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MEDIATING ROLE OF RESILIENCE IN THE RELATIONSHIPS OF SOCIAL CAPITAL, COMMITMENT AND CAREER SUCCESS OF ENTREPRENEURS IN NIGERIA

SALISU ISYAKU

DOCTOR OF PHILOSOPHY
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MEDIATING ROLE OF RESILIENCE IN THE RELATIONSHIPS OF SOCIAL CAPITAL, COMMITMENT AND CAREER SUCCESS OF ENTREPRENEURS IN NIGERIA

By

SALISU ISYAKU

Thesis Submitted to
School of Business Management
Universiti Utara Malaysia
In fulfilment of the Requirement for the Degree of Doctor of Philosophy
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ABSTRACT

Although the positive relationships among social capital, commitment, and career success were well documented, however, there were relatively few studies relating these variables in developing economies, and especially in Nigeria. Additionally, how resilience actually shapes the relationships between social capital (bonding and bridging), commitment and career success of entrepreneurs is somehow neglected. Therefore, the central objective of this study is to examine the mediating role of resilience in the relationships of social capital (bonding and bridging), commitment and career success of entrepreneurs in Nigeria. The study drew from the conservation of resources, broaden-and-build, and social capital theories to explain these relationships. The study gathered data from 390 entrepreneurs in Nigeria by cross-sectional approach. The study used two-stage cluster sampling approach to select the required clusters and simple random sampling to select the final samples from the total population. The questionnaires were distributed and collected through self-administered technique. The hypotheses were tested using Partial Least Square Structural Equation Modelling statistical software (Smart-PLS 3). The findings revealed that bonding, commitment as well as resilience were significant and positive predictors of career success of entrepreneurs. Also, resilience significantly intervened in the relationships between bonding social capital and career success and between commitment and career success. The outcomes of this study deliver essential insights to entrepreneurs, researchers as well as policy makers to further understand the effects of social capital, commitment and resilience on career success. The findings suggested that for entrepreneurs to be successful in their career, they need to have a good connection with their immediate people, group and community and be committed toward achieving their career. More importantly, the results revealed the need for them to be resilient due to the turbulent nature of their environment. Theoretical, methodological and practical implications were also discussed.

Keywords: Entrepreneur, social capital, commitment, resilience, career success,
ABSTRAK


Kata kunci: usahawan, modal sosial, daya tahan, kejayaan kerjaya
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My helping parent are also most deserving to be grateful to. They really help me materially and emotionally. Their presence in this world encouraged me to be steadfast no matter the hardship. I really thank them a lot and pray for them.


“My lord! Bestow on them Your mercy as they did bring me up when I was small”

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<td>MWH</td>
<td>Members Willing to help</td>
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<tr>
<td>NBS</td>
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<td>NERFUND</td>
<td>National Economic Reconstruction Fund</td>
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<tr>
<td>OCQ</td>
<td>Organizational Commitment Questionnaire</td>
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<tr>
<td>OCS</td>
<td>Objective Career Success</td>
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<td>OCS</td>
<td>Organizational Commitment Scale</td>
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<tr>
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<td>---------</td>
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<tr>
<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
<td></td>
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<tr>
<td>OYAGSB</td>
<td>Othman Yeop Abdullah Graduate School of Business</td>
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</tr>
<tr>
<td>PGA</td>
<td>Participation in group activities</td>
<td></td>
</tr>
<tr>
<td>PLS</td>
<td>Partial Lease Square</td>
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<tr>
<td>PNS</td>
<td>Perceived Network Size</td>
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<td>PPS</td>
<td>Probability proportional to size</td>
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<tr>
<td>PSCS</td>
<td>Personal Social Capital Scale</td>
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<tr>
<td>PSG</td>
<td>Perceived size of Group</td>
<td></td>
</tr>
<tr>
<td>PTM</td>
<td>Perceived Trust with members</td>
<td></td>
</tr>
<tr>
<td>RES</td>
<td>Resilience</td>
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</tr>
<tr>
<td>RHG</td>
<td>Receive help from group</td>
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</tr>
<tr>
<td>RPG</td>
<td>Resources possess by group</td>
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</tr>
<tr>
<td>RRI</td>
<td>Representation of right and interest</td>
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<td>RSA</td>
<td>Resilience Scale for Adults</td>
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<td>Short version of adapted social capital assessment tool</td>
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<td>Social capital assessment tool</td>
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<td>SCS</td>
<td>Subjective Career Success</td>
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<td>Self-Determination Theory</td>
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<tr>
<td>SEM</td>
<td>Structural equation modelling</td>
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<td>SMEDAN</td>
<td>Small and Medium Enterprises Agency of Nigeria</td>
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<td>SMEEIS</td>
<td>Small and Medium Enterprises Equity Investment Scheme</td>
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<td>SO</td>
<td>Second Order</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Science</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>SRS</td>
<td>Simple random sampling</td>
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<tr>
<td>SSU</td>
<td>Secondary sampling unit</td>
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<tr>
<td>TEA</td>
<td>Total early-stage Entrepreneurial Activity</td>
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<tr>
<td>UK</td>
<td>United Kingdom</td>
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<tr>
<td>USA</td>
<td>United States of America</td>
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<tr>
<td>UL</td>
<td>Upper Limit</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UNCTAD</td>
<td>United Nations Conference on Trade and Development</td>
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<tr>
<td>VIF</td>
<td>Variance inflation factor</td>
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<td>YL</td>
<td>Young Lives</td>
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<tr>
<td>YouWin</td>
<td>Youth Enterprise with Innovation in Nigeria</td>
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CHAPTER ONE

INTRODUCTION

1.0. Introduction

This chapter introduces the study, the study variables, and the problems that warrant the present investigation both theoretical as well as practical from which the research objective and questions were deduced. It also shows the significance and benefits the study is expected to provide to different groups and individual. It as well delineates the coverage of the study and justifications for the coverage. The chapter ended by providing some definitions of terms frequently used in the study.

1.1 Background of the Study

Small and medium enterprises (SMEs) play a key role in the world economy (Ihugba, Odii & Njoku, 2014; Okon, 2014; Antony & Bhattacharyya, 2010) and contribute sizably to job creation, productivity, and income (Mas-Tur, Pinazo, Tur-Porcar, & Sánchez-Masferrer, 2015; Ayyagari, Demirgüç-Kunt & Maksimovic, 2011). In any country, SMEs are the main driving force behind poverty reduction, wealth and job creation, export earnings, income redistribution and reduction in income inequality. SMEs, by number, dominate the global business domain (Edinburgh Group, 2012). It has estimated that more than 95% of businesses around the world are SMEs, generating at least 60% of the private sector jobs (Knight, 2015; Ayyagari et al., 2011) and contributing almost 70% of the world Gross Domestic Products (GDP) (Witbooi, Cupido & Ukpere, 2011).

Statistically, in Europe for instance, 21.2 million of the enterprises are SMEs which is 99.8% of all businesses in that region, providing jobs for nearly 86.8 million people - 66.8% of the total employment (Muller, Gagliardi, Caliandro, Bohn & Klitou, 2014).
The contents of the thesis is for internal user only
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careers: Qualitative investigation of the three forms of career capital and their


Appendix A: Map of Nigeria Showing Six Geopolitical Zones

Legend
- South-East Region
- South-South Region
- South-West Region
- North-Central Region
- North-East Region
- North-West Region

Niger
- Sokoto
- Katsina
- Jigawa
- Kaduna
- Kebbi
- Zaria
- Kano
- Borno
- Yobe

Cameroon
- Adamawa
- Cross River
- Enugu
- Ebonyi
- Delta
- Imo
- Akwa Ibom
- Benue
- Delta
- Edo
- Kogi

South-South Region
- Rivers
- Delta
- Bayelsa
- Akwa Ibom
- Cross River

South-West Region
- Ogun
- Oyo
- Osun
- Ekiti
- Ondo
- Lagos

South-East Region
- Enugu
- Ebonyi
- Anambra
- Imo
- Rivers

North-Central Region
- Taraba
- Plateau
- Benue
- Nasarawa
- Kogi

North-East Region
- Adamawa
- Gombe
- Yobe
- Borno

North-West Region
- Sokoto
- Kebbi
- Jigawa
- Katsina

Benin
### Appendix B: Social Capital Instruments

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<th>Instruments</th>
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<td>Chen et al., 2015</td>
<td>Social Capital Investment Scale – SCIS</td>
</tr>
<tr>
<td>2</td>
<td>Story, Taleb, Ahasan, &amp; Ali, 2015</td>
<td>Short Version Of Adapted Social Capital Assessment Tool B - SASCAT-B</td>
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<tr>
<td>3</td>
<td>Muskett, 2014</td>
<td>WRSCIM</td>
</tr>
<tr>
<td>5</td>
<td>Thuy &amp; Berry, 2013;</td>
<td>Australian Community Participation Questionnaire (ACPO)</td>
</tr>
<tr>
<td>6</td>
<td>Friche et al., 2013</td>
<td>Neighborhood scale</td>
</tr>
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<td>7</td>
<td>Carr, Cole, Ring, &amp; Blettner, 2011</td>
<td>Internal Social Capital Among Family Business - ISC-FB</td>
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<td>8</td>
<td>Borges, Campos, Vargas, Ferreira, &amp; Kawachi, 2010</td>
<td>Integrated Questionnaire on Social Capital -SCIQ</td>
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<td>9</td>
<td>Zimet, Dahlem, Zimet, &amp; Farley, 1988</td>
<td>Multidimensional Scale of Perceived Social Support - MSPSS</td>
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<td>10</td>
<td>Moscardino et al., 2010</td>
<td>Sense Of Community Index</td>
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<td>11</td>
<td>Modie-Moroka, 2009, Borges et al., 2010</td>
<td>Perceived Social Capital Scale</td>
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<td>Looman &amp; Farrag, 2009</td>
<td>Arabic Social Capital Scale</td>
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<td>Chen et al., 2009</td>
<td>Personal Social Capital Scale – PCSC</td>
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<td>Mattoo et al., 2008</td>
<td>Social Support Questionnaire</td>
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<td>De Silva &amp; Harpham, 2007, De Silva et al. 2006</td>
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<td>Williams 2006</td>
<td>Internet Social Capital Scales – ISCS</td>
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<td>Harpham, Grant, &amp; Thomas, 2002</td>
<td>Adapted Social Capital Assessment Tool – ASCAT</td>
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<td>Narayan, &amp; Cassidy, 2001</td>
<td>Social Capital Inventory</td>
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<td>Webber &amp; Huxley 2007; Van Der Gaag &amp; Snijders 2005</td>
<td>The Resource Generator</td>
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<td>22</td>
<td>Van Der Gaag &amp; Webber 2008; Lin &amp; Fu. 2001; Lin &amp; Dumin 1986</td>
<td>Position Generator</td>
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<td>23</td>
<td>McCallister &amp; Fischer 1978</td>
<td>Name Generator</td>
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## Appendix C: Resilience Instruments

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<th>Instrument</th>
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<tr>
<td>RSCA</td>
<td>Prince-Embury; 2006, 2008 &amp; 2009</td>
<td>Emotional Sense of relatedness Sense of Mastery Scale</td>
<td>64</td>
<td>5-point</td>
</tr>
<tr>
<td>RS</td>
<td>Wagnild &amp; Young, 1993</td>
<td>Personal competence</td>
<td>25</td>
<td>7-point Likert scale</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Acceptance of self and life</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RS-11</td>
<td>von Eisenhart Rothe et al., 2013</td>
<td>Unidimensional</td>
<td>11</td>
<td>7-point Likert scale</td>
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<td>RS-14</td>
<td>Damásio, Borsa, &amp; da Silva, 2011</td>
<td>Self-reliance Meaningfulness Equanimity Perseverance existential aloneness</td>
<td>14</td>
<td>7-point Likert scale</td>
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<td>BPFI</td>
<td>Baruth &amp; Carroll, 2002</td>
<td>Adaptable personality</td>
<td>16</td>
<td>5-point Likert scale</td>
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<td>RSA</td>
<td>Friborg et al., 2003; Friborg et al., 2009</td>
<td>Positive perception of self Positive perception of future Social competence</td>
<td>33</td>
<td>Semantic differential response format</td>
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<td></td>
<td></td>
<td>Structured style Family cohesion Social resources</td>
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<tr>
<td>CD-RISC</td>
<td>Connor &amp; Davidson, 2003</td>
<td>Personal competence, high standards, and tenacity</td>
<td>25</td>
<td>5-point</td>
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<tr>
<td></td>
<td></td>
<td>Trust in one’s instinct, tolerance of negative effects, and strengthening effects of stress</td>
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<td></td>
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<td>Positive acceptance of change and secure relationships</td>
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<td></td>
<td></td>
<td>Control</td>
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<td>Spiritual influences</td>
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<td>RSAS</td>
<td>Jew, Green, &amp; Kroger, 1999</td>
<td>Active skill acquisition</td>
<td>35</td>
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<td></td>
<td></td>
<td>Future orientation</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Independence/risk taking</td>
<td></td>
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<td>MIIRM</td>
<td>Martin, Distelberg, Palmer, &amp; Jeste, 2015</td>
<td>Self-efficacy, Access to social support network, Optimism, Perceived economic and social resources, Spirituality and religiosity, Relational accord, Emotional expression and communication, Emotional regulation</td>
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<td>5 and 4-point Likert scale</td>
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<td>RAS</td>
<td>Corrigan, Salzer, Ralph, Songster, &amp; Keck, 2004</td>
<td>Personal confidence and hope, Willingness to ask for help, Goal and success orientation, Reliance on others, No domination by symptoms</td>
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<td>5 and 4-point Likert scale</td>
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<td>PR</td>
<td>Windle, Markland, &amp; Woods, 2008</td>
<td>Self-esteem, Personal competence, Control</td>
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<td>CYRM</td>
<td>Ungar et al., 2008</td>
<td>Individual, Relational, Community, Culture</td>
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<td>ARQ</td>
<td>Gartland, Bond, Olsson, Buzwell, &amp; Sawyer, 2011</td>
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<td>Oshio et al., 2003</td>
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<td>21</td>
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<td></td>
<td>Positive future orientation</td>
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<td>READ</td>
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<td>Personal competence Social competence</td>
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<td>Structured style Family cohesion</td>
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<td>TRS</td>
<td>Madsen, &amp; Abell, 2010</td>
<td>Problem Solving Relationship Optimism Spirituality</td>
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<td>Sinclair &amp; Wallston, 2004</td>
<td>Adaptive coping (Polk’s)</td>
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<td>Perseverance</td>
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<td>Internal locus of control</td>
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<td></td>
<td>Coping and adaptation</td>
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<td>MMPR</td>
<td>Wei &amp; Taormina, 2014</td>
<td>Determination Endurance Adaptability Recuperability</td>
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<td>ER</td>
<td>Klohnen (1996)</td>
<td>Confident optimism, productive and autonomous activity, interpersonal warmth and insight, skilled expressiveness</td>
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<td>Bromley, Johnson &amp; Cohen, 2006</td>
<td>Confident optimism, productive activity, insight and warmth, skilled expressiveness</td>
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<td>102 dichotomous dummy variable (0 and 1)</td>
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<td>14 4-point scale</td>
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<td>ER89-R</td>
<td>Alessandri, Vecchione, Caprara &amp; Letzring, 2012 Vecchione et al., 2010</td>
<td>Openness to life experiences, optimal regulation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>10 7-point Likert scale</td>
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</table>

**Key**

- MIIRM - Multidimensional Resilience Measure
- CDRISC - Connor-Davidson Resilience Scale
- RSA - Resilience Scale for Adults
- BRS - Brief Resilience Scale
- PR - Psychological Resilience
- RAS - Recovery Assessment Scale
- RSAS - Resilience Skills and Abilities Scale
- ARQ - Adolescent Resilience Questionnaire
- ARS - Adolescent Resilience
- RSCA - Resiliency Scales for Children and Adolescents
- RS - Resiliency Scales
- BPFI - Baruth Protective Factor's Inventory
- BRCS - Brief Resilient Coping Scale
- RIM - Resilience in Midlife Scale
- CYRM - Child and Youth Resilience Measure
- TRS - Trauma Resilience Scale
- MMPR - Multidimensional Measure of Personal Resilience
- ERS - Ego Resiliency Scale
- ER89-R - Ego Resiliency Scale

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Appendix D: Survey Questionnaire

Dear Participant,

I am Salisu Isyaku, a PhD student at the School of Business Management of Universiti Utara Malaysia. You are cordially invited to participate in a study that aims to investigate the role of social capital on career success of entrepreneurs. The findings of this study will offer practical recommendations on how owner/managers in Nigeria can achieve success.

Your participation is voluntary and you are free to withdraw at any time. Kindly complete the attached survey. This should not take more than 15 minutes of your valuable time.

The survey collects no identifying information. All responses in the survey will be recorded anonymously and will be treated in a confidential manner. More so, all information provided will be used strictly for academic purpose.

If you have any questions regarding the survey or this research project in general, please contact me at abdaratsauri@gmail.com or my supervisor, Dr Norashidah Bint Hashim (norashidah@uum.edu.my). Alternatively, you can call me via 09099820828 or 08163786769.

It will be highly appreciated if you can complete the survey within one week, after which I will personally collect it from you. By completing this survey, you are indicating your consent to participate in the study.

Thank you for your time and cooperation in answering this questionnaire.

Yours Sincerely,

Salisu Isyaku
PhD Entrepreneurship Student
School of Business Management, UUM College of Business
University Utara Malaysia, 06010, Sintok, Kedah.
SECTION A: Demographic Information

Please tick ☒ as appropriate in the boxes provided below concerning the demographic information that fit you.

1. Gender:
   - [ ] Male
   - [ ] Female

2. Marital Status:
   - [ ] Single
   - [ ] Married
   - [ ] Divorced
   - [ ] Widowed
   - [ ] Separated
   - [ ] Others (please specify) .................... .

3. Highest educational qualification obtained
   - [ ] Secondary school certificate
   - [ ] OND/NCE
   - [ ] Bachelor’s degree/HND
   - [ ] Masters
   - [ ] Doctorate degree
   - [ ] Others (please specify) .................... .

4. Average monthly income ............................................... .

5. Age in years ................................................................. .


7. Years of experience in your current industry ...................... .

8. Business Type ............................................................... .

9. Years of experience in business start-up .......................... .
SECTION B

Please indicate as honestly and objectively as possible the extent to which you agree or disagree with each statement using the scale below:

<table>
<thead>
<tr>
<th>SN</th>
<th>Items</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I have earned more money than most of my friends.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>As a businessperson, my income is almost at the highest level in the same industry</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
<tr>
<td>3</td>
<td>What I have earned from my businesses is more than what I actually need</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>I can be deemed a rich person.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>5</td>
<td>I earn a lot of money.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>I am satisfied with the success I have achieved in my career.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>I am satisfied with the progress I have made toward meeting my overall career goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>8</td>
<td>I am satisfied with the progress I have made toward meeting my goals for income.</td>
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<td>2</td>
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<tr>
<td></td>
<td>I am satisfied with the progress I have made toward meeting my goals for advancement</td>
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<td>5</td>
</tr>
<tr>
<td></td>
<td>I am satisfied with the progress I have made toward meeting my goals for the development of new skills</td>
<td></td>
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<td>10</td>
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</tr>
<tr>
<td></td>
<td>I have a good reputation in the business field</td>
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<td>11</td>
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<tr>
<td></td>
<td>In the business field, a lot of people know me</td>
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<tr>
<td></td>
<td>Most people from my industry think that I am an excellent businessperson</td>
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<tr>
<td></td>
<td>My career has been recognized by others</td>
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<td>14</td>
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<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td></td>
<td>My friends appreciate my career achievement</td>
<td></td>
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<td>15</td>
<td></td>
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<td>2</td>
<td>3</td>
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<tr>
<td></td>
<td>My career gives me social status</td>
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<td>16</td>
<td></td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td></td>
<td>In our society, people tend to respect businesspersons</td>
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<td>17</td>
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<td>3</td>
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<td></td>
<td>As an employer, I have certain social status</td>
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<tr>
<td>20</td>
<td>I have accomplished something valuable from my career</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>21</td>
<td>I have fulfilled something I want to do from my career</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>22</td>
<td>I have made some of my dreams come true from my career</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>23</td>
<td>I have a sense of achievement from my career</td>
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<td>2</td>
<td>3</td>
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</table>

**SECTION C**

Please answer the following questions as honestly and objectively as possible using the five scale below.

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<th>Less than Average</th>
<th>Average</th>
<th>more than average</th>
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<td>How do you rate the number of your family members</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>2</td>
<td>How do you rate the number of your relatives</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>How do you rate the number of people in your neighbourhood</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>How do you rate the number of your friends</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>How do you rate the number of your coworkers/fellow classmates</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>How do you rate the number of your country fellow/old classmates</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
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</tr>
<tr>
<td>1</td>
<td>With how many of your family members do you keep a routine contact?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>With how many of your relatives do you keep a routine contact?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>With how many people in your neighbourhood do you keep a routine contact?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
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<td>With how many of your friends do you keep a routine contact?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<td>5</td>
<td>With how many of your coworkers/fellow do you keep a routine contact?</td>
<td>1</td>
<td>2</td>
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<tr>
<td>6</td>
<td>With how many of your country fellow/old classmates do you keep a routine contact?</td>
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<td>Some</td>
<td>Most</td>
<td>All</td>
</tr>
<tr>
<td>1</td>
<td>Among your family members how many can you trust?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Among your relatives how many can you trust?</td>
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<td>2</td>
<td>3</td>
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<td>5</td>
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<tr>
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<td>Among the people in your neighbourhood how many can you trust?</td>
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<td>Among your friends how many can you trust?</td>
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<td>Among your coworkers/fellow how many can you trust?</td>
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<td>Some</td>
<td>Most</td>
<td>All</td>
</tr>
<tr>
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<td>Among your family members how many will definitely help you upon your request?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Among your relatives, how many will definitely help you upon your request?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Among people in your neighbourhood, how many will definitely help you upon your request?</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
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<tr>
<td>SN</td>
<td>Items</td>
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<td>4</td>
<td>Among your friends, how many will definitely help you upon your request?</td>
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<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Among your coworkers/fellow how many will definitely help you upon your request?</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Among your country fellow/old classmates how many will definitely help you upon your request?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>SN</th>
<th>Items</th>
<th>None</th>
<th>A few</th>
<th>Some</th>
<th>Most</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>When people in all the six categories (family, relatives, neighbourhood, coworkers/fellow, country fellow/old classmates) are considered, how many possess certain political power</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>When people in all the six categories (family, relatives, neighbourhood, coworkers/fellow, country fellow/old classmates) are considered, how many possess wealth or are owners of an enterprise or a company</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>3</td>
<td>When people in all the six categories (family, relatives, neighbourhood, coworkers/fellow, country fellow/old classmates) are considered, how many possess broad connections with others</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>4</td>
<td>When people in all the six categories (family, relatives, neighbourhood, coworkers/fellow, country fellow/old classmates) are considered, how many possess high reputation/influence</td>
<td>1</td>
<td>2</td>
<td>3</td>
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</tr>
<tr>
<td>5</td>
<td>When people in all the six categories (family, relatives, neighbourhood, coworkers/fellow, country fellow/old classmates) are</td>
<td>1</td>
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<td>3</td>
<td>4</td>
<td>5</td>
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</tbody>
</table>
considered, how many possess high school or more education

<table>
<thead>
<tr>
<th>6</th>
<th>When people in all the six categories (family, relatives, neighbourhood, coworkers/fellow, country fellow/old classmates) are considered, how many possess a professional job</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>SN</th>
<th>Items</th>
<th>A few</th>
<th>Less than Average</th>
<th>Average</th>
<th>more than average</th>
<th>A lot</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>How do you rate the number of governmental groups/organizations in your community?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>How do you rate the number of political groups/organizations in your community?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>How do you rate the number of economic groups/organizations in your community?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>How do you rate the number of social groups/organizations in your community?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>How do you rate the number of cultural groups/organizations in your community?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>How do you rate the number of leisure/recreational groups in your community?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SN</th>
<th>Items</th>
<th>None</th>
<th>A few</th>
<th>Some</th>
<th>Most</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>In how many government groups/organizations do you participate in their activities?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>SN</td>
<td>Items</td>
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<td>A few</td>
<td>Some</td>
<td>Most</td>
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</tr>
<tr>
<td>1</td>
<td>Among governmental groups/organizations, how many represent your rights and interests?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Among political groups/organizations, how many represent your rights and interests?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Among economic groups/organizations, how many represent your rights and interests?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Among social groups/organizations, how many represent your rights and interests?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Among cultural groups/organizations, how many represent your rights and interests?</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>SN</td>
<td>Items</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----</td>
<td>-------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Among governmental groups/organizations, how many will help you upon your request?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Among political groups/organizations, how many will help you upon your request?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Among economic groups/organizations, how many will help you upon your request?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Among social groups/organizations, how many will help you upon your request?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Among cultural groups/organizations, how many will help you upon your request?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Among leisure/recreational groups, how many will help you upon your request?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SN</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>When all groups and organizations (Governmental, political, economic, social, cultural leisure/recreational) are considered, how many possess significant power for decision making</td>
</tr>
<tr>
<td>2</td>
<td>When all groups and organizations (Governmental, political, economic, social, cultural leisure/recreational) are considered, how many possess significant power for decision making</td>
</tr>
<tr>
<td>Economic, social, cultural leisure/recreational) are considered, how many possess solid financial basis</td>
<td>1</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>When all groups and organizations (Governmental, political, economic, social, cultural leisure/recreational) are considered, how many possess broad social connections</td>
<td>1</td>
</tr>
<tr>
<td>When all groups and organizations (Governmental, political, economic, social, cultural leisure/recreational) are considered, how many possess great social influence</td>
<td>1</td>
</tr>
</tbody>
</table>

**SECTION D**

Please answer the following questions as honestly and objectively as possible using the five scale below.

<table>
<thead>
<tr>
<th>SN</th>
<th>Items</th>
<th>Not at all</th>
<th>Slightly</th>
<th>Moderately</th>
<th>Quite a bit</th>
<th>Extremely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>How committed are you to your career.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>To what extent do you care about your career.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>How dedicated are you to your career.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>To what extent have you chosen to be committed to your career</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
SECTION E

Please indicate as honestly and objectively as possible the extent to which you agree or disagree with each statement using the scale below.

<table>
<thead>
<tr>
<th>SN</th>
<th>Items</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I am able to adapt to change</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>I can deal with whatever comes</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>I tries to see humorous side of problems</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Coping with stress can strengthen me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>I tend to bounce back after illness or hardship</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>I can achieve goals despite obstacles</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>I can stay focused under pressure</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>I am not easily discouraged by failure</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>I think of self as strong person</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>I can handle unpleasant feelings</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Appendix E: Pre-test Questionnaire

Dear Participant,

I am Salisu Isyaku, a PhD student at the School of Business Management of Universiti Utara Malaysia. You are cordially invited to participate in a study that aims to investigate the role of resilience in the relationship of social capital, commitment and career success of SMEs owner/managers. The findings of this study will offer practical recommendations on how owner/managers in Nigeria can increase their success.

Your participation is voluntary and you are free to withdraw at any time. Kindly complete the attached questionnaire. This should not take more than 15 minutes of your valuable time.

This study collects no identifying information. All responses will be recorded anonymously and will be treated in a confidential manner. More so, all information provided will be used strictly for academic purpose only.

If you have any questions regarding the questionnaire, or this research project in general, please contact me at abdaratsauri@gmail.com or my supervisor, Dr Norashidah Bint Hashim (norashidah@uum.edu.my). Alternatively, you can call me via +234(0)8036361577.

It will be highly appreciated if you can complete the questionnaire within one week, after which I will personally collect it from you. By completing this questionnaire, you are indicating your consent to participate in the study.

Your participation is highly appreciated.

Thank you for your time and cooperation in answering this questionnaire.

Yours Sincerely,

Salisu Isyaku
PhD Entrepreneurship Student
School of Business Management, UUM College of Business
University Utara Malaysia, 06010, Sintok, Kedah.
## Section One: Career Success

**Definition:** Less tangible, personal judgments of one's career based on criteria deemed important to the individual.

**Scale:** 5-point scale. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

You are required to rate the items on 4-point scale from 1 - not relevant to 5 - highly relevant.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Items</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I am satisfied with the success I have achieved in my career.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I am satisfied with the progress I have made toward meeting my overall career goals.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I am satisfied with the progress I have made toward meeting my goals for income.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I am satisfied with the progress I have made toward meeting my goals for advancement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I am satisfied with the progress I have made toward meeting my goals for the development of new skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>I have accomplished something valuable from my career</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>I have fulfilled something I want to do from my career</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>I have made some of my dreams come true from my career</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>I have a sense of achievement from my career</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>I have earned more money than most of my friends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>As a businessperson, my income is almost at the highest level in the same industry</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>What I have earned from my businesses is more than what I actually need</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>I can be deemed a rich person</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>I earn a lot of money</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section Two: Social Capital

Bonding

Definition: Bonding refers to relationships within similar groups i.e. strong ties that link neighbours, family members, and intimate friends and contemporaries.

Scale: The scale used 5-point Likert from 1 = none, 2 = a few, 3 = some, 4 = most and 5 = all, but questions number one use 1 = A few, 2 = less than Average, 3 = average, 4 = more than average, 5 = A lot.

You are required to rate the items on 4-point scale from 1- not relevant to 5-highly relevant.

Please read the following statements, please tick (✓) in the relevant box and provide comments.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Items</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>How do you rate the number of people in each of the following six categories?</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Your family members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Your relatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Your neighbourhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Your friends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Your coworkers/fellow</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Your country fellow/old classmates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>With how many of people in each of the following categories do you keep a routine contact?</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Your family members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Your relatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Your neighbourhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Your friends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Your coworkers/fellow</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Your country fellow/old classmates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Among the people in each of the following six categories, how many can you trust?</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Your family members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Your relatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Your neighbourhood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Among people in each of the following six categories, how many will definitely help you upon your request?

<table>
<thead>
<tr>
<th>Category</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your friends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your coworkers/fellow</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your country fellow/old classmates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

When people in all the six categories are considered, how many possess the following assets/resources?

<table>
<thead>
<tr>
<th>Asset/Resource</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certain political power</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wealth or owners of an enterprise or a company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broad connections with others</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High reputation/influence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High school or more education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A professional job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Bridging

**Definition:** Bridging refers to relationship that link different ethnic and occupational backgrounds, including formal or informal social participation i.e. weak ties.

**Scale:** The scale used 5-point Likert to assess the 5 composite items ranging from 1 = none, 2 = a few, 3 = some, 4 = most and 5 = all, but item number six use 1 = A few, 2 = less than Average, 3 = average, 4 = more than average, 5 = A lot.

You are required to rate the items on 4 point scale from 1 – Not relevant to 5 – Highly relevant.
Please read the following statements, please tick ( ✓ ) in the relevant box and provide comments.

<table>
<thead>
<tr>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
</tr>
</tbody>
</table>

**How do you rate the number of the following types of groups/organizations in your community?**

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Governmental groups/organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>political groups/organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Economic groups/organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Social groups/organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Cultural groups/organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Leisure/recreational groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**For how many of each of these types of groups and organizations do you participate in their activities?**

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Governmental groups/organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>political groups/organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Economic groups/organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Social groups/organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>Cultural groups/organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Leisure/recreational groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Among each of these types of groups and organizations, how many represent your rights and interests?**

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Governmental groups/organizations</td>
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Among each of these types of groups and organizations, how many will help you upon your request?

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When all groups and organizations in the two categories are considered, how many possess the following assets/resources?

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<td>Great social influence</td>
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Section Three: Resilience

**Definition:** Personal qualities that enable one to thrive in the face of adversity

**Scale:** 5-point scale. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree

You are required to rate the items on a 4-point scale from 1 – Not relevant to 5 – Highly relevant

Please read the following statements, please tick (✓) in the relevant box and provide comments

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</thead>
<tbody>
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<tr>
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<td>Can deal with whatever comes</td>
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<tr>
<td>3</td>
<td>Tries to see humorous side of problems</td>
</tr>
<tr>
<td>4</td>
<td>Coping with stress can strengthen me</td>
</tr>
<tr>
<td>5</td>
<td>Tend to bounce back after illness or hardship</td>
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<tr>
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<td>Can achieve goals despite obstacles</td>
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<td>Can stay focused under pressure</td>
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<td>8</td>
<td>Not easily discouraged by failure</td>
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<td>9</td>
<td>Think of self as strong person</td>
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<td>10</td>
<td>Can handle unpleasant feelings</td>
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**Section Four: Commitment**

**Definition:** Volitional psychological bond reflecting dedication to and responsibility for a particular target.

**Scale:** 5-point scale 1 - Not at all 2 - Slightly 3 - Moderately 4 - Quite a bit 5 - Extremely

You are required to rate the items on 4 point scale from 1 – Not relevant to 5 – Highly relevant.

Please read the following statements, please tick (✓) in the relevant box and comments.

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**Thanks for your Participation**
## Appendix F: Missing Values Analysis

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a. Number of cases outside the range (Q1 - 1.5*IQR, Q3 + 1.5*IQR).
### Appendix G: Loadings and Cross Loadings

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Appendix H

OYAGSB Letter for Data Collection

OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that SALISU ISYAKU (Matric No: 95570) is a bonafide student of Doctor of Philosophy (PhD), Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. He is conducting a research entitled "Social Capital and Career Success of SME's Owners in Nigeria: The role of Resilience" under the supervision of Dr. Norashidah Binti Hashim.

In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

“KNOWLEDGE, VIRTUE, SERVICE”

Yours faithfully,

KOZITA BINTI RAPLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

C.C: Supervisor
       Student's File (95570)
Appendix I
Panel Decision of Ph.D Proposal Defense

![Logo of Universiti Utara Malaysia]

LAPORAN PENGURUSI
CHAIRMAN'S REPORT

PERTAHANAN CADANGAN PENYEUDIKAN PhD
PhD PROPOSAL DEFENCE

Tanggal Pembentangan : 05 JANUARI 2016 (SELASA)
Date of defence :

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<td>First attempt</td>
<td>Second attempt</td>
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Nama pelajar : Salisu Isyaku
Student's name :

Nombor matric : (95570)
Matric Number :

Tajuk Proposal : ENTREPRENEURIAL SOCIAL CAPITAL AND ENTREPRENEURIAL CAREER SUCCESS: THE MEDIATING ROLE OF ENTREPRENEURIAL RESILIENCE
Title of Proposal :

Nama penyelia : 1. Dr Norashidah Hashim
Name of supervisor(s) :

KEPUTUSAN :
Jawatankuasa Penilai Proposal telah bersetuju bahawa pelajar diberikan status :
The Proposal Review Committee has agreed that the student be given the following status :

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<td>Pass with minor revision</td>
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<td>Lulus dengan pindaan besar, tetapi tidak perlu mengemukakan semula cadangan penyeudikan kepada penilai</td>
<td>Pass with major revision, but is not required to resubmit the proposal to the reviewers.</td>
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<td>Lulus dengan pindaan besar, dan harus mengemukakan cadangan penyeulidan yang dipinda kepada penilai dalam tempoh enam (6) bulan untuk dinilai semula</td>
<td>Pass with major revision, and resubmit the amended proposal to the reviewers within 6 months.</td>
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<td>Lulus dengan pindaan besar dan mempertahankan semula cadangan penyeulidikan kepada jawatankuasa penilai</td>
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<td>Fail</td>
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433
Ulasan tambahan:
Additional review

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Tarikh : 05 JANUARI 2016 (SELASA)
Date

Untuk Kegunaan Pejabat :

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