average response exceeded the midpoint of the scale, which was set at 3. The reliability of the measurement scales for several variables was examined using factor analysis. Principal Component Analysis (PCA) with varimax rotation was applied to obtain accurate results (Sekaran and Bougie, 2016). The validity of the questionnaire was tested through convergent validity, also known as factor loading, with the results presented in Table 3. Items with loadings above 0.40 were considered valid. Reliability was further assessed using Composite Reliability (CR) and Cronbach's alpha. Cronbach's alpha exceeded the threshold of 0.70, confirming the tool's reliability, while CR values were also greater than 0.70, supporting the robustness of the measurement scale.

Table 3: Questionnaire analysis

Variable and items	M	σ	FL	KMO	CR	α
Innovation						
Social entrepreneurship adopts innovative solutions for problem-solving.	3.473	1.436	.785			
Innovation is a key aspect of social entrepreneurship for addressing challenges.	3.417	1.331	.944			
Through innovation, social entrepreneurship can present new models/products.	3.366	1.226	.923	0.827	0.936	0.911
Innovation is what makes an organization stand out among competitors.	3.382	1.237	.874			
Innovation supports organizations in adapting quickly to changes.	3.358	1.188	.781			
Dimension mean	3.399	1.106				
Social impact						
Organizational social impact can create aware and conscious customers.	3.206	1.220	.859			
Prioritizing social impact attracts influential investors and partners.	3.131	1.010	.923			
Attention for positive social change can create a base of loyal customers.	3.091	.959	.912	0.867	0.933	0.905
Social impact can attract talented employees and increase their engagement.	3.225	.992	.875			
Caring for a social positive impact can increase competitive competencies.	3.388	1.016	.707			
Dimension mean	3.208	0.889				
Stakeholder engagement						
Engaged stakeholders mean more stakeholder collaboration.	3.302	1.047	.852			
Non-profit orgs, government, and community are considered active stakeholders.	3.350	1.047	.895			
Stakeholder engagement provides valuable insights and resources.	3.356	1.033	.890	0.756	0.933	0.907
Stakeholders' engagement can enhance agility in competitive strategies.	3.139	1.209	.825			
Engagement gives insights into the needs and preferences of the market.	3.118	1.246	.824			
Dimension mean	3.253	0.956				
Resource mobilization						
Resource mobilization supports efforts to locate initiatives and impact.	3.468	1.202	.862			
Securing financial capital can attract skills and build strong partnerships.	3.447	1.123	.930			
Well-mobilized resources help respond promptly to market needs.	3.374	1.148	.836	0.775	0.948	0.928
Leveraging resources enables adaptation to emerging opportunities.	3.340	1.058	.902			
Well-built resource management supports efforts to seize opportunities.	3.543	.989	.892			
Dimension mean	3.434	0.975				
Adaptability and flexibility						
Flexible organization can navigate complex conditions in the market.	3.318	.951	.769			
Flexibility can help in managing economic and environmental landscapes.	3.278	1.209	.766			
Response to market changes is easy when an organization is flexible and agile.	3.283	1.134	.929	0.784	0.933	0.906
Flexibility means easy pivot and adjustment of strategies.	3.465	1.075	.912			
Flexibility can help capitalize on new markets and address social issues.	3.217	1.017	.899			
Dimension mean	3.312	0.922				
Competitive agility						
Agility is always increased with an innovative culture.	3.235	1.233	.958			
Through social interest, agility is enriched with aware customers/competitors.	3.425	1.185	.963			
Competitive agility is fed through stakeholder engagement & resource management.	3.179	1.131	.863	0.634	0.973	0.966
Being agile means that the organization has a competitive value.	3.305	1.191	.954			
Agility is connected to flexibility and the ability to adapt to sudden changes.	3.495	1.134	.948			
Dimension mean	3.330	1.104				
Customer pressure						
Customer pressure can act as a driver to social entrepreneurship and agility.	3.324	.974	.779			
It can enhance org social entrepreneurship to meet customers' desires.	3.283	1.221	.779			
Through customer pressure, the organization may work harder to gain competitive competencies.	3.278	1.140	.932	0.795	0.935	0.910
Customer pressure supports efforts to mitigate market differentiation.	3.465	1.087	.912			
Customer pressure can enhance the will to explore new markets and opportunities.	3.217	1.035	.897			
Dimension mean	3.316	0.940				
Competitors pressure						
Pressure from competitors can drive an organization to differentiate itself.	3.265	1.248	.939			
It enhances efforts to be more innovative and gain more market share.	3.444	1.206	.957			
Competitors' pressure drives efficiency in resource allocation.	3.206	1.161	.932	0.722	0.975	0.968
It encourages entering new markets and adopting new strategies.	3.425	1.227	.952			
This pressure can motivate one to seize growth opportunities.	3.182	1.183	.923			
Dimension mean	3.304	1.134				

M: Mean; σ: Standard deviation; FL: Factor loading; KMO: Kaiser-Meyer-Olkin test; CR: Composite reliability; α: Cronbach's Alpha

3.5. Multicollinearity test

The independent variables were subjected to and tolerance analysis to the Variance Inflation Factor (VIF) to evaluate multicollinearity. These computations can be credited with future discoveries in Table 4. It was noted that there was no multicollinearity in the data because all Variance Inflation Factor (VIF) values were below 10 and all tolerance values were above 0.10.

3.6. Descriptive statistics of hypotheses

Before beginning the structural analysis, the proposed research model must be validated by employing a set of indicators to ensure its

applicability to this study, as shown in Table 5. According to the results in Table 6, all the aforementioned indicators met both the minimum and maximum values required by the appropriate references, allowing us to test the following hypothesis.

Table 4: Multicollinearity test

Variable	Tolerance	VIF
Innovation	.725	1.380
Social impact	.502	1.991
Stakeholder engagement	.514	1.947
Resource mobilization	.231	4.328
Adaptability and flexibility	.294	3.396

Table 5: Fit model

Indicator	AGFI	X^2/df	GFI	RMSEA	CFI
Value recommended	> 0.8	< 5	> 0.90	≤0.10	> 0.9
References	Shevlin and Miles (1998)	Tabachnick and Fidell (2001)	Shevlin and Miles (1998)	MacCallum et al. (1996)	Hu and Bentler (1999)
Value of model	0.931	1.904	0.969	0.049	0.939

Table 6: Hypotheses testing

Pathway	Direct impact	Indirect impact	C.R.	P-value	Result
Social entrepreneurship → customer pressure and competitors' pressure	0.951	–	11.803	***	Supported
Social entrepreneurship → competitive agility	0.411	–	4.469	***	Supported
Customer pressure and competitors' pressure → competitive agility	0.089	0.127	2.310	*	Supported

***: p < 0.001; *: p < 0.05

H1. Social entrepreneurship supports competitive agility from the perspective of members of the teaching and administrative staff in Jordanian universities.

This hypothesis was accepted (C.R. = 4.469, P = 0.000 < 0.05). This means that social entrepreneurship supports competitive agility from the perspective of members of teaching and administrative staff in Jordanian universities.

H2. Social entrepreneurship enhances customer and competitor pressure from the perspective of members of the teaching and administrative staff in Jordanian universities.

This hypothesis was accepted (C.R. = 11.803, P = 0.000 < 0.05). This means that social entrepreneurship enhances customer pressure and competitor pressure from the perspective of members of the teaching and administrative staff in Jordanian universities.

H3. Customer pressure and competitor pressure can enhance competitive agility from the perspective of members of the teaching and administrative staff in Jordanian universities.

This hypothesis was accepted (C.R. = 2.31, P = 0.021 < 0.05). This means that customer pressure and competitor pressure can enhance competitive agility from the perspective of members of the teaching and administrative staff in Jordanian universities.

H4. Customer pressure and competitor pressure mediate the relationship between social entrepreneurship and competition agility from the perspective of members of the teaching and administrative staff in Jordanian universities

This hypothesis is accepted (C.R. = 2.31, P = 0.021 < 0.05), and the indirect effect is 0.127, which is significant at the 0.05 level. This means that customer pressure and competitor pressure mediate the relationship between social entrepreneurship and competitive agility from the perspective of members of the teaching and administrative staff in Jordanian universities. Based on the presented hypothesis tests, Fig. 2 summarizes the results.

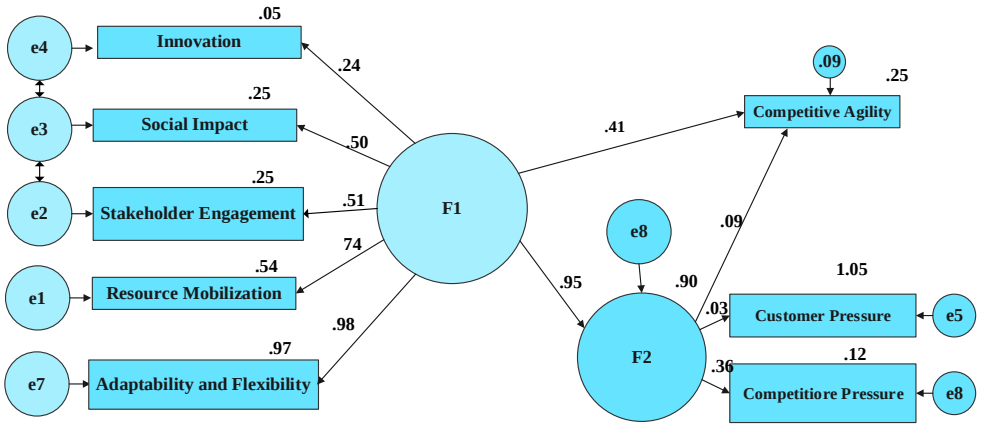

Fig. 2: Summary of the results of the tested hypotheses

4. Discussion

As noted in the above analysis, the study hypotheses were accepted, and it appeared that customer pressure and competitors' pressure mediate the relationship between social entrepreneurship and competitive agility. The study confirmed the impact of customer pressure on the one hand and competitor pressure on the other, on the relationship between entrepreneurship and competitive agility in academic institutions. This means that increased customer and competitor pressure may lead to enhanced social entrepreneurship and increased competitive agility in universities. Resource mobilization plays a huge role in increasing the effect of customer pressure and competitor pressure on the relationship between entrepreneurship and competitive agility in academic institutions. This was seen by focusing on locating sources of initiation and impact found in the organization and employing them for the benefit of agility. Additionally, financial resources should be controlled to attract talented skills and build strong partnerships. In other words, results indicated that well-mobilized resources can help organizations respond promptly to market needs and requirements. It can also leverage resources to enable social entrepreneurs to adapt to emerging opportunities.

The results of this study agreed with Al-Omoush et al. (2024b), Kishnani (2022), and Wibowo (2022), who argued that customer pressure and competitor pressure can unite to create a force that motivates organizations' entrepreneurial orientation towards developing a more agile stream of thinking in order to gain more perspective and accomplish a larger market share.

On another level, exploring the moderating role of competitive pressure and consumer pressure on the relationship between social entrepreneurship and competitive agility in non-academic organizations has deep implications and policy advice. This paper, therefore, aims at identifying the extent to which these external pressures interface with social entrepreneurship initiatives in order to obtain information that could help organizational strategy. For non-academic organizations, this analysis will provoke the strategic reconsideration of social entrepreneurship to meet customer needs. In this paper, competitive forces and customer demands are identified as two significant variables that could be used as a lens through which organizations improve prospects for flexibility, as equilibrium is aware of industry pressures and customers' expectations. Some of the policies derived from this study might be to embrace an organizational culture that supports Social Innovation and encourages change-driven initiatives with social and business objectives. Furthermore, when exploring how competitive and consumer pressures impact the responsibilities of supply chain entities, attention can be paid to the relations with stakeholders. These findings can help non-academic organizations support the different groups that they deal with, among them customers, suppliers, employees, and even the community at large. Through such relationships, companies would be able to gain competitive intelligence, foster the development of a good relationship, and react closely to the market forces. Policy initiatives might call for partnership models that would allow relevant organizations and other stakeholders to engage in purposeful interaction and engender co-design and sustainability. When followed, these recommendations will assist non-academic organizations to enhance social entrepreneurship initiatives, strengthen their competitive sustainability, and support sustainable value creation within dynamic business environments.

5. Implications and conclusion

The study concluded that it is important for the organization to deal with the pressure of customers and competitors to ensure that customers' expectations and needs are met on the one hand, and to identify and control the next steps of competitors. The results of the study also indicate that improving the organization's internal and external operations and providing distinguished customer service provides the advantage of agility to its internal and external operations and expands the scope of its relationships with suppliers, competitors, and customers at the same time.

List of abbreviations

AGFI	Adjusted goodness-of-fit index
α	Cronbach's alpha
ANOVA	Analysis of variance
CA	Competitive agility
CFI	Comparative fit index
CR	Composite reliability
C.R.	Critical ratio
DCT	Dynamic capabilities theory
FL	Factor loading
GFI	Goodness-of-fit index
KMO	Kaiser-Meyer-Olkin test
M	Mean
PCA	Principal component analysis
p-value	Probability value
RMSEA	Root mean square error of approximation
SE	Social entrepreneurship
SEM	Structural equation modeling
SMEs	Small and medium enterprises
SPSS	Statistical package for the social sciences
VIF	Variance inflation factor
X^2/df	Chi-square/degrees of freedom
σ	Standard deviation

Compliance with ethical standards

Ethical considerations

The study was conducted in accordance with ethical research standards. Participation was voluntary, and informed consent was obtained from all respondents through an online consent prompt

prior to completing the questionnaire. Respondents were assured of anonymity and confidentiality, and the collected data were used solely for academic purposes. No personal identifiers were recorded, and participants retained the right to withdraw at any stage.

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

References

Adams D, Donovan J, and Topple C (2023). Sustainability in large food and beverage companies and their supply chains: An investigation into key drivers and barriers affecting sustainability strategies. Business Strategy and the Environment, 32(4): 1451-1463. https://doi.org/10.1002/bse.3198

Alkire L, Mooney C, Gur FA, Kabadayi S, Renko M, and Vink J (2020). Transformative service research, service design, and social entrepreneurship: An interdisciplinary framework advancing wellbeing and social impact. Journal of Service Management, 31(1): 24-50. https://doi.org/10.1108/JOSM-05-2019-0139

Al-Omoush K, Ribeiro-Navarrete B, and McDowell WC (2024b). The impact of digital corporate social responsibility on social entrepreneurship and organizational resilience. Management Decision, 62(8): 2621-2640. https://doi.org/10.1108/MD-11-2022-1613

Al-Omoush KS (2022). Understanding the impact of intellectual capital on E-business entrepreneurial orientation and competitive agility: An empirical study. Information Systems Frontiers, 24(2): 549-562. https://doi.org/10.1007/s10796-020-10092-7

Al-Omoush KS, Garcia-Monleon F, and Iglesias JMM (2024a). Exploring the interaction between big data analytics, frugal innovation, and competitive agility: The mediating role of organizational learning. Technological Forecasting and Social Change, 200: 123188. https://doi.org/10.1016/j.techfore.2023.123188

Amini M and Rahmani A (2023). How strategic agility affects the competitive capabilities of private banks. International Journal of Basic and Applied Sciences, 10: 8397-8406.

Arias-Pérez J, Chacón-Henao J, and López-Zapata E (2023). Unlocking agility: Trapped in the antagonism between co-innovation in digital platforms, business analytics capability and external pressure for AI adoption? Business Process Management Journal, 29(6): 1791-1809. https://doi.org/10.1108/BPMJ-10-2022-0484

Auwal AM, Mohamed Z, Nasir Shamsudin M, Sharifuddin J, and Ali F (2020). External pressure influence on entrepreneurship performance of SMEs: A case study of the Malaysian herbal industry. Journal of Small Business and Entrepreneurship, 32(2): 149-171. https://doi.org/10.1080/08276331.2018.1509504

Botha M and Taljaard A (2019). The bidirectional relationship between entrepreneurial intention and entrepreneurial competencies for nascent and existing entrepreneurs. South African Journal of Economic and Management Sciences, 22(1): 1-12. https://doi.org/10.4102/sajems.v22i1.2230

Boubaker S, Dang VA, and Sassi S (2022). Competitive pressure and firm investment efficiency: Evidence from corporate employment decisions. European Financial Management, 28(1): 113-161. https://doi.org/10.1111/eufm.12335

Cho M and Yoo JJE (2021). Customer pressure and restaurant employee green creative behavior: Serial mediation effects of restaurant ethical standards and employee green passion. International Journal of Contemporary Hospitality Management, 33(12): 4505-4525. https://doi.org/10.1108/IJCHM-06-2021-0697

Drencheva A, Stephan U, and Patterson MG (2022). Whom to ask for feedback: Insights for resource mobilization from social entrepreneurship. Business and Society, 61(7): 1725-1772. https://doi.org/10.1177/00076503211057497

Gidda DW (2021). Organisational agility of social enterprises: A phenomenological study of microfinance institutions in Ethiopia. Ph.D. Dissertation, University of Bradford, Bradford, UK.

Homsi D, Hashem TN, and Freihat SM (2020). How can entrepreneurial marketing promote the entrepreneurship culture in an organization: Case of banking sector in Jordan. Innovative Marketing, 16(1): 29-42. https://doi.org/10.21511/im.16(1).2020.04

Hu LT and Bentler PM (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. Structural equation modeling: A Multidisciplinary Journal, 6(1): 1-55. https://doi.org/10.1080/10705519909540118

Jan BK and Maulida M (2022). The role of leaders' motivation, entrepreneurial leadership, and organisational agility in social enterprise sustainability. The South East Asian Journal of Management, 16(2): 97-118. https://doi.org/10.21002/seam.v16i2.1167

Kishnani N (2022). Agility and resilience in social enterprises: A case study approach. SAMVAD, 23: 65-74. https://doi.org/10.53739/samvad/2021/v23/166568

Lorenzo-Afable D, Lips-Wiersma M, and Singh S (2020). 'Social' value creation as care: The perspective of beneficiaries in social entrepreneurship. Social Enterprise Journal, 16(3): 339-360. https://doi.org/10.1108/SEJ-11-2019-0082

MacCallum RC, Browne MW, and Sugawara HM (1996). Power analysis and determination of sample size for covariance structure modeling. Psychological Methods, 1(2): 130-149. https://doi.org/10.1037//1082-989X.1.2.130

Nkwei ES, Rambe P, and Simba A (2023). Entrepreneurial intention: The role of the perceived benefits of digital technology. South African Journal of Economic and Management Sciences, 26(1): a4936. https://doi.org/10.4102/sajems.v26i1.4936

Ntsane T (2021). The contribution of IT-enabled dynamic capabilities towards social entrepreneurship business models. M.Sc. Thesis, University of Pretoria, Pretoria, South Africa.

Onjewu AKE, Jafari-Sadeghi V, Kock N, Haddoud MY, and Sakka G (2023). The catalyzing role of customer pressure on environmental initiatives and export intensity: A study of family firms. Journal of Business Research, 166: 114134. https://doi.org/10.1016/j.jbusres.2023.114134

Rosca E, Agarwal N, and 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. https://doi.org/10.1016/j.techfore.2020.120067

Scuotto A, Cicellin M, and Consiglio S (2023). Social bricolage and business model innovation: A framework for social entrepreneurship organizations. Journal of Small Business and Enterprise Development, 30(2): 234-267. https://doi.org/10.1108/JSBED-02-2022-0094

Sekaran U and Bougie R (2016). Research methods for business: A skill building approach. John Wiley and Sons, Hoboken, USA.

Shevlin M and Miles JN (1998). Effects of sample size, model specification and factor loadings on the GFI in confirmatory factor analysis. Personality and Individual Differences, 25(1): 85-90. https://doi.org/10.1016/S0191-8869(98)00055-5

Tabachnick BG and Fidell LS (2001). Using multivariate statistics. 4th Edition, Allyn and Bacon, Boston, USA.

Taylor KM and Rosca E (2023). Sink, swim, or drift: How social enterprises use supply chain social capital to balance tensions between impact and viability. Journal of Supply Chain Management, 59(2): 62-86. https://doi.org/10.1111/jscm.12295

Tsai JM and Lu TE (2023). Is brand reputation a banner for social marketing? A social enterprise product consumption perspective. Psychology and Marketing, 40(10): 2041-2059. https://doi.org/10.1002/mar.21870

Velázquez NM and Bielous GD (2019). Determinants of innovative social entrepreneurship: A case study of a Mexican social organization. Revista Brasileira de Inovação, 18(02): 223-248. https://doi.org/10.20396/rbi.v18i2.8652176

Wibowo MA (2022). The approach of social innovation agility: A dynamic capability strategy. Calitatea, 23(188): 1-8. https://doi.org/10.47750/QAS/23.188.01

Yusuf M, Surya B, Menne F, Ruslan M, Suriani S, and Iskandar I (2022). Business agility and competitive advantage of SMEs in Makassar City, Indonesia. Sustainability, 15(1): 627. https://doi.org/10.3390/su15010627