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**THE EFFECT OF LEADERSHIP STYLES, SOCIAL  
CAPITAL, AND ENTREPRENEURIAL ORIENTATION  
ON ORGANIZATIONAL EFFECTIVENESS OF SOCIAL  
WELFARE ORGANIZATIONS IN MALAYSIA**



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**UUM**  
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY  
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ENTREPRENEURIAL ORIENTATION ON ORGANIZATIONAL  
EFFECTIVENESS OF SOCIAL WELFARE ORGANIZATIONS IN  
MALAYSIA**

**By**

**NG CHUN WON**



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## ABSTRACT

This study provided a rare opportunity to thoroughly discuss the hampered effectiveness of the Social Welfare Organizations in Malaysia. In line with the above, this study aimed to examine the effect of leadership styles, social capital and entrepreneurial orientation on organizational effectiveness of the Social Welfare Organizations. In this quantitative research, simple random sampling was adopted as the sampling technique to draw conclusions about the entire population. Usable responses were received from 134 Social Welfare Organizations, which accounted to a 56.07% response rate. A combination of IBM SPSS statistical software version 22.0 (SPSS) and the Partial Least Square Structural Equation Modeling (PLS-SEM) was used as the statistical tools to analyse the collected data. Drawing upon the Resource- Based View Theory, the results indicated that the seven main hypotheses (both the direct and mediating hypotheses) were supported, whereas only eight out of fifteen sub-hypotheses were supported. In brief, the findings demonstrated the positive impact of leadership styles, social capital and entrepreneurial orientation on the organizational effectiveness of the Social Welfare Organizations in Malaysia. Also, this research provided evidence that entrepreneurial orientation had a full mediating effect on the relationship between leadership style and organizational effectiveness, while there was partial mediating effect on the relationship between social capital and organizational effectiveness. Correspondingly, Social Welfare Organizations should be encouraged to adopt those practices to enhance the effectiveness of their organizations. Further, the implications, limitations and suggestions of the study were discussed. It was also suggested that the policy-makers should focus on creating awareness regarding the importance of the social aspects and provide supportive national policies which could enhance the organizational effectiveness of Social Welfare Organizations.

**Keywords:** entrepreneurial orientation, leadership styles, organizational effectiveness, social capital, social welfare organization

## ABSTRAK

Kajian ini membuka peluang bagi membincangkan dengan teliti tentang halangan terhadap keberkesanan organisasi-organisasi kebajikan sosial di Malaysia. Selaras dengan perkara di atas, kajian ini bertujuan untuk menyelidik kesan gaya kepimpinan, modal sosial dan orientasi keusahawanan terhadap keberkesanan organisasi kebajikan sosial. Dalam penyelidikan kuantitatif ini, pensampelan rawak mudah dipilih sebagai teknik pensampelan untuk mencapai kesimpulan yang berkaitan keseluruhan populasi kajian. Maklum balas yang dapat diguna pakai adalah daripada 134 buah organisasi kebajikan sosial, mewakili 56.07% kadar maklum balas. Gandingan di antara perisian statistik IBM SPSS versi 22.0 (SPSS) dan Pemodelan Persamaan Kuasa Dua Terkecil Separa Berstruktur (PLS-SEM) digunakan sebagai alat statistik untuk menganalisis data yang dikumpulkan. Dengan berpandukan teori perspektif berasaskan sumber, hasil kajian menunjukkan tujuh hipotesis utama (kedua-dua hipotesis langsung dan hipotesis pengantara) disokong sedangkan hanya lapan daripada lima belas sub-hipotesis disokong. Secara ringkasnya, hasil kajian menunjukkan gaya kepimpinan, modal sosial, dan orientasi keusahawanan mempunyai kesan positif kepada keberkesanan organisasi kebajikan sosial di Malaysia. Selain itu, kajian ini membuktikan bahawa orientasi keusahawanan mempunyai kesan pengantaraan penuh ke atas hubungan antara gaya kepimpinan dan keberkesanan organisasi, dan mempunyai kesan pengantaraan separa ke atas hubungan antara modal sosial dan keberkesanan organisasi. Sejalan dengan hasil kajian, organisasi kebajikan sosial digalakkan untuk mengamalkan tingkah laku tersebut untuk meningkatkan keberkesanan organisasi mereka. Di samping itu, implikasi, batasan dan cadangan kajian turut dibincangkan. Dapatan kajian juga mencadangkan bahawa penggubal dasar perlu memberikan fokus dalam mewujudkan kesedaran tentang kepentingan aspek sosial, dan menyediakan dasar-dasar nasional yang bermanfaat agar keberkesanan organisasi kebajikan sosial dapat dipertingkatkan.

**Kata kunci:** orientasi keusahawanan, gaya kepimpinan, keberkesanan organisasi, modal sosial, organisasi kebajikan masyarakat

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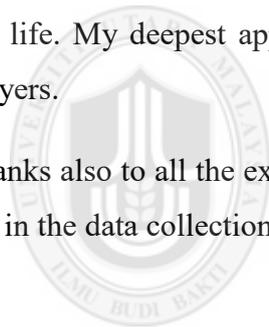
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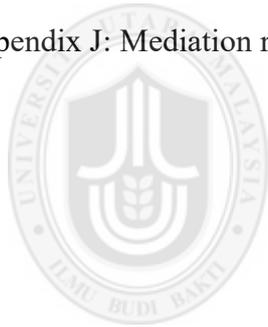


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## LIST OF ABBREVIATIONS

<b>Abbreviations</b>	<b>Equivalence</b>
AVE	Average Variance Extracted
MLQ	Multifactor Leadership Questionnaire
MLQ-6S	Multifactor Leadership Questionnaire Form 6S
PLS	Partial Least Squares
RBV	Resource-Based View
SEM	Structural Equation Modeling
SME	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences
SWO	Social Welfare Organization
VIF	Variance Inflated Factor



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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

In the new edge, Social Welfare Organizations (SWO) were expected to play a crucial role in environmental, welfare and economical reformation as it was the heart of the globalization phenomenon (Nicholls, 2009; Swanson & Zhang, 2010). SWOs, such as old folks home, orphanages, home for the disabled, as well as women and children's shelter were striving to provide better living for the underprivileged (Ling, 2012). Due to the crucial role of SWOs, the effectiveness and efficiency of these organizations were constantly being monitored. However, it was a painful reality that SWOs were facing the issue of being well-intentioned but poorly managed (Gandy, 2012). As a result, SWOs faced pressure to improve their efficiency in recent years, from both the public and their funding entities (Johansen & Leroux, 2012; Saxton & Guo, 2011). Moreover, criticisms regarding the ineffectiveness of SWOs were rising (Carman, 2010; Ebrahim & Rangan, 2010).

In Malaysia, it was even harder to achieve higher level of organizational effectiveness among SWOs due to the shaky economy, uncertain environment, and shifting workplaces (Nur Zehan & Abdul Halim, 2014). In fact, SWOs in Malaysia were facing problems like decreased funding, mismanagement and lack of volunteers and experienced staff which affect the effectiveness of organizations (Othman, Ali, Omar, & Abdul Rahman, 2012). One of the eye-catching phenomena of funding deficiency faced by SWOs in Malaysia was that of the orphanage. Recently, issues concerning orphans who had been used by certain parties to become beggars had

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## APPENDIX A: QUESTIONNAIRE



### SURVEY OF SOCIAL WELFARE ORGANIZATIONS IN MALAYSIA

Dear Sir/ Madam,

My name is Ng Chun Won. I am a doctoral candidate of College of Business, University Utara Malaysia. My research is aimed at having a better understanding of Social Welfare Organization in Malaysia. Specifically, this study is interested to find out the effective ways to improve the organizational effectiveness of Social Welfare Organizations. Research interest is pertinent to the executive director or person-in-charge of Social Welfare Organizations of Malaysia.

It takes about 10 to 15 minutes to complete this questionnaire. I highly appreciate your participation in this research.

Please be informed that the findings of the study will be used for academic purpose only.

Thank you.

Sincerely yours,

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Ng Chun Won

College of Business

Universiti Utara Malaysia.

Contact Number: 0122456189

Email: wcng.2t@gmail.com

**SECTION A: GENERAL INFORMATION ABOUT RESPONDENT AND ORGANIZATION**

General Instruction: Please fill in the blank or tick (√) the appropriate boxes that correspond to your answer to each of the questions below.

**I) GENERAL INFORMATION ABOUT RESPONDENT**

1. Gender:  Female  Male

2. Age:  Below 30 years old  
 31-40  
 41-50  
 51-60  
 61 and above

3. Race:  Malay  
 Chinese  
 Indian  
 Others. Please state.....

4. Education:  Primary school education  
 PMR  
 SPM  
 STPM  
 Certificate level  
 Diploma holder  
 Degree holder  
 Master holder  
 PhD holder  
 Others. Please state.....

**5. Position:**

Executive Director  President  Chief Executive Officer  
 Manager  Other (Please specify).....

**6. How long have you held this position?**

Less than one year  
 1-5 years  
 6-10 years  
 More than 10 years

## II) GENERAL INFORMATION ABOUT ORGANIZATION

### 1. Name of organization

(Optional): .....

2. State: .....

3. Organizational Type:  Company  Foundation  Association  Other

### 4. Target group:

Children  Women/ Single Mother  Elderly  Disabled

Other (Please specify) .....

### 5. Organization Age:

- Less than one year
- 1-5 years
- 6-10 years
- More than 10 years

### 6. Number of Employees:

- Less than 5 full-time employees
- Between 5 and 50 full-time employees
- Between 51 and 150 full-time employees

### 7. Sources of Income (May check more than one option)

- Sale of Products and Fees and Charge for Services
- Donated by Individual
- Transferred from Parent Organization
- Donated by Government
- Other Private Organizations
- Donated from Abroad
- Membership fees
- Public Donation
- Interest
- Others (Please specify) .....

## Section B: Organizational Effectiveness

This section is designed to assess your opinion as it relates to your organizational effectiveness at achieving its mission. Please respond to the following statements based upon your view of the organization's mission achievement and financial efficiency.

Please mark (√) in the space to indicate your level of agreement with each statement with (1) being strongly disagree and (5) being strongly agree.

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>				
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>				
<b>Mission Achievement</b>									
<b>1.</b>	Our mission helps us to monitor performance.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>2.</b>	Our mission helps us to make better decision.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>3.</b>	I understand how my job helps achieve our mission.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>4.</b>	Our mission statement helps me to understand how my organization sets priorities.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>5.</b>	Strategy is an important element in our mission.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>6.</b>	Our strategy is achievable.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>7.</b>	My day-to-day duties help us to achieve our mission.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>8.</b>	My co-workers' day-to-day duties help us to achieve our mission.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>9.</b>	Our mission is the driving force for this organization.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>10.</b>	Our organization's actions are consistent with our mission.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>11.</b>	Our organization's actions are consistent with our vision.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>12.</b>	Our organization's actions are consistent with our core values.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>13.</b>	We consistently meet the foundation for performance established in our mission statement.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>14.</b>	We consistently meet the criteria for performance established in our vision statement.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>15.</b>	We consistently meet the criteria for performance established in our values statement.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Financial Efficiency</b>									
<b>1.</b>	We are effective at cost saving.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>2.</b>	We maintain low expenses.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>3.</b>	We work well with other nonprofits.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>4.</b>	We have sufficient funds to provide service programs.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>5.</b>	We are able to appropriately allocate our financial resources across programs.				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

## Section C: Leadership Styles

The following statements are description about leadership styles. The word others may mean your followers, clients, or group members.

Please mark (√) your level of agreement on each statement which best describes your leadership styles on the scale of 1 (strongly disagree ) to 5 (strongly agree).

	1	2	3	4	5				
	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree				
1.	I make others feel good to be around me.				1	2	3	4	5
2.	I express with a few simple words what we could and should do.				1	2	3	4	5
3.	I enable others to think about old problems in new ways.				1	2	3	4	5
4.	I help others develop themselves.				1	2	3	4	5
5.	I tell others what to do if they want to be rewarded for their work.				1	2	3	4	5
6.	I am satisfied when others meet agreed upon standards.				1	2	3	4	5
7.	Others have complete faith in me.				1	2	3	4	5
8.	I provide appealing images about what we can do.				1	2	3	4	5
9.	I provide others with new ways of looking at complicated things.				1	2	3	4	5
10.	I let others know how I think they are doing.				1	2	3	4	5
11.	I provide recognition/ rewards when others reach their goals.				1	2	3	4	5
12.	As long as things are working, I do not try to change anything.				1	2	3	4	5
13.	Others are proud to be associated with me.				1	2	3	4	5
14.	I help others find meaning in their work.				1	2	3	4	5
15.	I get others to rethink ideas that they had never questioned before.				1	2	3	4	5
16.	I give personal attention to others who seem rejected.				1	2	3	4	5
17.	I call attention to what others can get for what they accomplish.				1	2	3	4	5
18.	I tell others the standards they have to know to carry out their work.				1	2	3	4	5

## Section D: Social Capital

Please mark (√) in the space to indicate your level of agreement with each statement with (1) being strongly disagree and (5) being strongly agree.

	1	2	3	4	5				
	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree				
<b>Social trust</b>									
1.	My organization has a good reputation in society.				1	2	3	4	5
2.	My organization's information has been referred to in the media.				1	2	3	4	5
3.	Members or people have recognized my organization as the first priority compared with other organizations.				1	2	3	4	5
4.	Other organizations pay us a visit often times.				1	2	3	4	5
<b>Network</b>									
1.	My organization has external alliances.				1	2	3	4	5
2.	I have a diversity of friendships in many areas resulting in a positive effect for the organization.				1	2	3	4	5
3.	My organization has informal networks.				1	2	3	4	5
4.	When my organization needs help, we can count on other members of the network.				1	2	3	4	5
5.	My organization plays a significant role in networks.				1	2	3	4	5
<b>Public Sector Engagement</b>									
1.	My organization plays an important role in proposing policy or procedures for social problem solving.				1	2	3	4	5
2.	Our mission is related to government-supporting plans.				1	2	3	4	5
3.	Government agencies need the support of my organization.				1	2	3	4	5
4.	My organization has contacts with government.				1	2	3	4	5

## Section E: Entrepreneurial Orientation

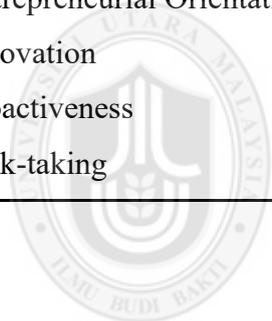
This scale is designed to measure your organization's level of entrepreneurial orientation.

Please mark (√) in the space to indicate your level of agreement with each statement with (1) being strongly disagree and (5) being strongly agree.

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>				
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>				
<b>Innovation</b>									
1.	My organization places a strong emphasis on the development of new products or services.				1	2	3	4	5
2.	My organization places a strong emphasis on the development of new organizational processes.				1	2	3	4	5
3.	My organization introduces many new processes, policies, products, and services.				1	2	3	4	5
4.	My organization makes major changes in processes, policies, products, and services.				1	2	3	4	5
<b>Proactiveness</b>									
1.	My organization is very often the first organization to introduce new products/ services, administrative techniques, operating technologies.				1	2	3	4	5
2.	My organization exploits changes in the field.				1	2	3	4	5
3.	My organization provides the lead for similar service providers.				1	2	3	4	5
<b>Risk-taking</b>									
1.	My organization conducted well against behavioral norms in the operating environment.				1	2	3	4	5
2.	My organization selects projects that may alter the organization's public image.				1	2	3	4	5
3.	My organization makes decisions that created changes in staff stability.				1	2	3	4	5

## APPENDIX B: CODE

<b>Construct</b>	<b>Nature</b>	<b>Code</b>
Organizational Effectiveness	DV/Outcome	OE
Mission Achievement	DV/Outcome	Miss
Financial Efficiency	DV/Outcome	Finan
Leadership Style	IV/Predictor	LS
Transformational Leadership	IV/Predictor	TransF
Transactional Leadership	IV/Predictor	Transac
Social Capital	IV/Predictor	SC
Social Trust	IV/Predictor	STrust
Network	IV/Predictor	Netw
Public Sector Engagement	IV/Predictor	PubSE
Entrepreneurial Orientation	Mediator/ Intervening	EO
Innovation	Mediator/ Intervening	Innov
Proactiveness	Mediator/ Intervening	Proac
Risk-taking	Mediator/ Intervening	Risk



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### APPENDIX C: MISSING VALUE

Statistics		
	N	
	Valid	Missing
OE1	137	0
OE2	137	0
OE3	137	0
OE4	137	0
OE5	137	0
OE6	137	0
OE7	137	0
OE8	137	0
OE9	137	0
OE10	137	0
OE11	137	0
OE12	137	0
OE13	137	0
OE14	137	0
OE15	137	0
OE16	137	0
OE17	137	0
OE18	137	0
OE19	137	0
OE20	137	0
LS1	137	0
LS2	137	0
LS3	137	0
LS4	137	0
LS5	137	0
LS6	137	0
LS7	137	0
LS8	137	0
LS9	137	0
LS10	137	0
LS11	137	0
LS12	137	0
LS13	137	0
LS14	137	0

	N	
	Valid	Missing
LS15	137	0
LS16	137	0
LS17	137	0
LS18	137	0
SC1	137	0
SC2	137	0
SC3	137	0
SC4	137	0
SC5	137	0
SC6	137	0
SC7	137	0
SC8	137	0
SC9	137	0
SC10	137	0
SC11	137	0
SC12	137	0
SC13	137	0
EO1	137	0
EO2	137	0
EO3	137	0
EO4	137	0
EO5	137	0
EO6	137	0
EO7	137	0
EO8	137	0
EO9	137	0
EO10	137	0

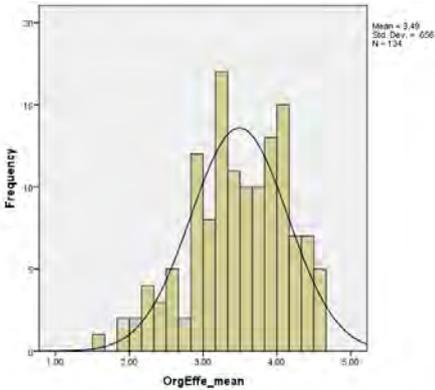
## APPENDIX D: RESULTS OF OUTLIERS DETECTION

Multivariate outliers detection- Mahalanobis Distance test ( $n = 137$ )

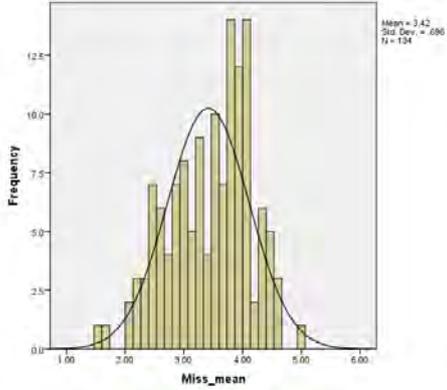
Chi-square ( $\chi^2$ ) = 100.8878

No	Mahalanobis Distance	No	Mahalanobis Distance	No	Mahalanobis Distance
1	57.95682	51	71.20510	101	84.69821
2	50.58932	52	80.87125	102	54.36025
3	51.46629	53	36.03356	103	67.95534
4	66.76122	54	80.88578	104	40.70038
5	62.61735	55	66.36307	105	68.56773
6	52.71731	56	60.34124	106	46.73553
7	46.20565	57	60.11980	107	59.29941
8	69.84763	58	58.81618	108	82.07609
9	66.72235	59	56.74075	109	65.44113
10	68.09397	60	78.39782	110	58.35694
11	74.04586	61	44.31766	111	68.63401
12	58.77971	62	51.88364	112	58.53575
13	66.66974	63	43.52654	113	51.59237
14	61.36703	64	70.38147	114	89.57584
15	73.80618	65	50.16437	115	66.21788
16	62.99424	66	54.86901	116	64.78968
17	64.09278	67	33.05488	117	69.45617
18	60.81971	68	55.76084	118	71.02634
19	62.88047	69	69.84109	119	40.20975
20	72.57811	70	65.91113	120	59.93580
21	62.59242	71	66.45207	121	63.69218
22	69.20469	72	43.42560	122	83.31184
23	51.14964	73	50.83709	123	77.50290
24	57.93375	74	60.21040	124	61.31101
25	44.55719	75	36.00432	125	56.10858
26	66.73707	76	70.06679	126	32.19160
27	61.11490	77	49.32146	127	45.35777
28	105.0353	78	54.59223	128	63.66406
29	43.60529	79	80.77699	129	59.63546
30	62.95110	80	45.08882	130	87.26741
31	63.85805	81	51.80370	131	87.20498
32	54.54524	82	57.52428	132	71.63911
33	65.77828	83	68.24000	133	63.92332
34	54.63783	84	64.06153	134	65.95353
35	63.72481	85	59.16949	135	56.56989
36	84.18611	86	66.47432	136	68.35525
37	50.81026	87	58.48126	137	79.86836
38	54.43728	88	110.2931		
39	47.04855	89	41.08907		
40	68.40966	90	49.02654		
41	46.66812	91	71.65628		
42	40.43044	92	45.25040		
43	67.15962	93	47.90329		
44	65.89563	94	50.47980		
45	59.31405	95	43.68154		
46	73.31239	96	111.1706		
47	55.20903	97	56.78018		
48	64.61765	98	51.43305		
49	60.33235	99	57.86536		
50	63.11167	100	59.75225		

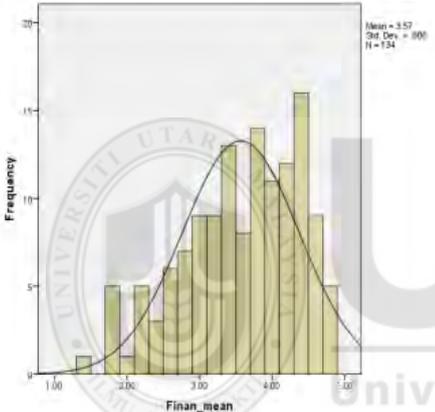
**APPENDIX E: NORMALITY ASSESSMENT**



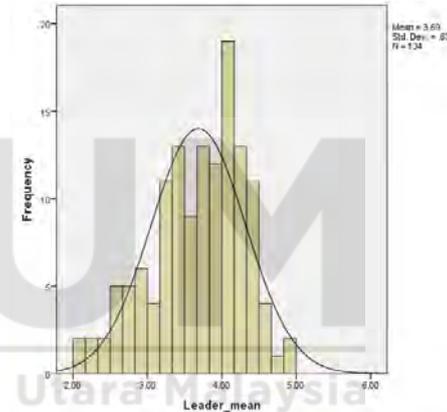
Organizational Effectiveness



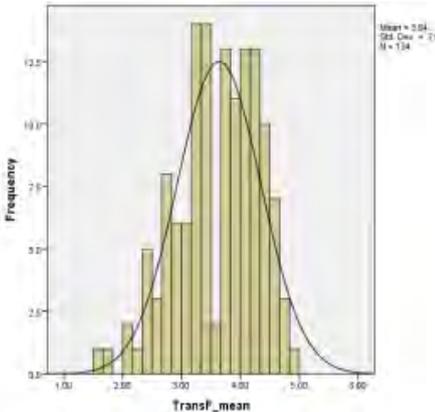
Mission Achievement



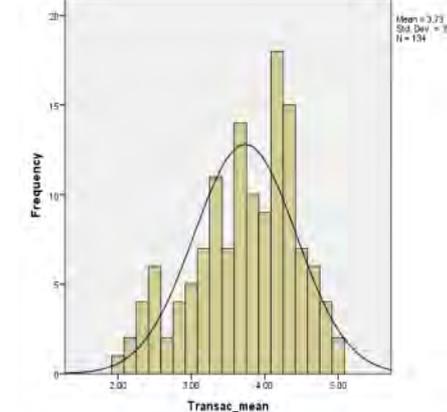
Financial Efficiency



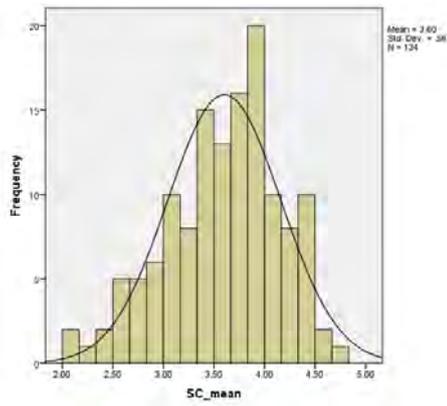
Leadership Style



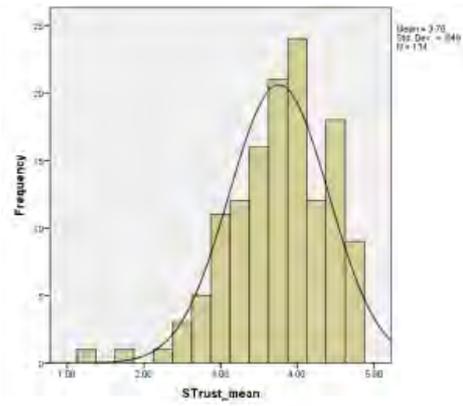
Transformational Leadership



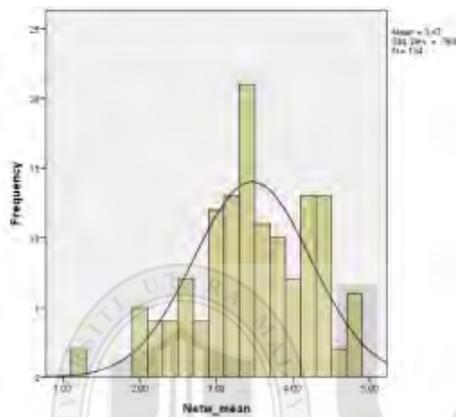
Transactional Leadership



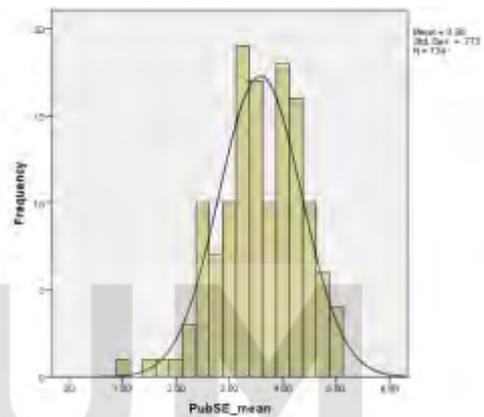
Social Capital



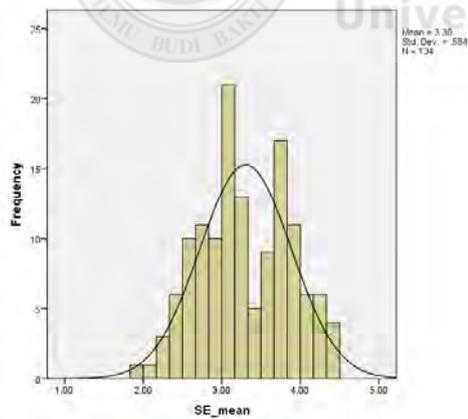
Social Trust



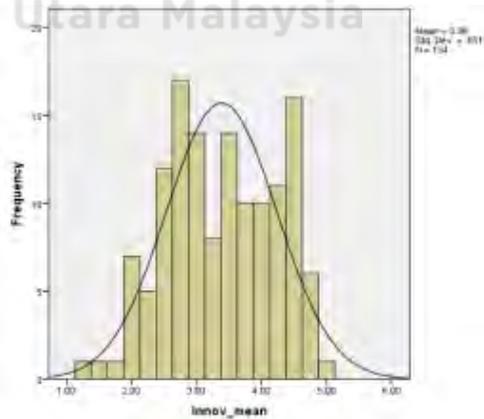
Network



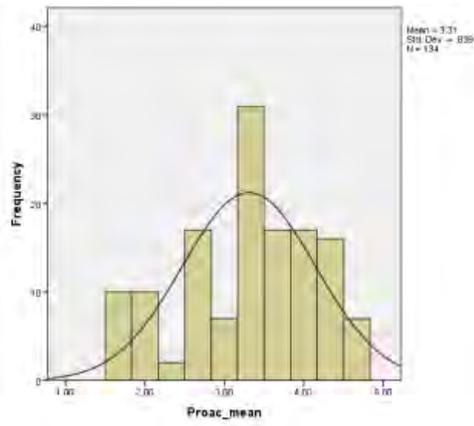
Public Sector Engagement



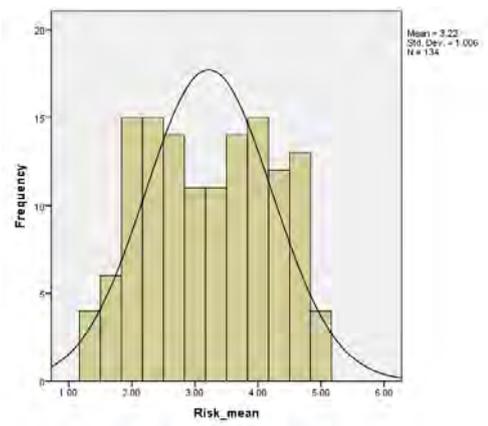
Entrepreneurial Orientation



Innovation



Proactiveness

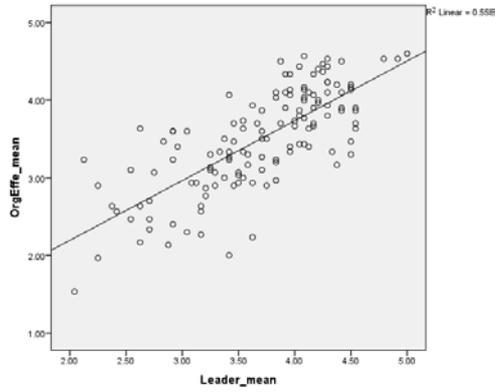


Risk-taking

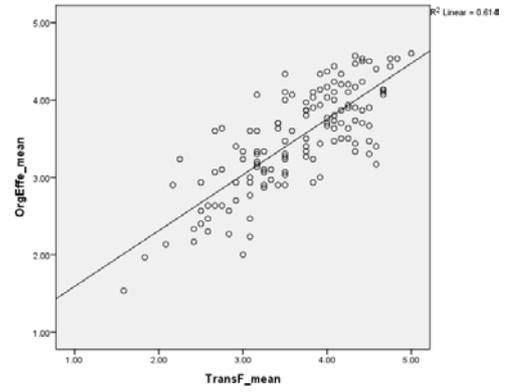


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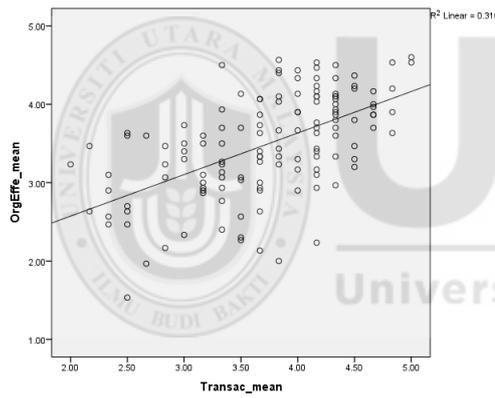
## APPENDIX F: LINEARITY ASSESSMENT



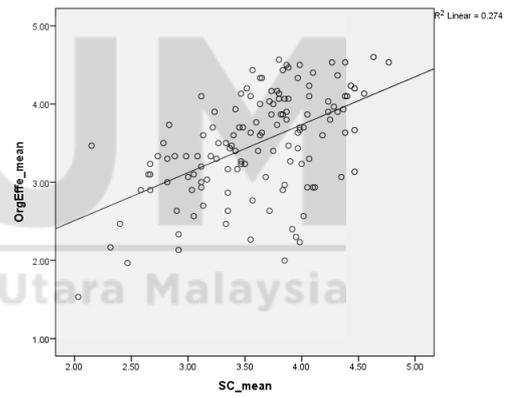
Leadership Style



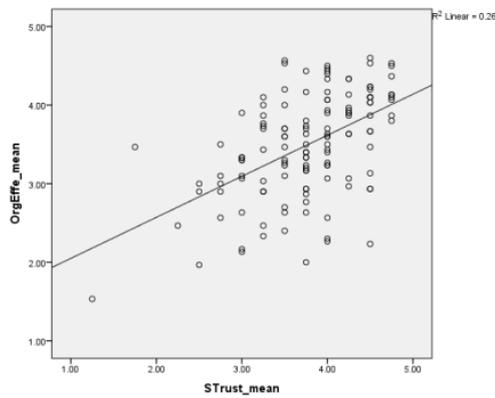
Transformational Leadership



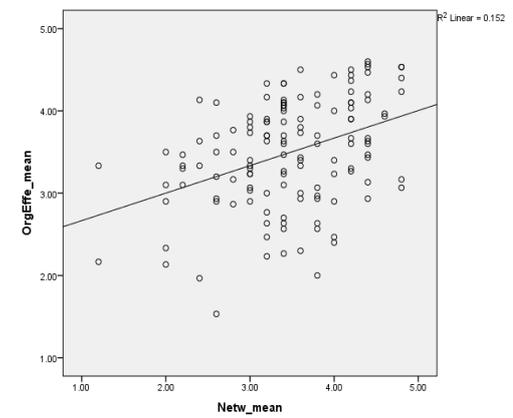
Transactional Leadership



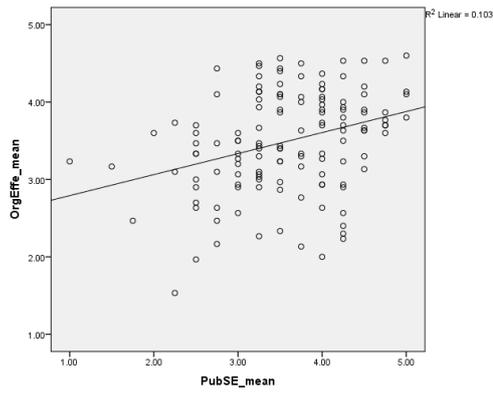
Social Capital



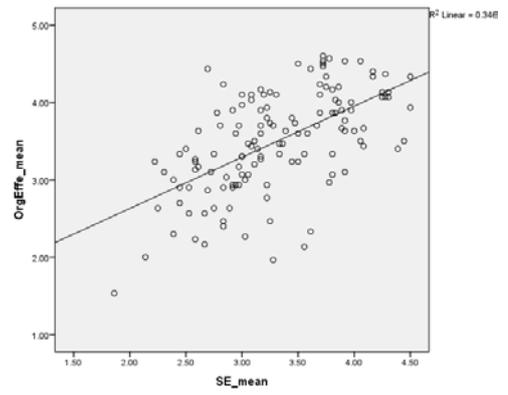
Social Trust



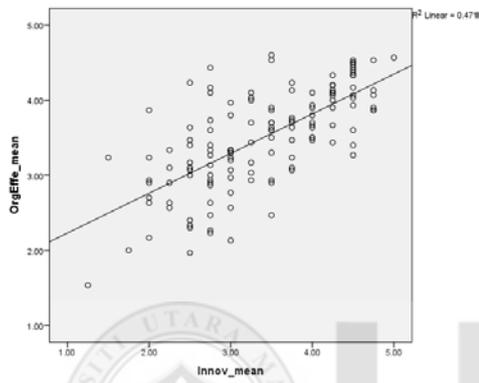
Network



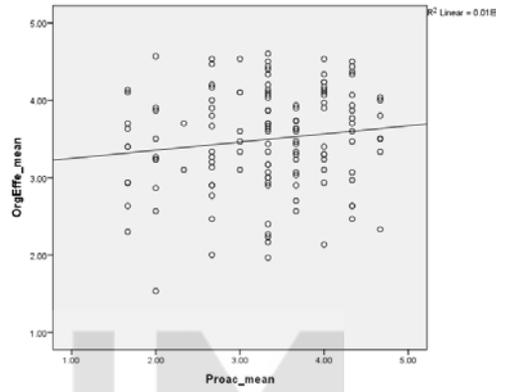
Public Sector Engagement



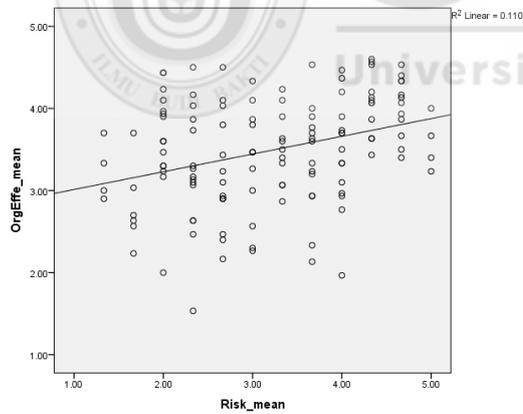
Entrepreneurial Orientation



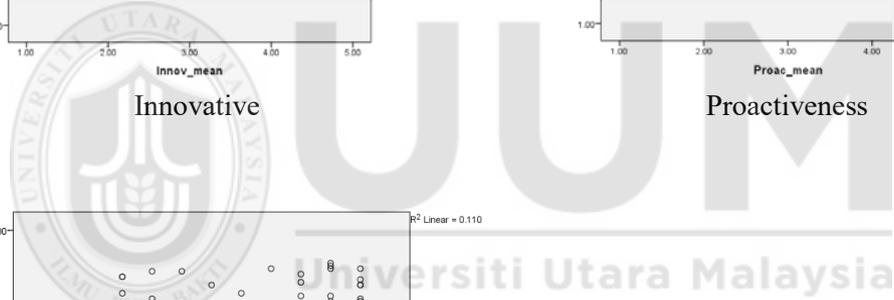
Innovative



Proactiveness



Risk-taking



## APPENDIX G: COMMON METHOD VARIANCE ASSESSMENT

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.116	21.501	21.501	13.116	21.501	21.501
2	5.237	8.586	30.087			
3	5.104	8.367	38.453			
4	3.209	5.261	43.714			
5	2.663	4.365	48.079			
6	2.235	3.664	51.744			
7	1.910	3.131	54.875			
8	1.834	3.006	57.881			
9	1.696	2.781	60.662			
10	1.615	2.647	63.309			
11	1.463	2.399	65.708			
12	1.267	2.078	67.786			
13	1.230	2.016	69.802			
14	1.197	1.962	71.764			
15	1.069	1.753	73.518			
16	1.007	1.650	75.168			
17	.935	1.532	76.700			
18	.897	1.470	78.171			
19	.852	1.396	79.567			
20	.828	1.357	80.924			
21	.749	1.228	82.153			
22	.726	1.190	83.342			
23	.711	1.165	84.508			
24	.677	1.110	85.617			
25	.635	1.041	86.658			
26	.586	.961	87.620			
27	.564	.925	88.544			
28	.543	.890	89.435			
29	.498	.817	90.251			
30	.473	.776	91.027			
31	.428	.702	91.729			
32	.412	.675	92.403			
33	.364	.596	93.000			
34	.362	.593	93.593			
35	.341	.558	94.151			
36	.304	.498	94.649			
37	.291	.477	95.126			
38	.273	.447	95.572			
39	.245	.401	95.973			
40	.241	.394	96.368			
41	.215	.353	96.720			
42	.208	.341	97.062			
43	.198	.324	97.386			
44	.182	.299	97.684			
45	.174	.285	97.969			
46	.146	.239	98.208			
47	.138	.227	98.434			
48	.122	.200	98.634			

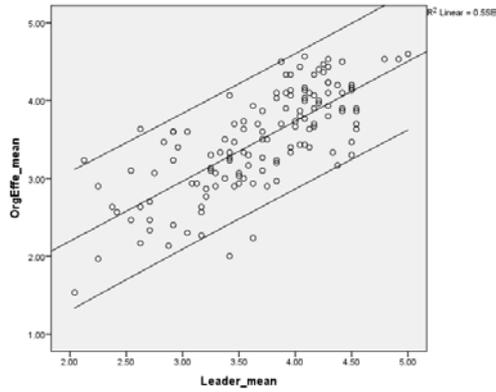
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
49	.113	.185	98.819			
50	.104	.171	98.989			
51	.099	.162	99.151			
52	.090	.148	99.300			
53	.081	.133	99.433			
54	.066	.109	99.542			
55	.057	.094	99.636			
56	.054	.088	99.724			
57	.044	.073	99.796			
58	.037	.061	99.857			
59	.035	.057	99.914			
60	.028	.047	99.961			
61	.024	.039	100.000			

Extraction Method: Principal Component Analysis.

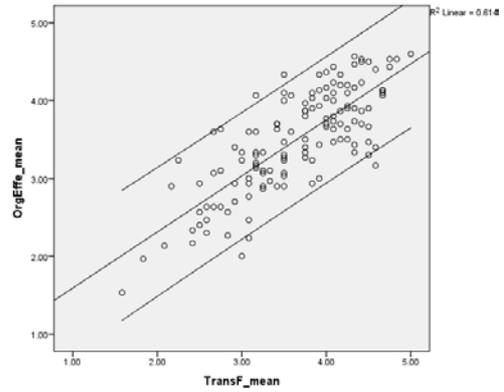


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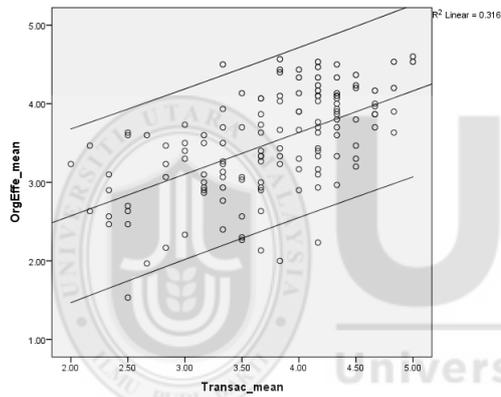
## APPENDIX H: HOMOSCEDASTICITY ASSESSMENT



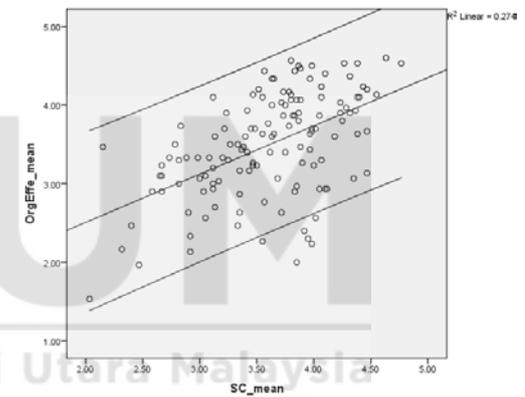
Leadership Styles



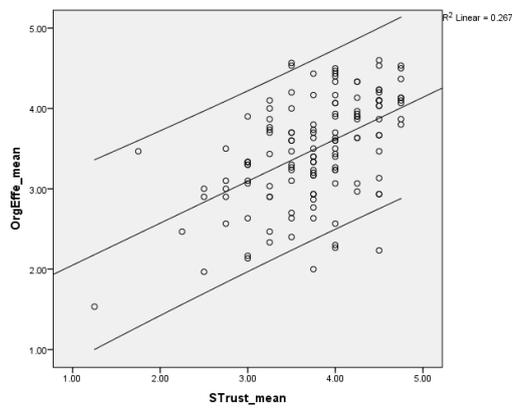
Transformational Leadership



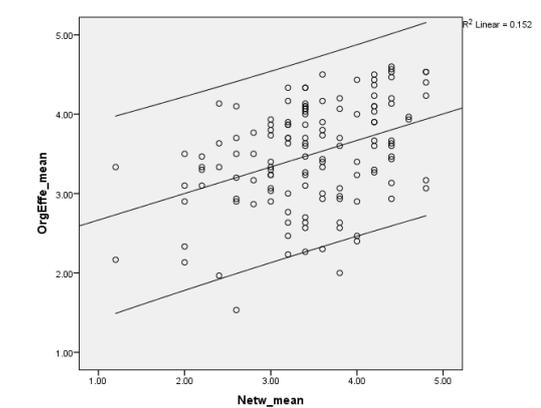
Transactional Leadership



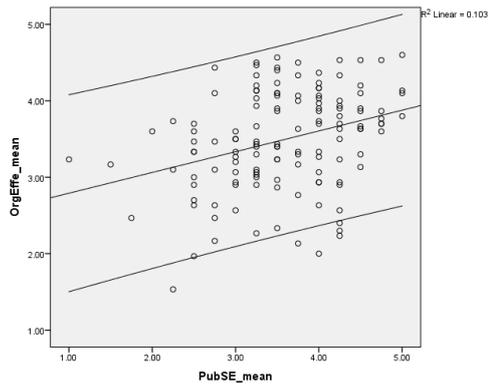
Social Capital



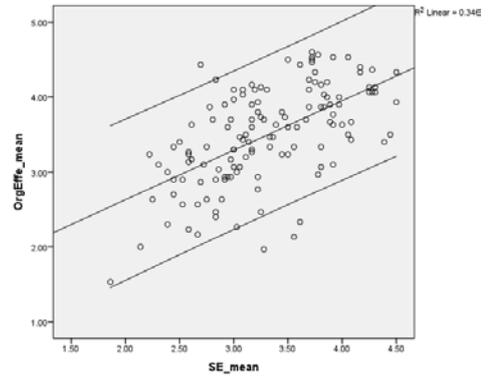
Social Trust



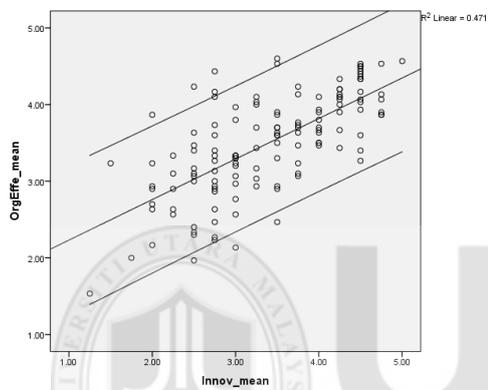
Network



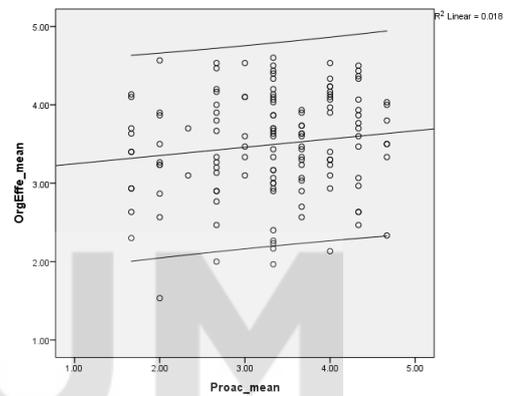
Public Sector Engagement



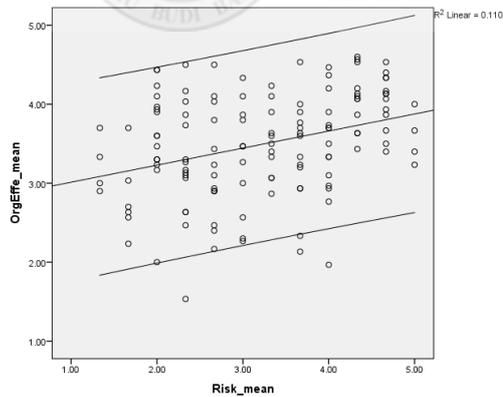
Entrepreneurial Orientation



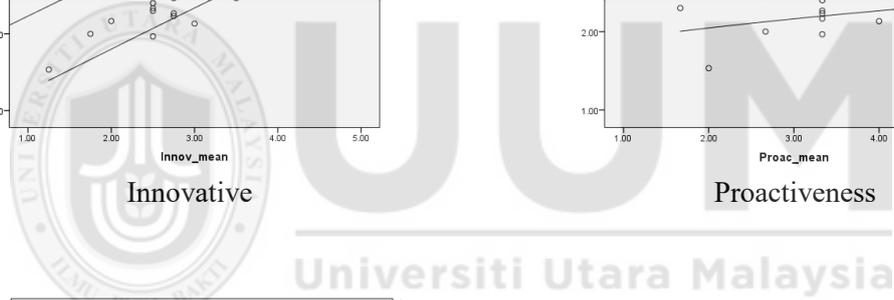
Innovative



Proactiveness



Risk Taking



**APPENDIX I: BLINDFOLDING PROCEDURE RESULTS: CROSS-  
VALIDATED REDUNDANCY**

<b>Total</b>	<b>SSO</b>	<b>SSE</b>	<b>1-SSE/SSO</b>
Finan	532	435.6241	0.1812
Innov	399	240.9077	0.3962
Miss	1064	557.0283	0.4765
Netw	399	272.0655	0.3181
OrgEffe	1596	1265.1578	0.2073
Proac	399	388.0059	0.0276
PubSE	399	288.9532	0.2758
Risk	399	292.5865	0.2667
EO	1197	1085.2317	0.0934
STrust	399	253.3046	0.3652
TransF	931	499.9984	0.4629
Transac	399	245.5011	0.3847

Case 1	SSO	SSE	1-SSE/SSO
Finan	63.3971	56.7726	0.1045
Innov	55.0932	25.7997	0.5317
Miss	119.1999	57.7844	0.5152
Netw	35.2315	30.1299	0.1448
OrgEffe	207.2806	175.4612	0.1535
Proac	55.8545	55.9453	-0.0016
PubSE	54.8873	34.5591	0.3704
Risk	54.2482	41.9217	0.2272
EO	142.6112	132.382	0.0717
STrust	58.0989	44.4458	0.235
TransF	107.0582	66.5453	0.3784
Transac	44.5034	27.5416	0.3811

Case 2	SSO	SSE	1-SSE/SSO
Finan	61.8197	52.8819	0.1446
Innov	37.6641	30.2292	0.1974
Miss	131.8887	79.8725	0.3944
Netw	57.7824	36.5541	0.3674
OrgEffe	189.0389	143.0219	0.2434
Proac	48.931	45.1593	0.0771
PubSE	47.1366	45.1713	0.0417
Risk	50.405	42.3488	0.1598
EO	144.8163	127.1643	0.1219
STrust	46.2164	17.9158	0.6123
TransF	129.2972	45.1166	0.6511
Transac	42.2007	24.3433	0.4232

<b>Total</b>	<b>SSO</b>	<b>SSE</b>	<b>1-SSE/SSO</b>
Case 3	SSO	SSE	1-SSE/SSO
Finan	56.4072	49.3095	0.1258
Innov	53.1191	27.8946	0.4749
Miss	140.5038	69.1093	0.5081
Netw	55.5391	42.2548	0.2392
OrgEffe	228.2514	183.4457	0.1963
Proac	44.4318	44.9927	-0.0126
PubSE	48.4185	29.6298	0.388
Risk	40.7964	34.9705	0.1428
EO	152.158	139.1415	0.0855
STrust	37.8754	32.1082	0.1523
TransF	103.3524	53.1697	0.4855
Transac	53.7569	33.1336	0.3836
Case 4	SSO	SSE	1-SSE/SSO
Finan	61.6525	50.4486	0.1817
Innov	48.4435	25.3651	0.4764
Miss	133.2541	82.1893	0.3832
Netw	54.1752	29.1276	0.4623
OrgEffe	187.0495	141.9845	0.2409
Proac	49.4486	45.4978	0.0799
PubSE	27.656	24.1531	0.1267
Risk	44.7191	29.0277	0.3509
EO	167.054	148.3559	0.1119
STrust	42.1983	23.9383	0.4327
TransF	111.5178	51.4256	0.5389
Transac	41.8922	30.0844	0.2819
Case 5	SSO	SSE	1-SSE/SSO
Finan	67.6709	52.2317	0.2282
Innov	48.6013	29.3587	0.3959
Miss	131.8314	58.5091	0.5562
Netw	42.6889	31.8694	0.2535
OrgEffe	205.2652	177.56	0.135
Proac	50.9487	53.4173	-0.0485
PubSE	67.9799	45.3902	0.3323
Risk	45.2663	31.2791	0.309
EO	149.8173	142.295	0.0502
STrust	51.6857	28.701	0.4447
TransF	132.1016	74.4065	0.4367
Transac	46.9446	34.315	0.269

<b>Total</b>	<b>SSO</b>	<b>SSE</b>	<b>1-SSE/SSO</b>
Case 6	SSO	SSE	1-SSE/SSO
Finan	71.6499	51.2203	0.2851
Innov	58.3364	36.5926	0.3727
Miss	151.3566	89.687	0.4074
Netw	39.8978	28.6548	0.2818
OrgEffe	193.6071	155.0036	0.1994
Proac	34.7348	31.6163	0.0898
PubSE	42.936	30.8552	0.2814
Risk	59.0868	39.5508	0.3306
EO	165.1958	142.9978	0.1344
STrust	38.7587	28.1448	0.2738
TransF	108.6834	55.3901	0.4904
Transac	65.104	29.3451	0.5493
Case 7	SSO	SSE	1-SSE/SSO
Finan	74.7672	60.5897	0.1896
Innov	55.9467	33.4641	0.4019
Miss	117.2168	54.0912	0.5385
Netw	58.55	37.8411	0.3537
OrgEffe	184.2083	142.0299	0.229
Proac	61.91	62.7352	-0.0133
PubSE	56.416	37.4117	0.3369
Risk	49.1973	33.6099	0.3168
EO	137.0001	126.533	0.0764
STrust	65.6089	42.3794	0.3541
TransF	110.6742	81.1105	0.2671
Transac	53.006	36.1329	0.3183
Case 8	SSO	SSE	1-SSE/SSO
Finan	74.6354	62.1698	0.167
Innov	41.7958	32.2036	0.2295
Miss	138.7485	65.7856	0.5259
Netw	55.1351	35.6337	0.3537
OrgEffe	201.299	146.6511	0.2715
Proac	52.7405	48.6421	0.0777
PubSE	53.5697	41.7829	0.22
Risk	55.2809	39.8781	0.2786
EO	138.3473	126.3622	0.0866
STrust	58.5577	35.6712	0.3908
TransF	128.3152	72.8342	0.4324
Transac	51.5922	30.6051	0.4068

<b>Total</b>	<b>SSO</b>	<b>SSE</b>	<b>1-SSE/SSO</b>
Finan	532	435.4074	0.1816
Innov	399	279.4307	0.2997
Miss	1064	562.4176	0.4714
Netw	399	271.9569	0.3184
OrgEffe	1596	1272.638	0.2026
Proac	399	386.3022	0.0318
PubSE	399	288.9399	0.2758
Risk	399	295.0383	0.2606
EO	1197	1085.453	0.0932
STrust	399	253.4354	0.3648
TransF	931	499.7188	0.4632
Transac	399	245.2606	0.3853

Case 1	SSO	SSE	1-SSE/SSO
Finan	63.3971	57.5231	0.0927
Innov	55.0932	29.4428	0.4656
Miss	119.1999	57.7333	0.5157
Netw	35.2315	30.1343	0.1447
OrgEffe	207.2806	177.9744	0.1414
Proac	55.8545	55.3953	0.0082
PubSE	54.8873	34.4379	0.3726
Risk	54.2482	39.6665	0.2688
EO	142.6112	133.2094	0.0659
STrust	58.0989	44.5225	0.2337
TransF	107.0582	66.5224	0.3786
Transac	44.5034	27.4166	0.3839

Case 2	SSO	SSE	1-SSE/SSO
Finan	61.8197	53.1568	0.1401
Innov	37.6641	33.2484	0.1172
Miss	131.8887	78.6188	0.4039
Netw	57.7824	36.3626	0.3707
OrgEffe	189.0389	143.3742	0.2416
Proac	48.931	46.1243	0.0574
PubSE	47.1366	45.3065	0.0388
Risk	50.405	42.1483	0.1638
EO	144.8163	126.5825	0.1259
STrust	46.2164	17.9258	0.6121
TransF	129.2972	45.0278	0.6517
Transac	42.2007	24.4119	0.4215

<b>Total</b>	<b>SSO</b>	<b>SSE</b>	<b>1-SSE/SSO</b>
Case 3	SSO	SSE	1-SSE/SSO
Finan	56.4072	48.5482	0.1393
Innov	53.1191	33.7679	0.3643
Miss	140.5038	68.5613	0.512
Netw	55.5391	42.1646	0.2408
OrgEffe	228.2514	184.9385	0.1898
Proac	44.4318	45.0795	-0.0146
PubSE	48.4185	29.7061	0.3865
Risk	40.7964	38.0007	0.0685
EO	152.158	138.9155	0.087
STrust	37.8754	32.1322	0.1516
TransF	103.3524	53.1951	0.4853
Transac	53.7569	33.0938	0.3844
Case 4	SSO	SSE	1-SSE/SSO
Finan	61.6525	49.2244	0.2016
Innov	48.4435	29.1343	0.3986
Miss	133.2541	86.2557	0.3527
Netw	54.1752	29.2607	0.4599
OrgEffe	187.0495	142.7862	0.2366
Proac	49.4486	44.5585	0.0989
PubSE	27.656	24.1141	0.1281
Risk	44.7191	29.6753	0.3364
EO	167.054	150.7016	0.0979
STrust	42.1983	24.0302	0.4305
TransF	111.5178	51.4553	0.5386
Transac	41.8922	30.0454	0.2828
Case 5	SSO	SSE	1-SSE/SSO
Finan	67.6709	51.8024	0.2345
Innov	48.6013	32.8403	0.3243
Miss	131.8314	61.6404	0.5324
Netw	42.6889	31.8731	0.2534
OrgEffe	205.2652	178.4738	0.1305
Proac	50.9487	52.9406	-0.0391
PubSE	67.9799	45.3722	0.3326
Risk	45.2663	29.9386	0.3386
EO	149.8173	142.7152	0.0474
STrust	51.6857	28.6812	0.4451
TransF	132.1016	74.004	0.4398
Transac	46.9446	34.3918	0.2674

<b>Total</b>	<b>SSO</b>	<b>SSE</b>	<b>1-SSE/SSO</b>
Finan	71.6499	52.7248	0.2641
Innov	58.3364	44.0565	0.2448
Miss	151.3566	89.4953	0.4087
Netw	39.8978	28.639	0.2822
OrgEffe	193.6071	156.3176	0.1926
Proac	34.7348	32.3805	0.0678
PubSE	42.936	30.8972	0.2804
Risk	59.0868	38.7825	0.3436
EO	165.1958	143.0443	0.1341
STrust	38.7587	28.1194	0.2745
TransF	108.6834	55.3805	0.4904
Transac	65.104	29.3553	0.5491

Case 7	SSO	SSE	1-SSE/SSO
Finan	74.7672	60.9279	0.1851
Innov	55.9467	39.0329	0.3023
Miss	117.2168	53.1485	0.5466
Netw	58.55	37.9103	0.3525
OrgEffe	184.2083	141.5494	0.2316
Proac	61.91	60.6303	0.0207
PubSE	56.416	37.2575	0.3396
Risk	49.1973	34.7644	0.2934
EO	137.0001	125.3029	0.0854
STrust	65.6089	42.4227	0.3534
TransF	110.6742	81.2559	0.2658
Transac	53.006	35.9396	0.322

Case 8	SSO	SSE	1-SSE/SSO
Finan	74.6354	61.4998	0.176
Innov	41.7958	37.9077	0.093
Miss	138.7485	66.9643	0.5174
Netw	55.1351	35.6122	0.3541
OrgEffe	201.299	147.2241	0.2686
Proac	52.7405	49.1932	0.0673
PubSE	53.5697	41.8482	0.2188
Risk	55.2809	42.0621	0.2391
EO	138.3473	124.9817	0.0966
STrust	58.5577	35.6014	0.392
TransF	128.3152	72.8779	0.432
Transac	51.5922	30.6063	0.4068

**APPENDIX J: MEDIATION RESULTS PRODUCED USING KOCK'S (2013)  
SOBEL SPREADSHEET**

**LS -> EO-> OE**

<b>Inputs</b>		
<i>N</i>	134	(Sample size)
<i>a</i>	.5073	(Path coefficient calculated by WarpPLS)
<i>b</i>	.3106	(Path coefficient calculated by WarpPLS)
<i>Sa</i>	.0892	(Standard error calculated by WarpPLS)
<i>Sb</i>	.0925	(Standard error calculated by WarpPLS)
<b>Outputs</b>		
<i>Sab</i>	.0551	(Sobel's standard error for mediating effect)
<i>ab</i>	.1576	(Product path coefficient for mediating effect)
<i>Tab</i>	2.8589	(T value for mediating effect)
<i>Pab</i>	.0025	(P value for mediating effect, one-tailed)
<i>Pab'</i>	.0049	(P value for mediating effect, two-tailed)

**SC -> EO-> OE**

<b>Inputs</b>		
<i>N</i>	134	(Sample size)
<i>a</i>	.2432	(Path coefficient calculated by WarpPLS)
<i>b</i>	.3106	(Path coefficient calculated by WarpPLS)
<i>Sa</i>	.0892	(Standard error calculated by WarpPLS)
<i>Sb</i>	.0925	(Standard error calculated by WarpPLS)
<b>Outputs</b>		
<i>Sab</i>	.0366	(Sobel's standard error for mediating effect)
<i>ab</i>	.0755	(Product path coefficient for mediating effect)
<i>Tab</i>	2.0622	(T value for mediating effect)
<i>Pab</i>	.0206	(P value for mediating effect, one-tailed)
<i>Pab'</i>	.0412	(P value for mediating effect, two-tailed)

**TransF -> EO-> OE**

<b>Inputs</b>		
<i>N</i>	134	(Sample size)
<i>a</i>	.5919	(Path coefficient calculated by WarpPLS)
<i>b</i>	.4402	(Path coefficient calculated by WarpPLS)
<i>Sa</i>	.0839	(Standard error calculated by WarpPLS)
<i>Sb</i>	.1041	(Standard error calculated by WarpPLS)
<b>Outputs</b>		
<i>Sab</i>	.0724	(Sobel's standard error for mediating effect)
<i>ab</i>	.2606	(Product path coefficient for mediating effect)
<i>Tab</i>	3.6005	(T value for mediating effect)
<i>Pab</i>	.0002	(P value for mediating effect, one-tailed)
<i>Pab'</i>	.0004	(P value for mediating effect, two-tailed)

**Transac -> EO-> OE**

<b>Inputs</b>		
<i>N</i>	134	(Sample size)
<i>a</i>	.0651	(Path coefficient calculated by WarpPLS)
<i>b</i>	.4402	(Path coefficient calculated by WarpPLS)
<i>Sa</i>	.0786	(Standard error calculated by WarpPLS)
<i>Sb</i>	.1041	(Standard error calculated by WarpPLS)
<b>Outputs</b>		
<i>Sab</i>	.0362	(Sobel's standard error for mediating effect)
<i>ab</i>	.0287	(Product path coefficient for mediating effect)
<i>Tab</i>	.7918	(T value for mediating effect)
<i>Pab</i>	.2150	(P value for mediating effect, one-tailed)
<i>Pab'</i>	.4299	(P value for mediating effect, two-tailed)

**STrust -> EO-> OE**

<b>Inputs</b>		
<i>N</i>	134	(Sample size)
<i>a</i>	.3713	(Path coefficient calculated by WarpPLS)
<i>b</i>	.2665	(Path coefficient calculated by WarpPLS)
<i>Sa</i>	.1167	(Standard error calculated by WarpPLS)
<i>Sb</i>	.0672	(Standard error calculated by WarpPLS)
<b>Outputs</b>		
<i>Sab</i>	.0406	(Sobel's standard error for mediating effect)
<i>ab</i>	.0990	(Product path coefficient for mediating effect)
<i>Tab</i>	2.4350	(T value for mediating effect)
<i>Pab</i>	.0081	(P value for mediating effect, one-tailed)
<i>Pab'</i>	.0162	(P value for mediating effect, two-tailed)

**Netw -> EO-> OE**

<b>Inputs</b>		
<i>N</i>	134	(Sample size)
<i>a</i>	.1516	(Path coefficient calculated by WarpPLS)
<i>b</i>	.2665	(Path coefficient calculated by WarpPLS)
<i>Sa</i>	.1143	(Standard error calculated by WarpPLS)
<i>Sb</i>	.0672	(Standard error calculated by WarpPLS)
<b>Outputs</b>		
<i>Sab</i>	.0330	(Sobel's standard error for mediating effect)
<i>ab</i>	.0404	(Product path coefficient for mediating effect)
<i>Tab</i>	1.2234	(T value for mediating effect)
<i>Pab</i>	.1117	(P value for mediating effect, one-tailed)
<i>Pab'</i>	.2234	(P value for mediating effect, two-tailed)

**PubSE -> EO-> OE**

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<b>Inputs</b>		
<i>N</i>	134	(Sample size)
<i>a</i>	.0569	(Path coefficient calculated by WarpPLS)
<i>b</i>	.2665	(Path coefficient calculated by WarpPLS)
<i>Sa</i>	.1071	(Standard error calculated by WarpPLS)
<i>Sb</i>	.0672	(Standard error calculated by WarpPLS)
<b>Outputs</b>		
<i>Sab</i>	.0297	(Sobel's standard error for mediating effect)
<i>ab</i>	.0152	(Product path coefficient for mediating effect)
<i>Tab</i>	.5109	(T value for mediating effect)
<i>Pab</i>	.3052	(P value for mediating effect, one-tailed)
<i>Pab'</i>	.6103	(P value for mediating effect, two-tailed)

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