

The role of entrepreneurship passion in corporate sustainability: An analytical study of the opinions of a sample of managers in the Asia mobile communications company

Cite as: AIP Conference Proceedings **2776**, 100006 (2023); <https://doi.org/10.1063/5.0137214>
Published Online: 12 April 2023

Ameerh H. Haddawee and Laith S. Mohsin



[View Online](#)



[Export Citation](#)



Time to get excited.
Lock-in Amplifiers – from DC to 8.5 GHz

[Find out more](#)

 Zurich
Instruments

The Role of Entrepreneurship Passion in Corporate Sustainability: An Analytical Study of the Opinions of a Sample of Managers in the Asia Mobile Communications Company

Ameerh H. Haddawee^{1, a)} and Laith S. Mohsin^{2, b)}

¹College of Administrative Technology / Kufa, Al-Furat Al-Awsat Technical University (ATU), Najaf, Iraq

²University of Kufa, Faculty of Administration and Economics, Najaf Iraq.

^{a)}Corresponding author: amir.hataf@atu.edu.iq

^{b)}laiths.abutabeikh@uokufa.edu.iq

Abstract. This paper explores the relationship between the passion for entrepreneurship and corporate sustainability, considering that the desire for entrepreneurship is the fuel that entrepreneurs need to continue and achieve sustainability. This study aims to identify the nature of the relationship between entrepreneurial passion and corporate sustainability, an applied study in Asia Telecom. Passion is an important behavior, despite all the recent attention towards entrepreneurship passion, one particularly important question that has not been fully addressed: What makes entrepreneurs passionate? The literature on the passion for entrepreneurship has almost universally focused on the passion towards “activities”, as the current study aims to investigate a variety of activities related to the context of entrepreneurial passion (i.e. activities related to invention, establishment and development). As a result of the research, if the research sample consisted of (100) entrepreneurs, and a set of statistical methods were used for the Spss v.28 (Amos) program, standard deviations, arithmetic averages, correlations and variance analysis, and the study problem centered on the following essential question “What is the impact of the passion of entrepreneurship on the sustainability of companies,” and the current study tried to verify the main hypothesis “there is a correlation between the passion for entrepreneurship and corporate sustainability. More about this source text: Source text required for additional translation information. Design: Methodology: Approach The data was collected by designing a questionnaire distributed to (100) employees of the Asia Telecom Company. The hypotheses developed through the literature related to the research variables were tested. Results: The findings revealed a correlation and impact relationship between entrepreneurship passion and corporate sustainability, indicating the importance of entrepreneurship passion. The extent of its contribution to achieving success, discovering innovative opportunities, developing a new business intends to achieve corporate sustainability, and the method of effective performance in light of competition and unexpected environmental factors. Suppose it is based on three elements (Passion for invention, establishment, and passion for development and development). In that case, passion plays a critical role in creating new projects and their results, which aligns with the sustainability requirements of a successful organization. Originality and value: This research develops and tests a model that explores the impact of entrepreneurship passion on corporate sustainability.

Keywords. Passion for entrepreneurship, corporate sustainability, invention, incorporation, development and development, Asia Telecom.

INTRODUCTION

The link between entrepreneurship, economic development, and innovation is widely understood and thoroughly researched (4,4-5). In all economies, new enterprises play crucial roles. New enterprises transform current sectors by incorporating product and process innovations, forcing established conventional peer businesses to re-evaluate business models (31, 30-31). The rise in health standards and material comfort in recent years might be attributed to entrepreneurship and innovation in biotechnology and mass communication. New businesses may provide value to society by increasing government tax revenue, improving national competitiveness, and providing employment opportunities (9; 15). New businesses and the entrepreneurship that supports them should be praised for creating employment and human development in failing economies and motivating inventive nations to improve their living standards (27, 47-48). Entrepreneurship is often connected with a high level of uncertainty, mainly when introducing

something new into the world for which there is no market. Many benefits can be obtained from business activities, including self-employment, job creation for others, the development of more land, income generation and enhanced economic growth, healthy competition, the availability of more goods and services, the innovation of new markets, and the assurance that modern technologies are being used. Technology, the collapse of the informal sector, and the development of entrepreneurial skills and attitudes among prospective entrepreneurs are all factors to consider for entrepreneurs (4).

Entrepreneurs are a vital economic growth force. Entrepreneurs create businesses or organizations by combining resources and labor to handle a project. The quest for factors that stimulate entrepreneurial passion has a long history and spans the fields of economics, sociology, and psychology (17, p2014). Over the last decade, the topic of passion has received widespread media attention (The New York Times) and in international bestsellers (10), and most people agree that discovering and fulfilling one's passion is a generally recognized trait of a successful life, with significant contributions. Potential societal relevance via certain emotional activities translates people's talents and wants into positive and practical actions (24., 2018). Entrepreneurial excitement (for example, an individual's drive to build, create, or expand a new enterprise) is a sub-field of emotion study that has piqued the attention of academics over the last decade. The significance of the entrepreneurial process for economic and social development Scholars have started to investigate the human and environmental elements that contribute to entrepreneurial passion, as well as the critical role that entrepreneurial passion plays in the genesis and growth of entrepreneurial enterprises (6,p 340-341).

Entrepreneurial passion refers to “consciously accessible intense positive feelings experienced by engagement in entrepreneurial activities associated with roles that are meaningful and salient to the self-identity of the entrepreneur” (Cardon, Wincent, Singh, & Drnovsek, 2009, p. 517). Experiencing passion is typical of many successful entrepreneurs; it is the “fire of desire” that drives their daily efforts and motivates them to persist in the face of obstacles, The study's significance is highlighted by examining the philosophical and cognitive foundations that contributed to the success of organizations and entrepreneurial projects in the business world. Despite progress in the last decade, there is still no solid theoretical base for the principle of passion, so it has not been explicitly integrated into the structures of contemporary entrepreneurial theory. Passion in business is a widely covered topic in both the public and professional press. According to company publications, encounters with entrepreneurs, and short tales, passion is the main engine of inspiration and a prerequisite for success in entrepreneurial activities. True, many affluent businesses credit their success to their design. However, there is little conceptual evidence that passion helps explain the gap in knowledge around motivating entrepreneurs. Many studies on passion in entrepreneurship focus on objective evidence from experience, but they have yet to prove that passion's credibility is rooted in reality. study passion in entrepreneurship and the importance of the benefits and drawbacks of becoming passionate, and the conditions under which any understanding may emerge. Such a study depicts passion as a favorable attribute for an entrepreneur who would benefit from such research.

Have Positive Outcomes for the New Company

The current research problem is to verify the nature of the relationship between the passion for entrepreneurship and corporate sustainability. The knowledge gap that the current research is trying to address is represented by answering the following research questions:

- Can a meaningful relationship be identified between the entrepreneur's passion and economic sustainability in Asia Telecom?
- Can a meaningful relationship be identified between the entrepreneur's passion and economic sustainability in Asia Telecom?
- Is there a link between the passion of an entrepreneur and social sustainability?

Theoretical Background and Hypothesis Building

Concept of Entrepreneurship Passion

A vast corpus of study in social psychology has focused on passion. The topic has been researched in various aspects of life, including a love of work or a career. Work enthusiasm has been linked to favorable and unfavorable cognitive, emotional, and behavioral effects. (12,1) Furthermore, work passion has been demonstrated to affect human traits such as mental well-being and organizational desired behaviors such as productivity, commitment, and business performance. Although passion has always been at the core of the business, the concept of entrepreneurial passion is gaining scholarly attention. (21, 1) The notion of entrepreneurial passion evolved with entrepreneurship principles. However, the issue of what it means to be an entrepreneur remains unanswered. As three specific aspects of entrepreneurial conduct, the literature on entrepreneurship stresses proactivity, invention, and risk-taking. Individuals vary in the level to which they display the passion for entrepreneurship, which is to identify, assess, and utilize possibilities.

(30,5-6) Believe that passion plays a critical role in creating new projects and results. The "fire of desire" fuels entrepreneurs' daily efforts and creativity and urges them to persevere even in the face of challenges. Moreover, the entrepreneurial passion plays an essential role in the entrepreneurial process as it positively affects necessary resource providers, such as investors, employees, and customs (13,5)

Passion is a person's drive and capacity to overcome all obstacles in order to attain desired outcomes. (23.) His enthusiasm is palpable and felt by both consumers and workers. It has an impact on how people perceive the entrepreneur and his goods. Entrepreneurial passion occurs when an entrepreneur has extreme good sensations about a certain entrepreneurial activity or "field" that he is pursuing in relation to his entrepreneurial endeavors, such as invention, incorporation, and development. It regards the action or "field" as fundamental to their self-identity, and defines passion as a strong propensity or drive for an activity one likes and feels necessary, as well as an investment of time and energy into it. If distinguishable. 283-2842017, C.(7).

Between harmonious and obsessive emotions, depending on whether they wish to participate in the activity is within the control of the person premise that self-absorption leads to harmonious yearning in terms of self-determination theory. Controlled absorption, on the other hand, results in compulsive passion. According to this, both persons with a harmonic passion and those who are driven have a strong desire to pursue business. Only those who have a harmonic passion can manage their urge to participate in business when they have the freedom to do so. Individuals with excessive passion, on the other hand, are thought to be unable to control their urge to participate in entrepreneurship and to feel obliged to engage in entrepreneurship until their enthusiasm is exhausted (10).

Most of the current research indicates that entrepreneurship is uncertain Entrepreneurship is ambiguous and unpredictable and is influenced by many factors of irrational emotions. Uncertainty of entrepreneurial activity may cause a rapid change in the external environment, information asymmetry, the unpredictable nature of entrepreneurial difficulties, etc. This leads to a high rate of failure in entrepreneurial activities. Uncertainty, loss, and frustration are associated with entrepreneurial activities, which require entrepreneurs to have a solid and continuous motivation to undertake the practice of entrepreneurship: a new project, new project development. Entrepreneurial passion is crucial for driving entrepreneurial activity forward, especially when the environment is uncertain and resources are limited. Passion is essential for entrepreneurs to take risks, recognize opportunities, stimulate creativity, and attract key employees and investment ,75-76 (5) .

Entrepreneurial passion is a strong feeling that entrepreneurs have when they consciously engage in entrepreneurial activities that are closely related to self-identity. Passion, like the "fire of desire," is the whole or part of intense feelings with different, disparate, and complex emotions that are aimed at or about a specific goal and have motive effects. Cardoon's viewpoint has made it evident that passion is not only a robust negative sensation but also a good feeling conveyed by something, namely an individual's self-identity.

The Importance of Entrepreneurship Passion

A strong entrepreneurial spirit will help you succeed and recruit the ideal individuals to work with you. Because passion drives tenacity, beginning and sustaining a company is difficult. It seems that success is almost unattainable, particularly if there are several hurdles. However, there are no shortcuts to victory, which means you will have to persevere for a long period before your efforts will be rewarded. This is why enthusiastic businesses thrive while unmotivated entrepreneurs fail. Their passion motivates them to endure in the face of adversity. Successful entrepreneurs do not let existing hurdles prevent them from accomplishing their objectives. They have long-term visions of a bright future, which helps them weather life's storms, concentrate, endure, and work harder. Crossing of passions. The truth about himself is how he deals with obstacles and how well he prepares for them (Li, C., Murad, M,2020.). It is official (et al. 2019, Adomako, S., Mole) The following factors influence the value of entrepreneurial passion:

- 1- Passion may help you overcome your fear of failure: We all dread undertaking some activities because we are afraid of failing. Nobody loves failure, therefore many people are embarrassed to accomplish what they should. Every entrepreneur strives to avoid disappointment, but successful ones harness their fear of failure to propel them forward. Fear and anxiety only become an issue when a person's capacity to start and run a successful company is jeopardized. People get so fearful of failing that they can scarcely move because they don't want to make errors.
- 2- Entrepreneurs with a strong conviction and confidence in their company concept, as well as the passion that drives it, are more appealing to investors. Investors are drawn to motivated entrepreneurs that pursue their ideas with all they have. It will relieve them of the stress of placing their money in the hands of those eager people who will never give up no matter what obstacles they face. To be regarded by investors, you must have a fantastic company concept and a well-thought-out product. They find you more appealing when you are passionate about something.
- 3- Passion helps develop an authentic brand.
- 4- Aids in the establishment of fundamental values and the establishment of a sound corporate basis.
- 5- Passion can make the entrepreneur more sensitive to the external environment and gather information. This will help the entrepreneur recognize and develop opportunities and stimulate continuous learning to enhance entrepreneurial skills and acquire the necessary resources for entrepreneurship practice.

Dimensions of Entrepreneurship Passion

To determine the most critical dimensions of the passion for entrepreneurship, it is necessary to refer to the measurements agreed upon by most researchers, which are formed in deciding the most important of those elements, as both (21, 4-5) agreed (M.S.). Cardon, 76-75-2008, that the dimensions of the passion for entrepreneurship are determined by the following: To determine the most critical dimensions of the passion for entrepreneurship, it is necessary to refer to the measurements agreed upon by most researchers, which are formed in determining the most important of those elements, as both (21, 4-5) agreed (M.S.). Cardon, 76-75-2008, that the dimensions of the passion for entrepreneurship are determined by the following:

- 1- Passion for innovation: Entrepreneurs passionate about creating new things are good at observing the external market environment to look for new opportunities. They are passionate about developing new products and constantly pursuing new ideas, thus discovering opportunities that others cannot recognize. These entrepreneurs often have innovative thinking and think more broadly.
- 2- A passion for founding. passionate for founding: A passion for founding is entrepreneurs' experience when they take advantage of marketing opportunities. Entrepreneurs eager to start new ventures often use a variety of ways to acquire and integrate essential resources to engage in activities associated with founding new experiences, such as capital and human resources.
- 3- Passion for development. passionate for developing: Passion for development refers to the experience of passionate entrepreneurs as they positively explore new markets and create value for clients to continually expand new projects once the project is established, hire new employees, and build organizational culture.

Corporate Sustainability

The concept of Corporate Sustainability

Nowadays, business competition is becoming more intense, and the business environment is more opaque; companies face dynamic and changing environments that emphasize the importance of flexibility, adaptability, and innovation. Withstand and satisfy minimum environmental, economic, technological, and human performance simultaneously (25: 48).

Many variables, such as climate changes, demography, and economic considerations, have influenced sustainability. Most academics split motivations into extrinsic and endogenous, with external causes leading to reactive responses and internal reasons leading to more proactive change (29: 1).

The concept of sustainability refers to being a dynamic quality that changes as its context changes, it emerges from an ever-changing world, appears universal in all cultures, and applies to individual organisms and groups: cultures (human) and ecosystems (non-human), so sustainability represents a positive vision, and thus sustainability can be described as the possibility of humankind and other life on Earth thriving forever (20: 458).

The concept of corporate sustainability is closely related to organizational success and failure, which are evaluated based on multiple dimensions such as the level of task completion, financial performance, resource acquisition, and efficiency. The endpoint of unsuccessful organizational performance (32: 2)

Sustainability has been a source of creativity and changes inside particular firms in many cases, as barriers have been broken down when leaders work on sustainability concerns. Cross-functional Nike teams, for example, collaborate to design products that reduce waste and energy, and chemical use; as a result, outcomes have improved, and teams have collaborated in new ways; as in the case of Nike, increasing organizational sustainability necessitates organizational changes in both process (how) and content (what) (what). Complex social and environmental issues (3, p. 213)

Regulations and standards (for example, the International Organization for Standardization [ISO] 14001 - Environmental Management System; ISO 9001 - Quality Management System; ISO 26000 - Social Responsibility; and Occ Insisting on the execution of business sustainability policies and procedures at all times (16:91).

Environmental NGOs, public opinion, and the early development of relevant regulatory guidelines have prompted the need for corporate sustainability programs, which spread a positive reputation for corporate responsibility. Consequently, these factors have led many companies to adopt new policies to address their environmental impact. And clarify their management of the surrounding ecosystems (22: 1).

Thus, sustainability may be defined as the interdependence of nature and society in terms of how the social model of the environment is formed and how environmental change impacts society (Kumar &Chaudhary, 2021: 1). According to the preceding, the researchers believe that corporate sustainability is a work method that helps to the development of long-term value and takes into account the environmental, social, and economic context in which a certain institution works. The notion of sustainability was established on the assumption that executing such tactics improves the long-term viability of businesses. Companies acknowledge the need of working on sustainability as corporate responsibility requirements rise and accountability becomes more frequent. Companies make strategic choices on the structure and substance of their corporate sustainability policies on a regular basis. Companies that incorporate sustainability into their decision-making processes will reap significant financial benefits and attract more investor interest, which is critical to achieving long-term profitability and is consistent with the entrepreneurial passion philosophy's calls for business awareness of opportunity due to its significant influence on startup sustainability. As a consequence, the current investigation will put the following two hypotheses to the test:

H1: " There is a significant correlation between the passion for entrepreneurship and corporate sustainability".

H2: "There is a significant effect of the passion for entrepreneurship in the dimensions of corporate sustainability".

Dimensions of Corporate Sustainability

Traditional performance management techniques concentrate on financial performance measurements such as return on investment and relate organizational success largely with economic value generation. Environmental difficulties induced by mass manufacturing showed the need for natural resource conservation in the 1970s, pushing academics to develop environmental evaluation and reporting systems. Ecological design, life cycle analysis, environmental impact assessment, and other environmental management systems are examples. Rises in social concerns such as workplace health and issues Safety, housing inequities, and intergenerational inequity all necessitate that academics consider the social component of regulatory systems. Existing sustainability performance assessment methods have been established by researchers to meet the three pillars of sustainable development, namely economic, environmental, and social, or the triple bottom line (TBL). These systems have been used to track various organizational activities, model the environmental and social effects of manufacturing processes, and balance economic, environmental, and social costs. As a result, these initiatives offer a wealth of information and frameworks for managing organizational sustainability (14: 2).

1- Economic Sustainability: Economic sustainability may define as meeting the needs of the present without compromising the ability of future generations to meet their own needs (28: 240). Based on the above, two hypotheses are investigated.

- There is a significant correlation between the passion for entrepreneurship and economic sustainability.

-There is a significant effect between the passion for entrepreneurship and economic sustainability.

2- Environmental Sustainability: For environmental sustainability, this means that the economy is circular. There is a closure of cycles in an attempt to imitate nature, so it is necessary to design production systems capable of using only renewable resources and energies and not producing waste because these return to nature or become an input to another manufactured product (11: 3). Environmental sustainability includes an environmentally friendly lifestyle such as reducing unnecessary waste, low carbon housing, energy efficiency, and greenhouse gas emissions by implementing sustainable practices such as green technologies and renewable resources (33: 2).Based on the previous, we will test the following two hypotheses.

-There is a significant correlation between the passion for entrepreneurship and environmental sustainability.

-There is a significant effect between the passion for entrepreneurship and environmental sustainability.

3- Social Sustainability:Social sustainability is described as progress that tackles current concerns without jeopardizing future persons' capacity to satisfy their own needs. This philosophy advocates for rapid economic and social progress, particularly for low-income individuals. Simultaneously, the significance of conserving the environment and natural resource base was underlined. Environmental policies cannot foster economic and social well-being. Intergenerational solidarity is also essential: each reform must consider its influence on future generations' chances (26: 2). Social sustainability acknowledges that the social lives of people and groups play an important role in the creation and maintenance of equitable and sustainable societies. It is regarded as one of the three pillars of long-term sustainability, together with environmental and economic sustainability. These pillars do not exist in isolation, but are interrelated. This necessitates the development of a system that balances the three components of community support (19: 1). We will test the following two hypotheses based on the preceding:

-Unifying a significant correlation between the passion for entrepreneurship and social sustainability.

-There is a significant effect between the passion for entrepreneurship and social sustainability.

As is the case in all studies, this study has several limitations. It was first expanding the scope of the research to include a large sample of workers in the telecommunications sector in Iraq. Secondly: variables can be tested in other sectors such as health and education to reach more accurate results. Third, the research sample was relatively small for an industry such as telecommunications, which has its own culture and work environment that may affect the research results.

THE PRACTICAL ASPECT

Research Methodology and Data Collection Method

The directions and objectives of the study require the adoption of the descriptive-analytical approach, which means describing the features of the phenomenon, and analyzing its dimensions.

2- Testing the study tool (assessment of the measurement model).

Criteria for evaluating the measurement model

The evaluation of the measurement model is the first step in the analysis by the PLS-SEM structural equation modeling method. Table (1) presents the criteria for evaluating the measurement model.

TABLE 1. Evaluation criteria of the measurement model

Acceptable standards and limits	Measurements
0.60 \leq Composite Reliability	<i>Internal Consistency Reliability</i>
0.70 \leq Cronbach's Alpha	<i>Indicator Reliability</i>
*0.70 \leq Outer Loading	<i>Convergent Validity</i>
0.50 \leq (AVE)	<i>Discriminant Validity</i>
0.90 $>$ HTMT	

According to Hair, it is done: (1) the paragraph is preserved if the saturation is higher than 0.7; 2) delete the paragraph if the saturation is less than 0.4; 3) If the saturation is between 0.7 and 0.4, the effect of deleting the paragraph on raising the rest of the criteria of the measurement model is tested, and in light of this, the paragraph is kept or deleted.

Evaluation of the measurement model for the entrepreneurial passion variable

Through the use of the SmartPLS program, the path model was built. The measurement model evaluation test results for the entrepreneurial passion variable were obtained, which are presented in Table (2) below.

TABLE 2. Results of the measuring instrument test for the entrepreneurial passion variable

AVE	compound stability	Cronbach F	saturates	paragraphs
			0.899	I1
0.728	0.835	0.896	0.928	I2
			0.902	I3
			935	D1
0.789	0.860	0.938	0.943	D2
			0.951	D3
			0.916	F1
0.773	0.854	0.927	0.976	F2
			0.910	F3

Here is an explanation of the results of the table:

- Stability of internal consistency

The Internal Consistency Reliability test performs a reliability test

Reliability through two options:

Composite Reliability whose value should be higher or equal to (0.60)(1)

Cronbach's Alpha coefficient which must be greater or equal to (0.70).(2)

Stability of the Indicator (Paragraph)

The stability of the Indicator Reliability refers to the Outer Loading box, which performs the factorial analysis of the items of the scale. According to there are three procedures in dealing with the values of the items, as follows:

a. Saturation is greater or equal to (0.7), in which case the saturation is preserved.

B. The commonality between (0.4) and (0.7) in such a case for the researcher to examine the effect of the paragraph on the rest of the criteria for evaluating the measurement model. Paragraph.

c. The commonality is less than (0.4), in such a case the paragraph is deleted.

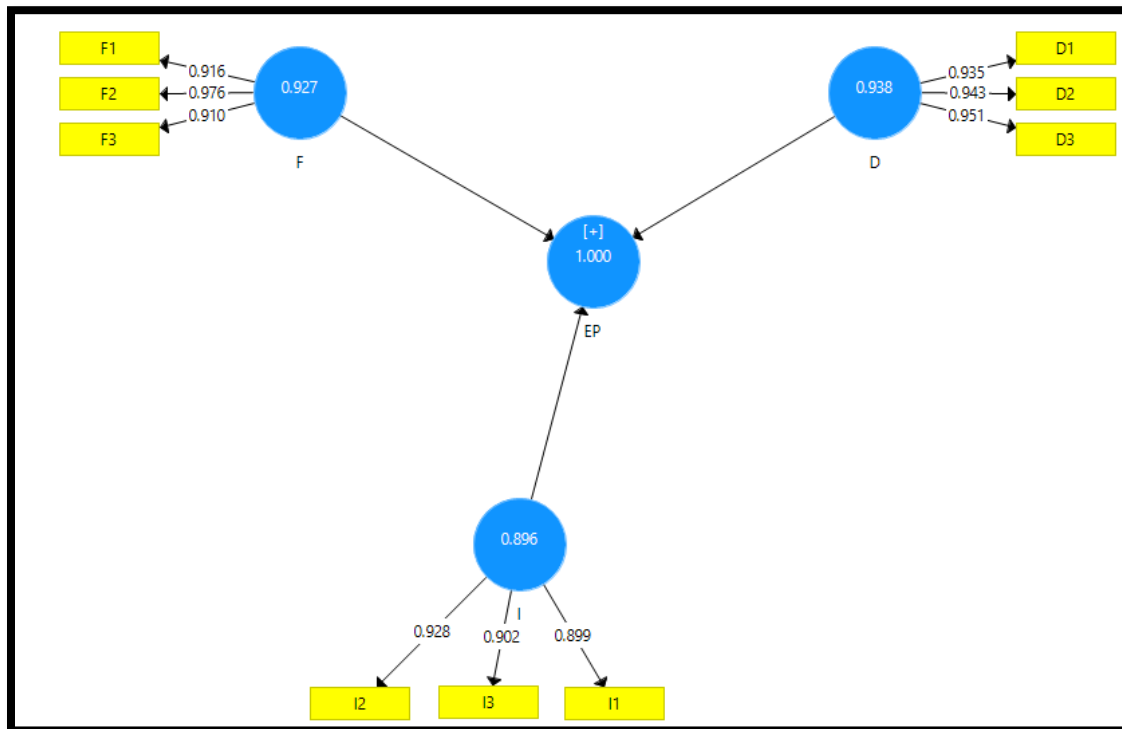


FIGURE 1. Imperfections and Cronbach's alpha for the entrepreneurial passion variable

Through the results presented in Table (2) and Figure (1), it is clear that all the variables and paragraphs fulfilled the criteria for evaluating the measurement model.

For verification with discriminatory validity, the HTMT test was conducted using the SmartPLS program, as shown in Table (3)

TABLE 3. HTMT Test Results

I	F	EP	D
			D
			0.693 EP
		0.615	0.574 F
	0.634	0.537	0.567 I

Table (3) shows that all the variables achieve the acceptable limits of the HTMT standard, and therefore, the study tool achieves the discriminative validity.

Evaluating the Measurement Model for the Corporate Sustainability Variable

Through the use of the SmartPLS program, the path model was built, and the results of the measurement model evaluation test for the corporate sustainability variable were obtained, which are presented in Table (4) below

TABLE 4. The results of the measurement tool test for the corporate sustainability variable

AVE	compound stability	Alpha Cronbach	saturates	paragraphs
			0.956	E1
			0.924	E2
0.705	0.979	0.974	0.952	E3
			0.954	E4
			0.970	E5
			0.791	C1
0.764	0.684	0.759	0.790	C2
			0.724	C3
			0.616	C4
			0.645	S1
			0.790	S2
0.678	0.695	0.702	0.788	S3
			0.751	S4
			0.750	S5

Here is an explanation of the results of the table:

1- Stability of internal consistency: The Internal Consistency Reliability test performs a reliability test Reliability through two options:

1. Composite Reliability whose value should be higher or equal to (0.60)

2. Cronbach's Alpha coefficient which must be greater or equal to (0.70).

2- Stability of the indicator (paragraph): The stability of the Indicator Reliability refers to the Outer Loading box, which performs the factorial analysis of the items of the scale. According to there are three procedures in dealing with the values of the items, as follows:

a. Saturation is greater or equal to (0.7), in which case the saturation is preserved.

B. The commonality between (0.4) and (0.7) in such a case for the researcher to examine the effect of the paragraph on the rest of the criteria for evaluating the measurement model. Paragraph.

c. The commonality is less than (0.4), in such a case the paragraph is deleted.

3- The average variance extracted: Average Variance Extracted (AVE) is the sum of squared saturations divided by the number of indices, and its value must be greater than or equal to (0.50).

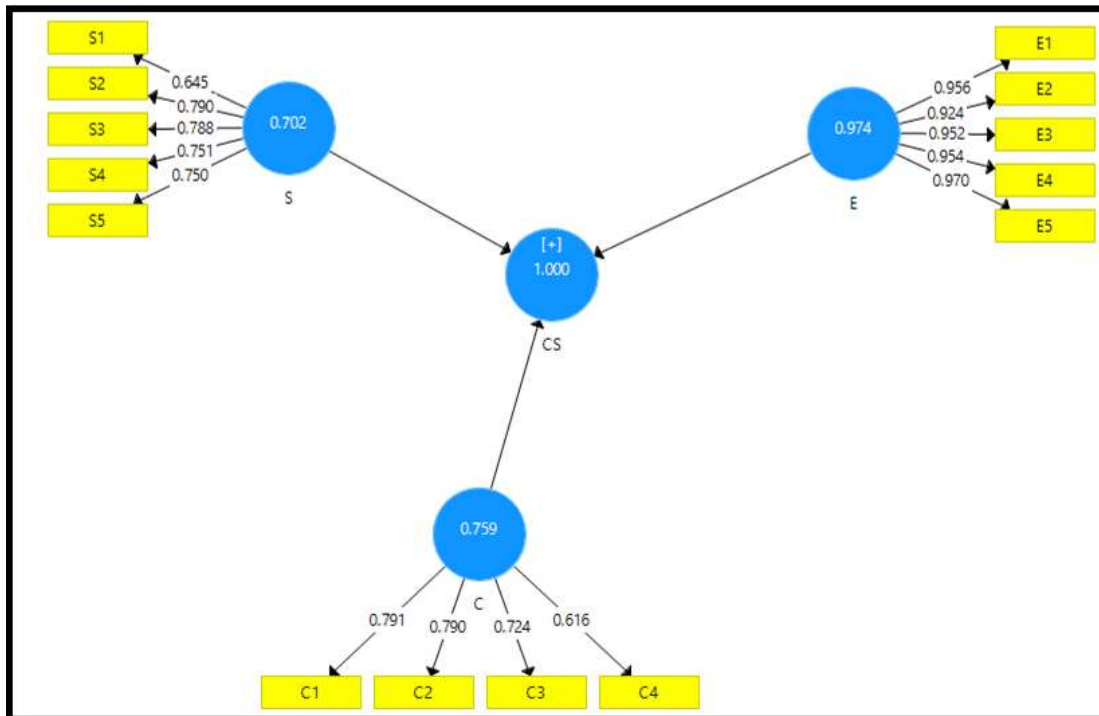


FIGURE 2. Imperfections and Cronbach's Alpha for the corporate sustainability variable.

Through the results presented in Table (4) and Figure (2), it is clear that all the variables and paragraphs fulfilled the criteria for evaluating the measurement model.

The HTMT test was conducted using the SmartPLS program for verification with discriminative validity, as shown in Table (4).

TABLE 5. HTMT Test Results

S	E	CS	C	
				C
			0.71	CS
		0.781	0.353	E
	0.379	0.792	0.733	S

Table (5) shows that all the variables achieved the acceptable limits of the HTMT standard, and thus the research tool achieves the discriminative validity.

Study Hypothesis Test (The Structural Model's Evaluation)

This topic includes evaluating the structural model, which consists of the criteria shown in Table (6).

TABLE 6. Criteria for evaluating the structural model

Acceptable limit	Standard
$5 > VIF$	Linear Correlation Assessment VIF
$1.96 < t \text{ قيمة} , 0.05 > P$	Significance of path coefficients
0.75 , 0.50 , 0.25	The coefficient of determination R^2
Indicates the effect of small, medium, large 0.02 , 0.15 , 0.350.	Effect size f^2

Test the Main Hypothesis

The main hypothesis states that there is a positive and significant influence relationship between the independent variable (entrepreneurship passion) (and corporate sustainability), and to test this hypothesis. The structural model built in Figure Table (7) shows the results of the evaluation of the structural model for this hypothesis.

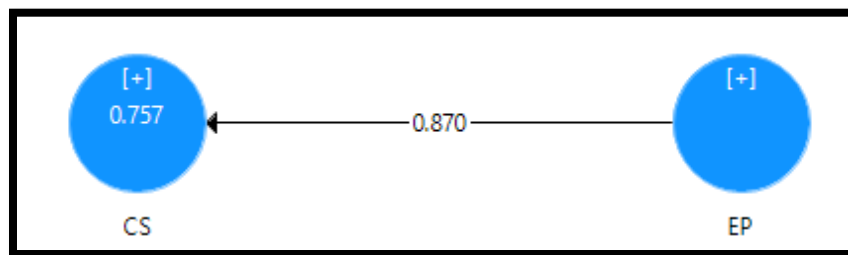


FIGURE 3. The structural model for testing the main hypothesis

TABLE 7. Results of the evaluation of the main hypothesis model

R² Adjusted	Determination parameter R²	Effect size f²	The result	p Value	t Value	path parameter	VIF	path	Hypothesis
0.755	0.757	0.316	Accept	0.000	6.142	0.870	1	EP → CS	H

Table (7) presents the results of the evaluation of the structural model for the main hypothesis, which concluded that the path coefficient (influence) reached (0.870), which is significant when the (t) value exceeds 1.96 and the (P) value does not exceed 0.05 according to the rule of . The Table shows that the required limits are met, and therefore, this hypothesis is accepted.

The results also showed that the values of the adjusted coefficient of determination amounted to (755)%, and this indicates that the independent variable (the passion for leadership) was able to explain the dependent variable (corporate sustainability) at a rate of 75.5%. The rest of the percentage are other factors that the study did not address.

.Sub-hypothesis Testing of the Main Hypothesis

The sub-hypotheses of the first main hypothesis ((H-1, H-2, H-3) state the following:

O (H-1) There is a positive and significant effect relationship between innovation and creativity in the sustainability of companies
 O (H-2) There is a positive and meaningful impact relationship for development in the sustainability of companies.

O (H-3) There is a positive and significant impact relationship between the foundation in companies' sustainability.

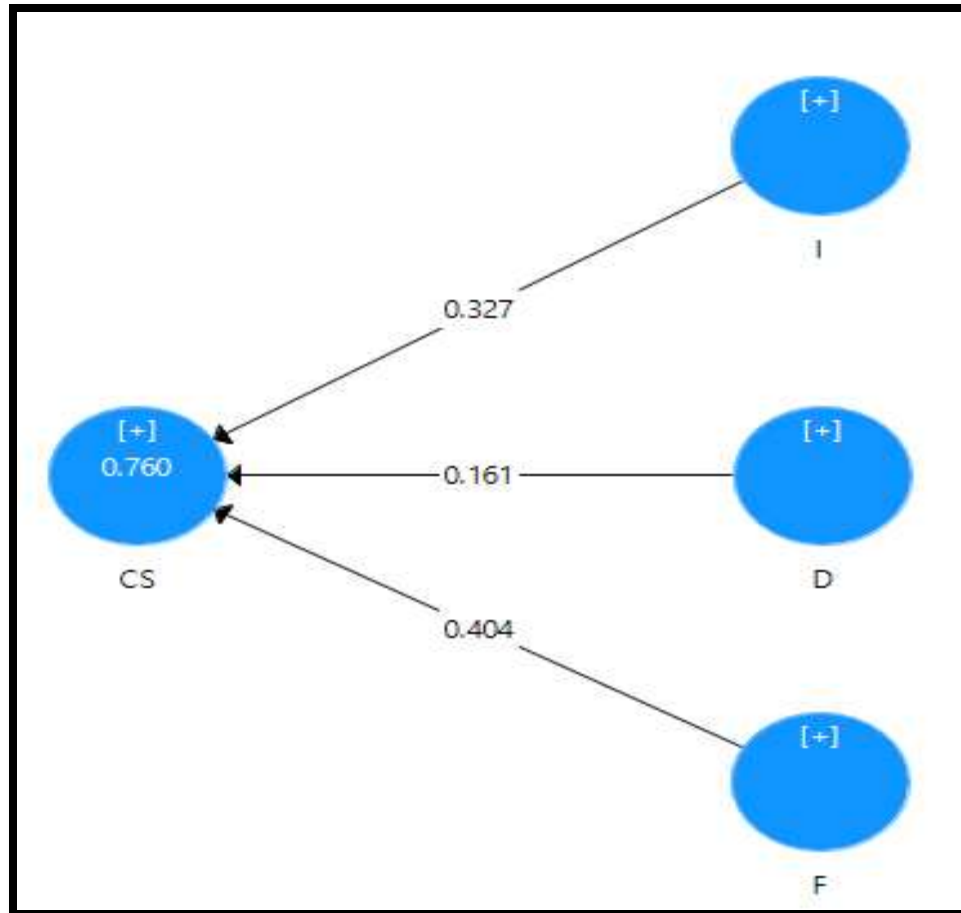


FIGURE 4. The structural model for testing the sub-hypotheses of the main hypothesis

TABLE 8. Results of the evaluation of the sub-hypotheses model for the main hypothesis

R ² Adjusted	Determination parameter R ²	Effect size f ²	The result	p Value	t Value	path parameter	VIF	path	Hypothesis
0.752	0.760	0.239	Accept	0.007	2.768	0.327	1	I→CS	H-1
		0.114	Accept	0.010	2.009	0.161	1	D →CS	H-2
		0.268	Accept	0.013	2.498	0.404	1	F→CS	H-3

Table (8) presents the results of the evaluation of the structural model for the sub- hypotheses of the main hypothesis, which concluded that all the path coefficients for the hypotheses (H-1, H-2, H-3) are significant, which is significant when the value of (t) exceeds 1.96 and does not exceed the value of (t) 1.96. (P) 0.05 according to the rule of , and through the Table, it is clear that the required limits for the sub-hypotheses are met, thus the acceptance of these hypotheses. The results also showed that the values of the adjusted coefficient of determination reached (0.752)%, and this indicates that the dimensions of the variable (Agile Marketing Strategies) were able to explain the dependent variable (customer satisfaction) at a rate of 75.2% and the rest of the percentage are other factors that the study did not address.

Limitations and Future Directions

As is the case in all studies, this study has several limitations. It is first expanding the scope of the research to include a large sample of workers in the telecommunications sector in Iraq. Secondly: variables can be tested in other sectors such as health and education to reach more accurate results. Third, the research sample was relatively small for an industry such as telecommunications, which has its own culture and work environment that may affect the research results.

DISCUSSION AND IMPLICATIONS

These days, the most pressing worry is sustainability. Perhaps the motivation behind this is a knowledge of the planet's natural resource depletion and degradation and the perpetual progress that transforms everything new into old, damaged. Corporate sustainability is one expression of this riskawareness throughout these times. Every entrepreneur or leader must have a vision for a team to help them make that vision a reality. According to the study, new ideas are meaningless unless a team implements them, and entrepreneurs are primarily collaborative players. Although they seem to be tyrants, most leadership styles are advising, if not cooperative. According to the study, it is up to them to locate the appropriate people, explain the vision, recruit talent, and invest in developing and sustaining their skill set, enthusiasm, and manner (13). The used questionnaire research approach may cause subjective bias in the respondents, reducing the accuracy of the results. Others may assess the success of entrepreneurs in future research to increase the data's dependability and trustworthiness. Increasing the sample size may also improve the reliability of the findings. We proposed that perceptions of the entrepreneurs' passion for inventing, founding, and developing a venture can have different impacts on employees' positive affect at work and their goal clarity, thereby affecting their commitment to entrepreneurial ventures. Our data show that first, perceived passion for inventing has a positive influence on employees' positive affect at work and, in turn, on employees' affective commitment. Second, perceived passion for founding has a negative influence on employees' positive affect and an indirect influence on their affective commitment.

REFERENCES

1. Adomako, S., Mole, K.F., Murnieks, C., & Franklin, R. (2019). Analyzing the en-trepreneurial passion-performance relationship. Academy of Management 2019 Conference.
2. Amiot, C. E. (2006). Passion and Psychological Adjustment: A Test of the Person-Environment Fit Hypothesis. *Personality and Social Psychology Bulletin*, 32(2), 220–229. doi:10.1177/0146167205280250.
3. BaubackYeganeh and Ante Glavas. (2014). *The NTL Handbook of Organization Development and Change: Principles, Practices, and Perspectives*. Jones and Michael Brazzel, Editors Copyright. All Rights Reserved. Published by Wiley.
4. Baumol, W. J., Litan, R. E., Schramm, C.J., & Strom, R. J. (2011). Innovative entrepreneurship and policy: toward initiation and preservation of growth. In *The Economics of Small Businesses* 3-23
5. Cardon, M.S. (2008). Is passion contagious? The transference of entrepreneurial passion to employees. *Human Resource Management Review*, 18, 77–86.
6. Cardon, M.S., Gregoire, D.A., Stevens, C.E., & Patel, P.C. (2013). Measuring entrepreneurial Passion: Conceptual foundations and scale validation. *Journal of Business Venturing*, 28(3), 373-396.
7. Cardon, M.S., Post, C., & Forster, W.R. (2017a). Team entrepreneurial passion: Its emergence and influence in new venture teams. *Academy of Management Review*, 42(2), 283-305.
8. Chandan Kumar, RichaChaudhary. (2021). Environmental sustainability practices in hospitals of Bihar. *Current Research in Environmental Sustainability* 3 (2021) 100106.

9. Decker, R., Haltiwanger, J., Jarmin, R., & Miranda, J. (2014). The role of entrepreneurship in U.S. job creation and economic dynamism. *Journal of Economic Perspectives*, 28(3), 3-24.
10. Duckworth, A., & Duckworth, A. (2016). *Grit: The power of passion and perseverance*.
11. Emilio Abad-Segura a, Mariana-Daniela Gonzalez-Zamar. (2021). Sustainable economic development in higher education institutions: A global analysis within the SDGs framework. *Journal of Cleaner Production* 294 (2021) 126133..
12. Eva de Mol, Melissa Cardon, and Svetlana N. Khapova,(2020), " When Entrepreneurial Passion Backfires",<https://hbr.org/2020/02/when-entrepreneurial-passion-backfires>.
13. Feng, B., & Chen, M. (2020). The Impact of Entrepreneurial Passion on Psychology and Behavior of Entrepreneurs. *Frontiers in Psychology*, 11. doi:10.3389/fpsyg.2020.01733.
14. FikretKorhanTuran&SaadetCetinkaya. (2021). The role of aesthetics and art in organizational sustainability: A conceptual model and exploratory study in higher education. Sustainable Development. ERP Environment and John Wiley & Sons Ltd.
15. Hafer, R.W. (2013). Entrepreneurship and state economic growth. *Journal of Entrepreneurship and Public Policy*, 2(1), 67-79.
16. Herlander Mata-Lima, AndreilcyAlvino-Borba, Karen Akamatsu, Bruno Incau, JakellineJard, AndrezaBorba da Silva, Fernando Morgado-Dias. (2016). Measuring an Organization's Performance: The Road to Defining Sustainability Indicators. Published online in Wiley Online Library.
17. Ho, V.T., & Pollack, J.M. (2014). Passion isn't always a good thing: Examining entrepreneurs' network centrality and financial performance with a dualistic model of passion. *Journal of Management Studies*, 51(3), 433-459.
18. Huyghe, A., Knockaert, M., &Obschonka, M. (2016). Unraveling the "passion orchestra" in academia. *Journal of Business Venturing*, 31(3), 344–364. doi:10.1016/j.jbusvent.2016.03
19. Janet Music, Sylvain Charlebois, Virginia Toole, Charlotte Large. (2022). Telecommuting and food E-commerce: Socially sustainable practices during the COVID-19 pandemic in Canada. *Transportation Research Interdisciplinary Perspectives* 13 (2022) 100513.
20. John Vodonick. (2018). The Key to Organizational Sustainability: Nurturing a Culture of Change. Systems Research and Behavioral Science.
21. Li, C., Murad, M., Shahzad, F., Khan, M. A. S., Ashraf, S. F., &Dogbe, C. S. K. (2020). Entrepreneurial Passion to Entrepreneurial Behavior: Role of Entrepreneurial Alertness, Entrepreneurial Self-Efficacy and Proactive Personality. *Frontiers in Psychology*, 11. doi:10.3389/fpsyg.2020.01611.
22. Maggie KaKa Lee. (2018). Effective Green Alliances: An analysis of how environmental nongovernmental organizations affect corporate sustainability programs. Corporate Social Responsibility and Environmental Management.
23. Newman, A., Obschonka, M., Moeller, J., &Chandan, G. G. (2019). Entrepreneurial Passion: A Review, Synthesis and Agenda for Future Research. *Applied Psychology*. doi:10.1111/apps.12236.
24. O'Keefe, P.A., Dweck, C.S., & Walton, G.M. (2018). Implicit theories of interest: Finding your Passion or developing it?. *Psychological Science*, 29(10), 1653-1664.
25. Pascale M. Le Blanc, &EvangeliaDemerouti and Arnold B. Bakker. (2017). An Introduction to Work and Organizational Psychology: An International Perspective. Third Edition. Edited by NikChmiel, Franco Fraccaroli and Magnus Sverke. John Wiley & Sons, Ltd.
26. RibeshKhanal, Jing Xi, Sher Ali, Bestoon Othman. (2021). The effect of environmental justice on social

- sustainability: a case study of Budi Gandaki Hydropower in Nepal. [Environmental Technology & Innovation](#) 22 (2021) 101539.
27. Read, S., & Sarasvathy, S.D. (2005). Knowing what to do and doing what you know: Effectuation as a form of entrepreneurial expertise. [The Journal of Private Equity](#), 9(1), 45-62.
 28. Richard V. Machen , Jason E. Sawyer , Stan J. Bevers and Clay P. Mathis. (2021). Measuring economic sustainability at the ranch level. *Society Range Management*.
 29. Rodrigo Lozano & Robin von Haartman. (2017). Reinforcing the Holistic Perspective of Sustainability: Analysis of the Importance of Sustainability Drivers in Organizations. *Corporate Social Responsibility and Environmental Management*.
 30. Soltanifar, M., Hughes, M., & Göcke, L. (Eds.). (2021). Digital Entrepreneurship. [Future of Business and Finance](#). doi:10.1007/978-3-030-53914-6.
 31. Stangler, D. (2019). The coming entrepreneurship boom. Ewing Marion Kauffman Foundation, Kansas City, MO.
 32. Wonhyung Lee . (2017). *Nonprofit Management & Leadership*. Wiley Periodicals, Inc.
 33. Xin Hu. (2021). Environmental sustainability and the residential environment of the elderly: A literature review. [Building and Environment](#) 206 (2021) 108337.
 34. Yitshaki, Ronit; Kropp, Fredric (2016). Entrepreneurial passions and identities in different contexts: a comparison between high-tech and social entrepreneurs. [Entrepreneurship & Regional Development](#), (), 1–28. doi:10.1080/08985626.2016.1155743.
 35. YusuffJeliliAmuda. (2021). Enhancing national progress and sustainable economic development among Al-Majiri children in Northern Nigeria. [Heliyon](#) 7 (2021) e08066.