




# “The role of universities’ social responsibility in enhancing business sustainability: Mediating role of entrepreneurial culture”

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# THE ROLE OF UNIVERSITIES' SOCIAL RESPONSIBILITY IN ENHANCING BUSINESS SUSTAINABILITY: MEDIATING ROLE OF ENTREPRENEURIAL CULTURE

## Abstract

This study aims to analyze the role of sustainable social responsibility in enhancing business sustainability, with entrepreneurial culture serving as a mediating variable. Focusing on Bisha University in Saudi Arabia, it demonstrates how the university's socially responsible practices foster an entrepreneurial culture that, in turn, drives sustainable business outcomes within the local community. A descriptive-analytical approach was adopted, with data collected through a structured survey distributed to 200 faculty members of University of Bisha, yielding 190 valid responses. Hypotheses were tested using simple linear regression and path analysis to explore both direct and indirect relationships among the study variables.

The findings reveal that sustainable social responsibility significantly impacts business sustainability, explaining 49.1% of its variability. Additionally, entrepreneurial culture mediates this relationship, contributing an indirect effect of 0.446 and amplifying the total impact of social responsibility on business sustainability to 70.1%. Sustainable social responsibility also explains 46.5% of the variability in entrepreneurial culture. Model fit indices confirm the robustness of the relationships, with strong statistical significance across all paths. These results underscore the strategic importance of universities in integrating social responsibility into their operations to foster entrepreneurial culture and achieve sustainable outcomes. This study provides valuable insights for higher education institutions aiming to align their academic and operational practices with sustainability goals, contributing to broader initiatives like Saudi Vision 2030.

## Keywords

entrepreneurial culture, sustainable social responsibility, business sustainability, universities, university of Bisha

## JEL Classification

Q01, L26, M14, I23, M21

## INTRODUCTION

Universities have increasingly recognized their pivotal role in addressing societal challenges through sustainable social responsibility. This responsibility extends beyond academic and research missions to encompass community engagement, ethical governance, and environmental stewardship. By integrating these principles into their strategic frameworks, universities can significantly contribute to local socio-economic and environmental development, fostering long-term sustainability.

Sustainable social responsibility in universities involves adopting practices that balance organizational objectives with societal expectations. These practices not only enhance a university's reputation but also strengthen its role as a transformative agent in local communities. Entrepreneurial culture is central to this dynamic, which bridges social responsibility and business sustainability. Entrepreneurial culture fosters innovation, leadership, and proactive problem-solving, enabling universities to address pressing societal needs while achieving sustainable outcomes.



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Author(s) reported no conflict of interest

In Saudi Arabia, institutions like Bisha University have demonstrated how sustainable social responsibility, coupled with an entrepreneurial culture, can drive business sustainability within their local environments. Through initiatives aligned with Saudi Vision 2030, these universities actively engage in promoting sustainable development goals, equipping graduates with the skills and values needed to lead socially responsible and innovative businesses.

## 1. LITERATURE REVIEW

Sustainable social responsibility has gained increasing importance as universities strive to balance their academic and research missions with societal expectations. This concept involves the integration of social, environmental, and ethical considerations into organizational strategies and actions (Crane et al., 2013). Universities, as key societal institutions, adopt sustainable social responsibility practices to align their objectives with the needs of the broader community. These practices include promoting equality, ethical governance, and fostering partnerships with external communities to address societal challenges effectively (Sheikhawi, 2021; Al-Zahrani & El-Juhni, 2020). By embedding sustainability into their operations and initiatives, universities can enhance their societal impact while fostering long-term community development (Daniel & Robert, 2017).

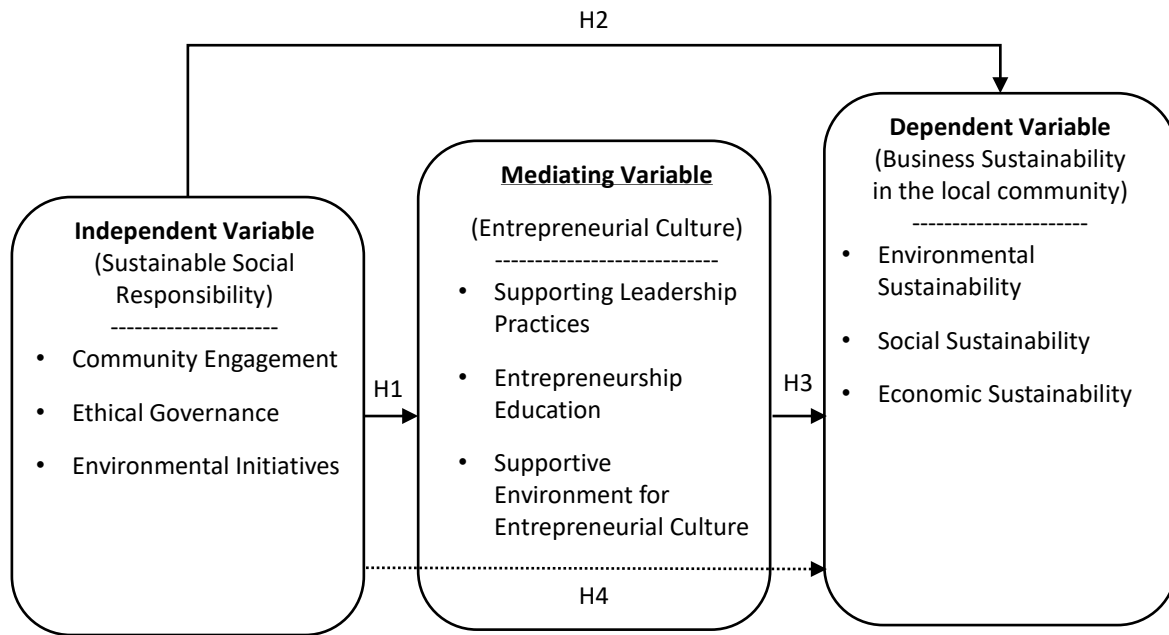
Entrepreneurial culture plays a crucial mediating role in this dynamic framework, linking sustainable social responsibility to business sustainability. Entrepreneurial culture encompasses fostering innovation, encouraging risk-taking, and nurturing leadership within academic environments. (Omogbemi, 2023) These attributes enable students and academic staff to engage in innovative solutions that address pressing societal challenges (Fakhry, 2016; Jardim & Sousa, 2023). Universities actively support this culture by embedding entrepreneurship education into their curricula, hosting interactive workshops, and establishing entrepreneurship centers to encourage students' entrepreneurial initiatives (Mohammed, 2019; Al-habash et al., 2023). These efforts not only prepare students to generate economic value but also instill in them socially responsible practices that align with global sustainability objectives, such as the United Nations Sustainable Development Goals (Triana, 2022).

Business sustainability is the goal of this interconnected relationship, encompassing economic, so-

cial, and environmental dimensions. The concept emphasizes meeting the needs of current generations without compromising the ability of future generations to meet their own needs (Nogueira et al., 2023). In this context, universities and organizations achieve sustainability by integrating responsible practices, fostering innovation, and maintaining a balance between profitability and social responsibility (Qusai, 2019; Mashkour & Rashem, 2020). Recent studies highlight the growing pressure on organizations, including universities, to adopt sustainable practices in response to increasing stakeholder demands and evolving regulatory frameworks (Sagar, 2023; Nzuva, 2022). This shift toward sustainability aligns universities with societal expectations, enhancing their reputation and long-term viability.

The unique role of universities in advancing sustainability through their social responsibility initiatives is well-supported in the literature. For example, universities are at the forefront of addressing youth unemployment and promoting self-employment by integrating entrepreneurial education into their systems (Taofeek & Mande, 2023; Peric & Delic, 2016). These educational initiatives not only enhance students' employability but also contribute to societal well-being by fostering sustainable development and economic stability (Diepolder et al., 2024; Al-Naami, 2022; Jadallah, 2018). Moreover, universities are increasingly adopting entrepreneurial practices as part of their sustainable social responsibility strategies. By doing so, institutions like Bisha University align their efforts with national development objectives, such as Saudi Vision 2030, which emphasizes the integration of sustainability into all sectors of society (Mohammed, 2019; Al-Rumaidi, 2018).

Empirical evidence from various studies supports the interaction between sustainable social responsibility, entrepreneurial culture, and business sustainability. Corporate social responsibility (CSR) practices, for instance, have been shown to im-



**Figure 1.** Research model

prove organizational sustainability by enhancing reputations, motivating employees, and building stakeholder trust (Carroll et al., 2016; Zaheer, 2021; Petković et al., 2022). These findings underscore the importance of social responsibility in achieving sustainability goals. Similarly, the role of entrepreneurial culture in fostering business sustainability has been well-documented. Entrepreneurial initiatives encourage resource efficiency, innovation, and strategic adaptability, all of which are crucial for achieving long-term sustainability in both universities and the broader organizational context (Diepolder et al., 2024; Roma et al., 2023).

The purpose of this study is to analyze the role of universities in promoting sustainable social responsibility and its impact on business sustainability, with entrepreneurial culture serving as a mediating variable. The study focuses on demonstrating how universities, such as Bisha University in Saudi Arabia, can foster socially responsible practices that strengthen entrepreneurial culture and, in turn, drive sustainable business outcomes within their local communities.

To clarify the purpose of the study and its variables, Figure 1 presents the conceptual framework, highlighting the relationships between entrepreneurial culture, sustainable social responsibility, and business sustainability.

The study's hypotheses are formulated as follows:

- H1:** *The promotion of sustainable social responsibility has a significant positive impact on entrepreneurial culture.*
- H2:** *Sustainable social responsibility practices at Bisha University have a significant positive impact on supporting business sustainability in the local community.*
- H3:** *Entrepreneurial culture has a significant positive impact on business sustainability in the local community.*
- H4:** *Sustainable social responsibility has a significant positive impact on business sustainability through entrepreneurial culture as a mediating variable.*

## 2. METHODOLOGY

This study employs a descriptive-analytical approach to investigate the relationships among sustainable social responsibility, entrepreneurial culture, and business sustainability. The descriptive component highlights the qualitative and quantitative characteristics of these variables, while the analytical component examines their interrela-

tionships, particularly focusing on the mediating role of entrepreneurial culture in this relationship.

The research framework integrates sustainable social responsibility as the independent variable, business sustainability as the dependent variable, and entrepreneurial culture as the mediating variable.

The study relies on both secondary and primary data sources. Secondary data were gathered from academic literature, including journal articles, conference proceedings, and reports related to the study's variables. Strategic documents and initiatives at Bisha University were also reviewed to understand the institution's approach to sustainable social responsibility, entrepreneurship, and sustainability. Primary data were collected through a structured survey questionnaire administered to faculty members at Bisha University. The participants were selected based on their involvement in the university's social responsibility initiatives and entrepreneurial programs, such as workshops, seminars, and training sessions.

The survey instrument was designed to measure sustainable social responsibility practices at the university, the extent to which entrepreneurial culture is promoted within the institution, and perceptions of the impact of these variables on business sustainability. The questionnaire was distributed electronically to 200 individuals, yielding 190 valid responses and achieving a 95% response rate. The sampling method ensured that the data reflected the perspectives of those actively involved in relevant initiatives, providing a robust foundation for analysis.

Table 1 shows the demographic distribution of the study sample, highlighting the distribution of respondents by gender, years of experience, and academic rank.

Table 1 indicates that 42.1% of the sample were female (80 participants) and 57.9% were male (110 participants). Regarding years of experience, most respondents had been employed for five to less than 10 years, accounting for 79.47% of the sample (151 participants). Concerning academic rank, most respondents were Assistant Professors, representing 53.15% of the sample (101 individuals).

Sustainable social responsibility is assessed through indicators such as community engagement, ethical governance, and environmental initiatives. Entrepreneurial culture is measured across dimensions, including innovation, risk-taking, and leadership development. Business sustainability is evaluated through economic stability, social impact, and environmental stewardship. Each variable was measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), ensuring consistency and comparability across responses.

**Table 1.** Distribution of the study sample according to demographic variables

Demographic variable		Frequency	Percentage (%)
Gender	Female	80	42.1
	Male	110	57.9
Years of Experience	Less than 5 years	18	9.47
	5 to less than 10 years	151	79.47
	More than 10 years	21	11.05
Academic Rank	Teaching Assistant	29	15.2
	Lecturer	48	25.2
	Assistant Professor	101	53.15
	Associate Professor	9	4.73
	Professor	3	1.5
Total		190	100

The collected data were analyzed using a combination of descriptive and inferential statistical methods. Descriptive statistics were used to summarize respondents' perceptions of sustainable social responsibility, entrepreneurial culture, and business sustainability. These included measures of central tendency (mean, median) and dispersion (standard deviation) to provide insights into the distribution of responses. Simple linear regression analysis was used to examine the direct relationships between sustainable social responsibility, entrepreneurial culture, and business sustainability. Path analysis was conducted using AMOS software to test the mediating effect of entrepreneurial culture in the relationship between sustainable social responsibility and business sustainability.

This methodological framework enables a thorough exploration of the interactions among the variables, shedding light on how sustainable social responsibility enhances business sustain-

**Table 2.** Study variables, dimensions, and number of survey items

Variable	Type	Primary dimensions	Number of items
Sustainable Social Responsibility	Independent	Community Engagement	10
		Ethical Governance	12
		Environmental Initiatives	16
Entrepreneurial Culture	Mediating	Supporting Leadership Practices for Entrepreneurial Culture	8
		Entrepreneurship Education	10
		Supportive Environment for Entrepreneurial Culture	6
Business Sustainability	Dependent	Environmental Sustainability	8
		Social Sustainability	8
		Economic Sustainability	8

ability through entrepreneurial culture. The findings aim to evaluate the effectiveness of initiatives at Bisha University and their alignment with the objectives of Saudi Arabia's Vision 2030. Ethical standards were upheld throughout the study. Participation in the survey was voluntary, and respondents were assured of the confidentiality and anonymity of their responses. The survey instrument was designed to minimize bias, with questions logically sequenced to align with the research objectives.

Bisha University in Saudi Arabia was selected as the context for this study due to its active involvement in sustainable social responsibility initiatives and entrepreneurial programs. The findings aim to provide actionable insights for universities in similar settings, aligning their strategies with national development goals such as Saudi Vision 2030.

The study variables were evaluated using a structured measurement scale, incorporating the updated dimensions of each variable. Table 2 outlines the type, primary and sub-dimensions, and the number of items used to comprehensively measure each variable.

### 3. RESULTS

The reliability and validity of the study variables were assessed using Cronbach's alpha coefficient to ensure internal consistency and the accuracy of measurement tools. Table 3 provides the reliability and validity coefficients for all dimensions of the study variables, including the independent variable (sustainable social responsibility), the mediating variable (entrepreneurial culture), and the dependent variable (business sustainability).

**Table 3.** Reliability and validity coefficients for study variables using Cronbach's alpha coefficient

Study dimensions	Number of items	Reliability coefficient ( $\alpha$ )	Validity coefficient ( $\sqrt{\alpha}$ )
<b>Dimensions of the independent variable (Sustainable Social Responsibility)</b>			
Community Engagement	10	0.752	0.867
Ethical Governance	12	0.745	0.863
Environmental Initiatives	16	0.762	0.873
Overall Sustainable Social Responsibility	38	0.753	0.868
<b>Mediating variable (Entrepreneurial Culture)</b>			
Supporting Leadership Practices for Entrepreneurial Culture	8	0.680	0.824
Entrepreneurship Education	10	0.675	0.821
Supportive Environment for Entrepreneurial Culture	6	0.722	0.849
Overall Dimensions of Entrepreneurial Culture	–	0.692	0.831
<b>Dimensions of the dependent variable (Business Sustainability)</b>			
Environmental Sustainability	8	0.725	0.851
Social Sustainability	8	0.668	0.817
Economic Sustainability	8	0.730	0.854
Overall Dimensions of Business Sustainability	–	0.707	0.840
Total for All Variables	–	0.718	0.847

The results in Table 3 indicate that the overall Cronbach’s Alpha coefficient for all study variables is 0.718, which exceeds the acceptable threshold of 0.6, demonstrating a high level of internal consistency. Similarly, the overall validity coefficient, calculated as the square root of the reliability coefficient, is 0.847, further confirming the stability and accuracy of the study tools. These results ensure that the collected data are reliable and can be generalized.

The analysis of hypothesis 1, presented in Table 4, reveals a strong and statistically significant positive relationship between sustainable social responsibility and entrepreneurial culture at Bisha University. The correlation coefficient (*R*) of 0.682 indicates a robust relationship, suggesting that higher levels of sustainable social responsibility are associated with a more developed entrepreneurial culture. The determination coefficient (*R*<sup>2</sup>) of 0.465 demonstrates that approximately 46.5% of the variation in entrepreneurial culture can be attributed to the university’s commitment to sustainable social responsibility.

**Table 4.** Simple linear regression analysis results for hypothesis 1

Correlation Coefficient ( <i>R</i> )	Determination Coefficient ( <i>R</i> <sup>2</sup> )	T-Value	Sig.
0.682	0.465	21.34	< 0.001

The significance level ( $p < 0.001$ ) underscores the reliability of this relationship, confirming that the positive impact of sustainable social responsibility on entrepreneurial culture is not a result of random variation but reflects a consistent pattern. The *T*-value of 21.34 further supports the strength and significance of this relationship, exceeding conventional thresholds for statistical reliability.

These findings indicate that sustainable social responsibility initiatives at Bisha University – such as community engagement, ethical governance, and environmental stewardship – create a foundation that fosters innovation, risk-taking, and proactive leadership among faculty, staff, and students. By embedding sustainable practices into its strategic framework, the university not only fulfills its societal obligations but also cultivates a culture that supports entrepreneurial thinking and behaviors. This demonstrates the potential for universities to

use sustainable social responsibility as a catalyst for developing an entrepreneurial culture, aligning their missions with both academic excellence and societal impact.

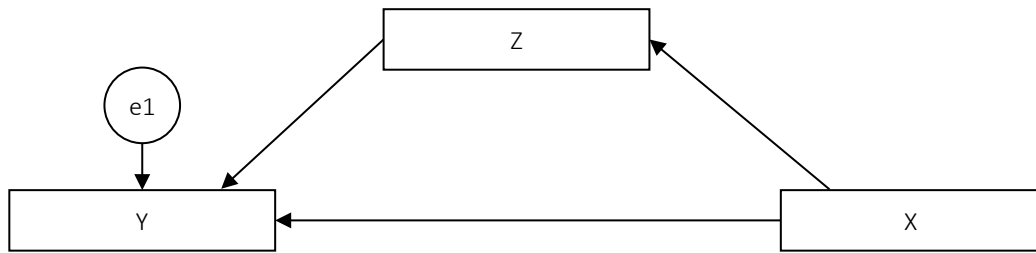
The regression analysis for hypothesis 2, as presented in Table 5, demonstrates a statistically significant positive relationship between Bisha University’s sustainable social responsibility practices and the support for business sustainability within its local community. The correlation coefficient (*R*) of 0.701 indicates a strong relationship, suggesting that the university’s commitment to sustainable social responsibility positively influences the sustainability of businesses in its surrounding environment. The determination coefficient (*R*<sup>2</sup>) of 0.491 reveals that approximately 49.1% of the variation in local business sustainability can be attributed to the university’s social responsibility initiatives.

**Table 5.** Simple linear regression analysis results for hypothesis 2

Correlation Coefficient ( <i>R</i> )	Determination Coefficient ( <i>R</i> <sup>2</sup> )	T-Value	Sig.
0.701	0.491	24.12	< 0.001

The statistical significance ( $p < 0.001$ ) reinforces the validity of this relationship, with a *T*-value of 24.12 indicating the robustness of the findings. These results suggest that Bisha University’s active involvement in sustainable social responsibility, such as engaging with the community, promoting ethical governance, and implementing environmentally responsible practices, plays a pivotal role in fostering a supportive environment for local businesses.

By addressing societal needs and aligning its strategies with broader sustainability goals, Bisha University not only fulfills its institutional responsibilities but also contributes to the resilience and growth of local businesses. This involvement likely translates into increased resource efficiency, stronger stakeholder collaboration, and enhanced trust within the local community. These findings underscore the importance of universities like Bisha University in leveraging their social responsibility efforts to create a thriving business ecosystem, aligning academic and community development objectives for mutual benefit.



**Figure 2.** Path analysis model

The analysis of hypothesis 3, as detailed in Table 6, confirms a strong and statistically significant positive relationship between entrepreneurial culture and business sustainability in the local community. The correlation coefficient ( $R$ ) of 0.657 indicates a robust association, highlighting the importance of entrepreneurial culture in enhancing sustainable business outcomes. The determination coefficient ( $R^2$ ) of 0.432 demonstrates that 43.2% of the variation in business sustainability can be attributed to the university's promotion of entrepreneurial culture.

**Table 6.** Simple linear regression analysis results for hypothesis 3

Correlation Coefficient ( $R$ )	Determination Coefficient ( $R^2$ )	T-Value	Sig.
0.657	0.432	20.87	< 0.001

The high level of statistical significance ( $p < 0.001$ ) and the  $T$ -value of 20.87 confirm the strength and reliability of the relationship. These findings suggest that Bisha University's initiatives to foster entrepreneurial values – such as innovation, leadership development, and risk-taking – positively influence the sustainability of businesses in its local environment.

This result emphasizes the university's role as a catalyst for economic and social progress. Bisha University equips students and stakeholders with the mindset and skills needed to support sustainable practices by embedding entrepreneurial culture into its educational and operational frameworks. This not only enhances the adaptability and resilience of local businesses but also aligns the university's goals with broader societal and environmental objectives. The findings underscore the strategic importance of entrepreneurial culture as a mechanism for achieving sustainable development in the local community.

Path analysis was conducted to evaluate the direct and indirect relationships between sustainable social responsibility, entrepreneurial culture, and business sustainability. The analysis aimed to examine how sustainable social responsibility influences business sustainability at Bisha University, both directly and through the mediating role of entrepreneurial culture. The model included the independent variable (sustainable social responsibility), the mediating variable (entrepreneurial culture), and the dependent variable (business sustainability). Figure 2 illustrates the structure of the path analysis model used in the study, where sustainable social responsibility is denoted as  $X$ , entrepreneurial culture as  $Z$ , and business sustainability as  $Y$ . The epsilon symbol represents the residuals, accounting for unexplained variation in the dependent variable.

The results, as summarized in Table 7, indicate that sustainable social responsibility has both a direct impact on business sustainability and an indirect effect mediated by entrepreneurial culture. The path coefficients ( $\beta$ ) provide detailed insights into these relationships, confirming the significance of the mediating role played by entrepreneurial culture.

The direct impact of sustainable social responsibility on entrepreneurial culture is strong, with a path coefficient of 0.715. This indicates that a one-unit increase in sustainable social responsibility leads to a 71.5% increase in entrepreneurial culture, emphasizing its critical role in fostering entrepreneurial behaviors ( $p < 0.001$ ). The second pathway reveals that entrepreneurial culture significantly influences business sustainability, with a coefficient of 0.625, representing a 62.5% increase in business sustainability for every unit increase in entrepreneurial culture ( $p < 0.001$ ). The direct effect of sustainable social responsibility on



**Table 7.** Path analysis results for hypothesis 4: Mediating role of entrepreneurial culture

Variables/Paths	Path Coefficient ( $\beta$ )	Standard Error	P-value	Model Fit Indices
Sustainable Social Responsibility $\rightarrow$ Entrepreneurial Culture (X $\rightarrow$ Z)	0.715	0.032	< 0.001	GFI = 0.991
Entrepreneurial Culture $\rightarrow$ Business Sustainability (Z $\rightarrow$ Y)	0.625	0.035	< 0.001	CFI = 0.894
Sustainable Social Responsibility $\rightarrow$ Business Sustainability (X $\rightarrow$ Y)	0.540	0.034	< 0.001	Chi-square = 0.000
Direct Effect (X $\rightarrow$ Y)	0.362	–	–	–
Indirect Effect (X $\rightarrow$ Z $\rightarrow$ Y)	0.446	–	–	–
Total Effect (Direct + Indirect)	0.701	–	–	–

business sustainability, independent of entrepreneurial culture, is also substantial, with a path coefficient of 0.540 ( $p < 0.001$ ).

Notably, the indirect effect of sustainable social responsibility on business sustainability, mediated by entrepreneurial culture, is 0.446. This partial mediation confirms that entrepreneurial culture amplifies the positive impact of sustainable social responsibility on business sustainability, resulting in a total effect of 0.701. Model fit indices further validate the proposed relationships, with a Goodness-of-Fit Index (GFI) of 0.991, a Comparative Fit Index (CFI) of 0.894, and a Chi-square value of 0.000, indicating an excellent model fit.

These findings underscore that entrepreneurial culture serves as a key mediator, enhancing the impact of sustainable social responsibility on business sustainability. By fostering entrepreneurial values such as innovation, risk-taking, and proactive problem-solving, Bisha University can maximize the benefits of its sustainable social responsibility initiatives, ensuring stronger alignment with long-term sustainability goals. This supports the hypothesis that sustainable social responsibility positively influences business sustainability through the mediating role of entrepreneurial culture, highlighting the strategic importance of integrating these elements in higher education institutions.

## 4. DISCUSSION

The findings of this study provide a comprehensive framework for understanding the interrelationships among sustainable social responsibility, entrepreneurial culture, and business sustainability, particularly in the context of Bisha University. These results not only align with existing literature but also

expand on the nuanced ways in which universities can serve as catalysts for sustainable development by integrating these variables into their operational and strategic models.

The study highlights that sustainable social responsibility significantly influences the development of an entrepreneurial culture. This relationship underscores the importance of socially responsible practices, such as community engagement, ethical governance, and environmental stewardship, in creating an environment that nurtures innovation, leadership, and proactive behavior among university stakeholders. These findings are consistent with Sheikhwai (2021) and Al-Zahrani and El-Juhni (2020), who emphasized the role of universities in promoting socially responsible behavior to foster entrepreneurship. However, this study extends prior research by empirically quantifying this relationship, demonstrating that nearly 46.5% of the variability in entrepreneurial culture can be attributed to sustainable social responsibility initiatives.

Universities serve as a bridge between education and societal advancement. By embedding social responsibility into their core activities, universities can instill entrepreneurial values among students and staff. This integration equips graduates with the skills to address complex societal challenges while driving innovation in their professional endeavors. This finding underscores the need for universities to prioritize socially responsible policies that create a culture conducive to entrepreneurship.

The study's findings confirm that sustainable social responsibility has a substantial impact on business sustainability in the local community. With nearly half (49.1%) of the variation in business sustainability explained by the university's socially responsible initiatives, this result demonstrates the strategic importance of universities in shaping the socio-economic and environmental landscape of their surrounding

regions. Previous studies, such as those by Carroll et al. (2016) and Triana (2022), have highlighted the alignment of social responsibility practices with long-term sustainability goals. This study adds to the literature by focusing on the higher education sector, showcasing how universities like Bisha University can lead by example in their communities.

By engaging in community projects, promoting social equity, and reducing environmental footprints, universities contribute to the stability and resilience of local businesses. These actions not only enhance the university's reputation and stakeholder trust but also ensure that the institution aligns its mission with the broader objectives of sustainable development. The findings emphasize that sustainable social responsibility is not merely a compliance mechanism but a transformative tool enabling universities to effectively address systemic challenges.

One of the most significant contributions of this study is the identification of entrepreneurial culture as a mediating variable that enhances the impact of sustainable social responsibility on business sustainability. The path analysis results indicate that entrepreneurial culture acts as a conduit through which socially responsible practices are translated into tangible sustainability outcomes. This finding supports the theoretical proposition that entrepreneurship facilitates the operationalization of social responsibility initiatives, as noted by Du et al. (2010) and Fonseca and Carnicelli (2021).

The indirect effect of sustainable social responsibility on business sustainability, mediated by entrepreneurial culture, underscores the interconnected nature of these variables. Entrepreneurial culture amplifies the university's ability to generate innovative solutions, optimize resource use, and foster adaptive strategies that contribute to long-term sustainability. This result suggests that fostering entrepreneurial values within a socially responsible framework is essential for universities seeking to maximize their impact.

The study offers several practical recommendations for universities to strengthen their role in promoting sustainable development. First, sustainable social responsibility should be embedded into the university's mission and strategic goals. This includes fos-

tering partnerships with local businesses, organizing sustainability-focused workshops, and implementing policies that encourage social equity and environmental stewardship.

Second, universities must prioritize entrepreneurial education to address societal challenges. Curriculum development should integrate sustainability concepts into entrepreneurship programs, equipping students with the skills and mindset necessary to lead innovative initiatives. Establishing entrepreneurship centers and creating platforms for collaboration with industry stakeholders can further enhance the university's impact.

Third, university administrators should recognize the symbiotic relationship between social responsibility and entrepreneurship. Initiatives aimed at promoting one should complement and enhance the other, ensuring that both contribute to sustainable business practices. For instance, integrating sustainability principles into entrepreneurial projects can create a robust framework for achieving long-term goals.

The findings of this study are particularly relevant to Saudi Arabia's Vision 2030, which emphasizes the importance of education, sustainability, and economic diversification. By aligning their social responsibility initiatives with the vision's objectives, universities like Bisha University can play a pivotal role in driving regional and national development. The integration of sustainable social responsibility and entrepreneurial culture into academic and operational frameworks positions universities as key contributors to the Kingdom's sustainable transformation.

From a theoretical perspective, this study bridges the gap in the literature by providing empirical evidence for the complex interrelationships among sustainable social responsibility, entrepreneurial culture, and business sustainability. While previous studies have examined these variables independently, this paper integrates them into a cohesive framework, offering new insights into how universities can leverage their social responsibility to foster entrepreneurship and achieve sustainable outcomes. The mediating role of entrepreneurial culture highlights its dual function as both an outcome of social responsibility and a mechanism for sustainability, advancing the understanding of these dynamics.

## CONCLUSION

The purpose of this study is to analyze the role of universities in promoting sustainable social responsibility and its impact on business sustainability, with entrepreneurial culture serving as a mediating variable. The study focuses on demonstrating how universities, such as Bisha University in Saudi Arabia, can foster socially responsible practices that strengthen entrepreneurial culture and, in turn, drive sustainable business outcomes within their local communities.

The findings confirm that sustainable social responsibility plays a pivotal role in enhancing business sustainability, both directly and indirectly, through its influence on entrepreneurial culture. The results reveal that nearly half of the variability in business sustainability can be attributed to sustainable social responsibility initiatives, such as community engagement, ethical governance, and environmental stewardship. These practices provide a solid foundation for universities to contribute to the long-term socio-economic stability and environmental health of their surrounding communities.

The study also highlights the critical mediating role of entrepreneurial culture in amplifying the impact of sustainable social responsibility. Universities can translate their social responsibility efforts into tangible sustainability benefits by fostering an environment that supports innovation, leadership, and proactive problem-solving. This dual role emphasizes the need for higher education institutions to integrate entrepreneurial education and sustainability principles into their strategic frameworks to achieve broader societal and economic goals.

This paper underscores the strategic importance of sustainable social responsibility as a driver of business sustainability, with entrepreneurial culture acting as a key enabler. Universities are uniquely positioned to align their academic and operational practices with the principles of sustainability, thereby contributing to national and global development agendas, such as Saudi Vision 2030. By adopting socially responsible and entrepreneurial practices, universities like Bisha University can create a lasting impact on their communities, fostering a culture of sustainability that benefits current and future generations.

## AUTHOR CONTRIBUTIONS

Conceptualization: Abdelrehim Awad.  
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Formal analysis: Abdelrehim Awad.  
Funding acquisition: Abdelrehim Awad.  
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