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**UNDERSTANDING SOCIAL ENTERPRISE PERFORMANCE
IN PAKISTAN: ROLE OF BRICOLAGE BEHAVIOR, SOCIAL
CAPITAL AND SOCIAL INNOVATION**



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Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
June 2019**

**UNDERSTANDING SOCIAL ENTERPRISE PERFORMANCE IN PAKISTAN:
ROLE OF BRICOLAGE BEHAVIOR, SOCIAL CAPITAL AND SOCIAL
INNOVATION**



UUM
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**Thesis Submitted to
School of Business Management, College of Business
University Utara Malaysia
In Fulfilment of the Requirement for the Degree of Doctor of Philosophy**



Pusat Pengajian Pengurusan Perniagaan
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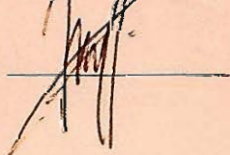
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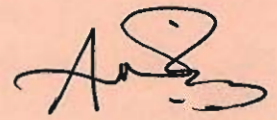
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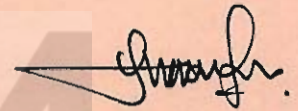
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ABSTRACT

The dual pursuit of social and financial performance goals poses unique challenges for social enterprises to address the pressing societal problems. While resources and capabilities have been highlighted as important variables to perform in the existing studies, this issue has largely been under-researched in the field of social entrepreneurship. This study sets out to contribute to the understanding of social enterprise performance in an extremely resource-constrained context of the base of pyramid market. Drawing upon the radical view of resource-based theory, this study examines the role of social innovation in mediating the effects of bricolage behavior and social capital on social enterprise performance (scaling of social impact and financial performance). A total of 131 social ventures from different provinces of Pakistan participated in this study. Partial Least Square Structural Equation Modelling techniques were used to test the study hypotheses. The findings supported the hypothesized direct effects of bricolage behavior and social capital on social innovation. In addition, the findings also supported the direct effect of social innovation on social enterprise performance (scaling of social impact and financial performance). Furthermore, social innovation had mediated the relationship between bricolage behavior and social enterprise performance and social capital and social enterprise performance. In order to achieve the dual performance objectives (scaling of social impact and financial performance), the social enterprises should focus on building upon the resource mobilization strategies of bricolage behavior and social capital as relevant capabilities and resources through the introduction of socially innovative solutions to tackle the societal problems at large which is crucial for the overall wellbeing of the multiple stakeholders. Theoretical and practical implications, along with study limitations and future recommendations, are also discussed.

Keywords: Bricolage behavior, Social capital, Social innovation, Social impact, Social enterprises.

ABSTRAK

Usaha ke arah mencapai dua matlamat iaitu prestasi sosial dan kewangan memberikan cabaran unik bagi perusahaan sosial untuk menangani masalah yang membelenggu masyarakat. Walaupun sumber dan keupayaan diketengahkan sebagai pemboleh ubah penting untuk dilaksanakan dalam kajian sedia ada, sebahagian besar isu ini kurang dikaji dalam bidang keusahawanan sosial. Kajian ini bertujuan untuk menyumbang kepada pemahaman terhadap prestasi perusahaan sosial berdasarkan keadaan sumber yang amat terhad dalam konteks piramid pasaran. Merujuk kepada pandangan radikal teori berasaskan sumber, kajian ini menyelidik peranan inovasi sosial sebagai pengantara kesan gelagat kebolehan upaya dan modal sosial terhadap prestasi perusahaan sosial (skala kesan sosial dan prestasi kewangan). Sejumlah 131 pengusaha sosial dari pelbagai wilayah di Pakistan terlibat dalam kajian ini. Teknik Pemodelan Persamaan Berstruktur Kuasa Dua Terkecil Separa digunakan untuk menguji hipotesis kajian. Dapatan kajian menyokong hipotesis kesan langsung gelagat kebolehan upaya dan modal sosial dalam inovasi sosial. Di samping itu, dapatan juga menyokong kesan langsung inovasi sosial terhadap prestasi perusahaan sosial (skala kesan sosial dan prestasi kewangan). Tambahan lagi, inovasi sosial telah menjadi pengantara bagi hubungan antara gelagat kebolehan upaya dan prestasi perusahaan sosial, serta hubungan antara modal sosial dan prestasi perusahaan sosial. Bagi mencapai objektif prestasi dual (skala kesan sosial dan prestasi kewangan), perusahaan sosial perlu memberi tumpuan kepada pembinaan strategi penggerak sumber kepada gelagat kebolehan upaya dan modal sosial sebagai keupayaan dan sumber dan yang relevan melalui pengenalan penyelesaian inovatif sosial bagi menangani masalah masyarakat dan kesejahteraan pelbagai pemegang kepentingan secara menyeluruh. Implikasi teoretikal dan praktikal, batasan kajian dan cadangan kajian akan datang juga dibincangkan.

Kata kunci: gelagat kebolehan upaya, modal sosial, inovasi sosial, kesan sosial, perusahaan sosial.

ACKNOWLEDGMENT

‘In the Name of Allah, Most Gracious, Most Merciful’

All praise is due to Allah (SWT), the Lord of the worlds who gave me opportunity, determination and strength to complete my research. May the peace and blessings of Allah (SWT) be upon our beloved prophet Muhammad (PBUH), his household, companions and those who follow them in righteousness until the Day of Judgment.

I would like to thank and express my deep and sincere gratitude to my supervisors, Associate Professor Dr. Darwina Arshad and Associate Professor Dr. Chandrakantan Subramaniam for their support and guidance throughout this journey. It was a great pleasure working under their supervision because they are the ones who not only knows when to lift me when I’ve fallen, but also knows when to stand back and just watch in awe. Their constructive criticisms have been very challenging and a source of inspiration throughout the period of this study. Honestly speaking, it’s beyond my imagination to find adequate words thanking them. Though, I clearly realize that it will be emotionally painful to move on in life without seeing them.

I am also grateful to Prof. T. Ramayah and Dr. Francis Chuah for offering me their knowledge and invaluable aid through their research methodology lessons during my interaction with them. I am also thankful to my colleagues and friends Beenish Tariq, Fozia Latif and Maham Sattar who kept me motivated through their laughter and unconditional support.

Finally, my deepest gratitude goes to my family members. It would not have been possible to complete this gigantic task without their continuous moral and emotional support. I would like to thank my father Mian Abbas Ahmed for standing unconditionally by my side, my late mother Shaheen Akhtar for inspiring me to do Ph. D, my mother in law Nargis Muzammil, my brothers and sister, and my husband Abubakar Mirza who offered me ceaseless support, courage, and love, and stayed persevering with me during my doctoral journey which was one of the most challenging yet lovely journeys of my life. A special and hearty thanks to my kids Abdul Hannan, Hania and Ibrahim for energizing me with their divine love, hugs and kisses during my study!

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LIST OF ABBREVIATIONS

UN	United Nations
BOP	Base of Pyramid/Bottom of Pyramid
SE	Social enterprises
SMEs	Small and medium enterprises
GDP	Gross Domestic Product
CSE	Center for social entrepreneurship
SDPI	Social Development Policy Institute
NGOs	Non-governmental organizations
RBT	Resource Based Theory
NPO	Non-profit organization
ADB	Asian Development Bank



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The ever-increasing void between haves and have-nots has never been as alarming as it is now, raising a question mark on the man-made market economy with a complete focus on the profit maximization as a bottom line. The quest for sustainable solutions to the most pressing problems of the society for inclusive economies and curtailing poverty is the most important dilemma for most of the developing and under developed countries. Even national and international institutions seem helpless here with the evident inability to meet the Millennium Development Goals set by the United Nations for all 189 UN member states in 2000 to be achieved by 2015 (United Nations, 2018). These were then superseded by sustainable development goals in 2015 unveiling the failure to eradicate poverty, hunger, environmental degradation, illiteracy, disease and discrimination against women.

Entrepreneurship and innovation are indispensable additives in order to cutback poverty (Linaa, 2013; Pathak, 2008). But there has been a recent shift of the spotlight from the traditional profit maximization enterprises to the ones having a double rather triple bottom line, by bringing in the impact of the business activities on the society and the environment, in the radar as well. There has been a surge in the demand for innovative financially sustainable businesses with a focus on the unmet social and environmental needs addressing market, government and not for profit organizations failures (Doherty, Haugh, & Lyon, 2014; Goyal, Sergi, & Jaiswal, 2015; Hurst, 2016; Pless, 2012; C. K. Prahalad, 2005).

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APPENDICES

APPENDIX A

English Questionnaire



Dear Respondent,

I am a Postgraduate student in Universiti Utara Malaysia and carrying out a survey regarding social enterprises, in order to fulfil the degree of Ph.D. requirement of Universiti Utara Malaysia. The objective of this research is to determine the contribution of social capital, bricolage behavior and social innovation towards the financial performance and social impact of social organizations in Pakistan.

This information will be useful for both researchers and the Centre for Social Entrepreneurship at Ministry of Planning, Development and Reform, Pakistan, in an effort to enhance the performance of social enterprises. We are requesting for your consent to participate in this study by filling survey questionnaire. I realize that your time is priceless and very precious; however, your involvement in this survey, which will only need 25-30 minutes of your time will certainly contribute to the success of this study.

There is no right or wrong answer to the statements listed in the questionnaire. If you choose to participate in this survey, then your sincerity and honesty are highly required in responding to these statements and also denotes your willingness to participate in the study. Rest please be assured that all your responses will be kept confidential and will strictly be used for the academic research purposes only.

With this I highly appreciate your cooperation and participation in this study. I would like to convey my thanks in advance. If you are interested in this study and require any further information, please contact me via email at javeriaabbass@bzu.edu.pk or call me at +923006327030 or my supervisor Associate Professor Dr. Darwina at darwina@uum.edu.my.

Thank you for your time and kind attention

Yours sincerely,

Javaria Abbas

Ph.D. student,
 School of Business Management,
 College of Business.

Section A:

Considering only your perception, please circle the most appropriate answer to describe your response based on the appropriate number on the scale.

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree

Questions								
1	In our organization, we usually find workable solutions to new challenges by using our existing resources	1	2	3	4	5	6	7
2	In our organization, we typically take on a broader range of challenges than others with our resources would do	1	2	3	4	5	6	7
3	In our organization, we use any existing resource that seems useful to responding to a new problem or opportunity	1	2	3	4	5	6	7
4	In our organization, we deal with new challenges by applying a combination of our existing resources and other resources inexpensively available to us	1	2	3	4	5	6	7
5	In our organization, when dealing with new problems or opportunities we immediately take action by assuming that we will find a workable solution	1	2	3	4	5	6	7
6	By combining our existing resources, in our organization, we take on a very broad variety of new challenges	1	2	3	4	5	6	7
7	In our organization, when we face new challenges we put together workable solutions from our existing resources	1	2	3	4	5	6	7
8	We combine resources to accomplish new challenges in our organization that the resources were not originally intended to accomplish	1	2	3	4	5	6	7
9	To deal with new challenges, our organization access resources at low or no cost and combine them with what we already have.	1	2	3	4	5	6	7
10	Our employees have a passion to achieve common goals.	1	2	3	4	5	6	7
11	Our employees can keep their promises to each other.	1	2	3	4	5	6	7
12	Our employees have a common goal and vision.	1	2	3	4	5	6	7
13	Employees in our organization maintain close relationships.	1	2	3	4	5	6	7

14	Employees in our organization tries their best to avoid harming other's interests.	1	2	3	4	5	6	7
15	There is trust among employees in our organization. Even if one has the opportunity to take advantage of the other, he/she will not do so.	1	2	3	4	5	6	7
16	Employees in our organization regularly exchange knowledge or information through informal conversations.	1	2	3	4	5	6	7
17	Our stakeholders and our organization keep promises to each other.	1	2	3	4	5	6	7
18	Our stakeholders have an open attitude toward introducing new customers to us.	1	2	3	4	5	6	7
19	Our organization frequently comes in contact with other new customers through existing customers.	1	2	3	4	5	6	7
20	Our stakeholders try their best to avoid harming our interests.	1	2	3	4	5	6	7
21	Our stakeholders maintain intimate relationships with us.	1	2	3	4	5	6	7
22	There is trust between our stakeholders and our organization. Even if one party has the opportunity to take advantage of the other, it will not do so.	1	2	3	4	5	6	7
23	Our stakeholders maintain personal friendships with our organization.	1	2	3	4	5	6	7
24	Our organization's approach allows us to serve potentially large groups of people.	1	2	3	4	5	6	7
25	In our organization, we improve our offerings by expanding market reach (e.g., offering services to more people).	1	2	3	4	5	6	7
26	In our organization, we have increased up our capabilities to address our mission.	1	2	3	4	5	6	7
27	In our organization, we have greatly expanded the number of individuals we serve.	1	2	3	4	5	6	7
28	In our organization, we have substantially increased the geographic area we serve.	1	2	3	4	5	6	7
29	Our organization's work and approach are transferable to other locations.	1	2	3	4	5	6	7
30	We use different sources of ideas to develop social projects.	1	2	3	4	5	6	7
31	We collaborate with different partners to design social projects.	1	2	3	4	5	6	7
32	We obtain funds for social projects from few sources.	1	2	3	4	5	6	7
33	We use different tools to measure our social projects.	1	2	3	4	5	6	7
34	We intervene in communities through different approaches	1	2	3	4	5	6	7

35	We share reports of achievements of our projects through different channels.	1	2	3	4	5	6	7
36	We improve our organization by delivering social projects	1	2	3	4	5	6	7
37	Our projects make changes in different social sectors.	1	2	3	4	5	6	7
38	Beneficiaries participate in the project of our organization.	1	2	3	4	5	6	7
39	We partner with different organizations in delivering social projects	1	2	3	4	5	6	7
40	Our projects are financially sustainable.	1	2	3	4	5	6	7

Section B

In your organization, what is the degree of importance attached to the following items?

1	2	3	4	5	6	7
Extremely unimportant	Unimportant	Somewhat unimportant	Neutral	Somewhat important	Important	Extremely important

Questions

41	Sales level	1	2	3	4	5	6	7
42	Sales growth	1	2	3	4	5	6	7
43	Profitability	1	2	3	4	5	6	7
44	Net profit	1	2	3	4	5	6	7
45	Gross profit	1	2	3	4	5	6	7
46	Ability to fund enterprise growth from profits	1	2	3	4	5	6	7

In your organization, what is your degree of satisfaction with these items for the last three years?

1	2	3	4	5	6	7
Extremely dissatisfied	Dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Satisfied	Extremely satisfied

Questions

47	Sales level	1	2	3	4	5	6	7
48	Sales growth	1	2	3	4	5	6	7
49	Profitability	1	2	3	4	5	6	7
50	Net profit	1	2	3	4	5	6	7
51	Gross profit	1	2	3	4	5	6	7
52	Ability to fund enterprise growth from profits	1	2	3	4	5	6	7

Section C: Demographic information

This section requires you to provide some basic demographic information. These are used exclusively for research purposes across the entire sample of people responding, and in no way are meant to identify you or be used in any other individual analysis. Please fill in blank and tick (✓) in the appropriate boxes that corresponds to your answer to each of the following questions below.

1. Geographic Location: Province _____
City _____

2. Gender: Male Female

3. Your organization status: For profit Non-profit (NGO)

4. What is your highest completed level of education?

- | | |
|--|--|
| <input type="checkbox"/> No formal education | <input type="checkbox"/> Less than matriculation |
| <input type="checkbox"/> Matriculation | <input type="checkbox"/> Intermediate |
| <input type="checkbox"/> Under graduation | <input type="checkbox"/> Graduation or above |

5. Which of the following would best describe your job level?

- | | |
|--|--|
| <input type="checkbox"/> Social entrepreneur | <input type="checkbox"/> Project manager |
| <input type="checkbox"/> Senior manager | <input type="checkbox"/> Any other, please specify |

6. Number of employees in your organization _____ people

7. How long has this organization been established? _____ Years _____ Months

8. Ownership

Joint venture, if so please mention the partner_____

Locally owned

Foreign owned

Government owned

Any other please specify_____

9. Source of major funding (you can tick more than one)

Self-funded

Government funded

Local private

International institutions

Any other please specify_____

10. In what industry is the organization operating?

Health

Education

Financial services

Energy

Agriculture and processing

Manufacturing

Information and communication technology (ICT)

Any other, please specify_____



UUM
Universiti Utara Malaysia

APPENDIX B

Urdu Questionnaire



جناب محترم!

میں اتارہ یونیورسٹی ملائیشیا میں پوسٹ گریجویٹ سطح کی سٹوڈنٹ ہوں اور اسی یونیورسٹی سے اپنی پی ایچ ڈی کی ڈگری کی تکمیل کے لیے سوشل انٹریپرائزز (سماجی کاروبار) سے متعلق ایک سروے کرنا چاہ رہی ہے۔ اس تحقیق کا مقصد یہ ہے کہ ہماری معاشی کارکردگی اور پاکستان میں کام کرنے والی سماجی تنظیموں کے معاشرے پر اثرات میں سماجی سرمایے، ہمارے اصلاحاتی مزاج اور سماجی ایجادات کی شراکت یا حصے کا تعین کیا جائے۔ یہ معلومات محققین کے لیے اور سوشل انٹریپرائزز کی کارکردگی میں بہتر لانے کے لیے وزارتِ منصوبہ بندی، ترقی و اصلاحات کے زیر اثر کام کرنے والے "سنٹر فار سوشل انٹریپرائیز" کے لیے بھی فائدہ مند ہوں گی۔ اس سوال نامے کو پُر کر کے ہماری تحقیق میں معاونت کے لیے آپ کی رضا مندی درکار ہے۔ مجھے بخوبی علم ہے کہ آپ کا وقت بہت قیمتی ہے تاہم اس سروے میں آپ کی شمولیت اس تحقیق کی کامیابی اور وقعت بڑھانے کا باعث ہوگی۔ اس کے لیے آپ کے صرف پچیس سے تیس منٹ درکار ہیں۔

اس سوال نامے میں شامل سوالات کا کوئی بھی جواب صحیح یا غلط نہیں ہوگا۔ اگر آپ اس سروے میں شامل ہونا پسند کر رہے ہیں تو مجھے ان سوالات کے جواب کے لیے صرف آپ کی ایمان داری اور خلوص ہی سب سے زیادہ درکار ہوگا اور اسی سے آپ کی اس تحقیق میں شمولیت کی رضامندی ظاہر ہوگی۔ میں آپ کو مکمل یقین دلاتی ہوں کہ آپ کے ردِ عمل اور تمام جوابات کی

رازداری کو مکمل طور پر قائم رکھا جائے گا اور صرف اور صرف علمی تحقیق کے مقصد کے لیے ہی استعمال کیا جائے گا۔ اس کے ساتھ ہی میں اس تحقیق میں آپ کے تعاون اور شرکت کو بے حد سراہتی ہوں اور پیشگی شکریہ ادا کرتی ہوں۔

اگر آپ اس تحقیق میں دلچسپی رکھتے ہیں اور اس کے بارے میں کوئی بھی دیگر معلومات درکار ہیں تو مجھ سے میرے یا میری سپروائزر صاحبہ کے مندرجہ ذیل ای میل پر رابطہ کر سکتے ہیں:

Javeria Abbas

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Dr. Darwina

Associate Professor

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آپ کے قیمتی وقت اور توجہ کا بے حد شکریہ۔

والسلام

جویریہ عباس

پی ایچ ڈی اسکالر،

(سکول آپ بزنس منیجمنٹ)

Section A:

اُس جواب کے گرد دائرہ لگائیے جو آپ کے خیال کی رُو سے سب سے زیادہ مناسب ہو:

1	2	3	4	5	6	7
بالکل غیر متفق	غیر متفق	کسی حد تک غیر متفق	غیر جانبدارانہ	کسی حد تک متفق	متفق	بالکل متفق

- اپنی آرگنائزیشن میں عام طور پر ہم تمام دستیاب
- 1 وسائل(ریسوسز) کو استعمال کرتے ہوئے نئے چیلنجز کا قابل عمل حل تلاش کر لیتے ہیں۔ 1 2 3 4 5 6 7
- اپنی آرگنائزیشن میں ہم عام طور پر چیلنجز کو زیادہ بڑا
- 2 سمجھ کر قبول کرتے ہیں بہ نسبت اُن دیگر لوگوں کے جو ہمارے جتنے وسائل(ریسوسز) رکھتے ہیں۔ 1 2 3 4 5 6 7
- اپنی آرگنائزیشن میں ہم ہر اُس دستیاب وسیلے (ریسوسز) کو استعمال کرتے ہیں جو ہمارے خیال میں نئے مسئلے (پرابلم) کے حل کے لیے مفید ہو سکتا ہو۔ 1 2 3 4 5 6 7
- اپنی آرگنائزیشن میں ہم نئے چیلنجز سے نمٹنے کے لیے تمام دستیاب وسائل(ریسوسز) کے امتزاج (کمبی نیشن) سے کام لیتے ہیں اور اُن دوسرے وسائل(ریسوسز) سے بھی جو ہمیں سستے دستیاب ہوں۔ 1 2 3 4 5 6 7
- اپنی آرگنائزیشن میں نئے مسائل کا حل تلاش کرنے کے لیے ہم اُس پر فوری کام شروع کر دیتے ہیں یہ سمجھ کر کہ ہم اُس مسئلے کا قابل عمل حل ڈھونڈ لیں گے۔ 1 2 3 4 5 6 7
- اپنی آرگنائزیشن میں ہم تمام دستیاب وسائل(ریسوسز) کو اکٹھا کر کے مختلف اقسام کے چیلنجز پر کام کرتے ہیں۔ 1 2 3 4 5 6 7
- اپنی آرگنائزیشن میں کام کرتے ہوئے جب ہمیں نئے چیلنجز کا سامنا ہوتا ہے تو ہم اپنے دستیاب وسائل کی روشنی میں ان چیلنجز کے تمام قابل عمل حل اکٹھے رکھ کر دیکھتے ہیں۔ 1 2 3 4 5 6 7
- جب کسی نئے چیلنج سے نمٹنا ہو تو ہم اپنے تمام دستیاب وسائل(ریسوسز) کو اکٹھا ایک ساتھ رکھ کر جانچتے ہیں اُن وسائل کو بھی جو اصل میں اس منصوبے پر کام کے لیے نہ ہوں۔ 1 2 3 4 5 6 7

- نئے چینجز پر کام کرتے ہوئے ہماری آرگنائزیشن بہت
- 9 سستے یا مفت دستیاب ہونے والے دیگر ذرائع کو پہلے سے اپنے پاس موجود ذرائع سے موازنہ کرتی ہے۔ 1 2 3 4 5 6 7
- 10 ہماری آرگنائزیشن کے تمام ملازمین مشترکہ اہداف/مقاصد حاصل کرنے کا جذبہ رکھتے ہیں۔ 1 2 3 4 5 6 7
- 11 ہماری آرگنائزیشن کے تمام ملازمین ایک دوسرے سے طے شدہ معاہدوں کا پاس رکھ سکتے ہیں۔ 1 2 3 4 5 6 7
- 12 ہماری آرگنائزیشن کے تمام ملازمین کا اک مشترکہ ہدف اور مقصد ہوتا ہے۔ 1 2 3 4 5 6 7
- 13 ہماری آرگنائزیشن کے تمام ملازمین آپس میں قریبی تعلقات قائم رکھتے ہیں۔ 1 2 3 4 5 6 7
- 14 ہماری آرگنائزیشن کے ملازمین ایک دوسرے کے مفادات کو نقصان پہنچانے سے گریز کرتے ہیں۔ 1 2 3 4 5 6 7
- 15 ہماری آرگنائزیشن کے ملازمین کے درمیان اعتماد کا رشتہ قائم ہے یہاں تک کہ اگر کسی ایک کو دوسرے سے کوئی فائدہ سمیٹنے کا موقع ہاتھ آ بھی جائے تو وہ ایسا نہیں کرتا۔ 1 2 3 4 5 6 7
- 16 ہماری آرگنائزیشن کے ملازمین غیر رسمی گفتگو کے ذریعے ایک دوسرے سے علم اور معلومات کا تبادلہ باقاعدگی سے کرتے ہیں۔ 1 2 3 4 5 6 7
- 17 ہمارے اسٹیک ہولڈرز (شراکت دار) اور ہماری آرگنائزیشن ایک دوسرے کے ساتھ اپنے معاہدوں کا پاس رکھنے کے اہل ہیں۔ 1 2 3 4 5 6 7
- 18 ہمارے اسٹیک ہولڈرز (شراکت دار) نئے گاہکوں (کسٹمرز) کو ہمارے ساتھ متعارف کرانے میں بڑی کشادہ دلی کا مظاہرہ کرتے ہیں۔ 1 2 3 4 5 6 7
- 19 ہماری آرگنائزیشن اپنے پرانے کسٹمرز کے ذریعے نئے کسٹمرز کے ساتھ مسلسل متعارف ہوتی رہتی ہے۔ 1 2 3 4 5 6 7

- 20 ہمارے اسٹیک ہولڈرز ہمارے مفادات کو نقصان پہنچانے سے حتی الامکان گریز کرتے ہیں۔ 1 2 3 4 5 6 7
- 21 ہمارے اسٹیک ہولڈرز ہمارے ساتھ گہرے دوستانہ روابط قائم رکھتے ہیں۔ 1 2 3 4 5 6 7
- 22 ہمارے اسٹیک ہولڈرز اور ہماری آرگنائزیشن کے درمیان ایک اعتماد کی فضا موجود ہے۔ یہاں تک کہ اگر ایک کو دوسرے سے کوئی فائدہ سمیٹنے کا موقع بھی ملے تو وہ ایسا نہیں کرتا۔ 1 2 3 4 5 6 7
- 23 ہمارے اسٹیک ہولڈرز ہماری آرگنائزیشن کے ساتھ نجی یا ذاتی دوستی کا تعلق بھی قائم رکھتے ہیں۔ 1 2 3 4 5 6 7
- 24 مجموعی طور پر سوشل کیپٹل/سماجی سرمایہ (آرگنائزیشن کے اندر یا باہر کے لوگوں کے باہمی لین دین سے حاصل ہونے والا سرمایہ) سوشل انٹراپرائز/سماجی کاروبار کے لیے بہت اہم ہوتا ہے۔ 1 2 3 4 5 6 7
- 25 ہماری آرگنائزیشن کی قابلیت ہمیں لوگوں کی ممکنہ بڑی تعداد کو خدمات مہیا کرنے کی اجازت دیتی ہے۔ 1 2 3 4 5 6 7
- 26 اپنی آرگنائزیشن میں ہم اس قابل ہیں کہ اپنی مارکیٹ کی پہنچ (مثلاً زیادہ لوگوں، نئی منڈیوں اور نئے مقامات تک جانا) کو بڑھا کر اپنی مصنوعات یا پیشکشوں کو بہتر بنا سکیں۔ 1 2 3 4 5 6 7
- 27 اپنی آرگنائزیشن میں ہم نے اپنے مقاصد حاصل کرنے کے لیے رفتہ رفتہ اپنی قابلیتوں میں اضافہ کیا ہے۔ 1 2 3 4 5 6 7
- 28 اپنی آرگنائزیشن میں ہم نے وقت کے ساتھ ساتھ ان لوگوں کی تعداد میں خاطرخواہ اضافہ کیا ہے جنہیں ہم خدمات مہیا کرتے ہیں۔ 1 2 3 4 5 6 7

- اپنی آرگنائزیشن میں ہم نے وقت کے ساتھ ساتھ اُس علاقے
- 29 یا جغرافیائی حدود میں بھی کافی اضافہ کیا ہے جہاں ہم خدمات مہیا کرتے ہیں۔ 1 2 3 4 5 6 7
- 30 ہماری آرگنائزیشن کا کام اور طریق کار ایسا ہے جسے کسی دوسرے مقام پر بھی منتقل کیا جا سکتا ہے۔ 1 2 3 4 5 6 7
- 31 سوشل پراجیکٹس (سماجی منصوبے) بنانے کے لیے ہم خیالات کے مختلف ذرائع (مینو فیکچررز، سپلائرز، کنسلٹنٹس، آرگنائزیشن کے ملازمین، یونیورسٹیز کے ریسرچرز اور حکومت کی آراء) سے کام لیتے ہیں۔ 1 2 3 4 5 6 7
- 32 ہم نئے سوشل پراجیکٹس (سماجی منصوبے) بنانے کے لیے مختلف حصہ داروں (پارٹنرز) کے ساتھ مل کر کام کرتے ہیں۔ 1 2 3 4 5 6 7
- 33 سوشل پراجیکٹس کے لیے ہم بہت محدود ذرائع سے فنڈز حاصل کرتے ہیں۔ 1 2 3 4 5 6 7
- 34 اپنے پراجیکٹس کو ماپنے/جانچنے کے لیے ہم مختلف آلات/طریقے استعمال کرتے ہیں۔ 1 2 3 4 5 6 7
- 35 ہم اپنے پراجیکٹس کی کامیابیوں کی رپورٹس مختلف مختلف ذرائع سے عام کرتے ہیں۔ 1 2 3 4 5 6 7
- 36 ہم سوشل پراجیکٹس دے کر اپنی آرگنائزیشن کو بہتر بناتے ہیں۔ 1 2 3 4 5 6 7
- 37 ہمارے پراجیکٹس مختلف سماجی شعبوں میں تبدیلیاں لاتے ہیں۔ 1 2 3 4 5 6 7
- 38 ہماری آرگنائزیشن کے پراجیکٹس میں مستفید ہونے والا طبقہ بھی حصہ لیتا ہے۔ 1 2 3 4 5 6 7
- 39 ہم سوشل پراجیکٹس دینے کے لیے مختلف آرگنائزیشنز (تنظیموں) کے ساتھ شراکت داری کرتے ہیں۔ 1 2 3 4 5 6 7

40 ہمارے پراجیکٹس معاشی حوالے سے پائیدار/قابل عمل
1 2 3 4 5 6 7
ہوتے ہیں۔

Section B

ہماری آرگنائزیشن میں مندرجہ ذیل امور میں سے کون سا کتنا اہم سمجھا جاتا ہے؟

1	2	3	4	5	6	7
انتہائی	غیر اہم	کسی حد	غیر	کسی حد	اہم	انتہائی
غیر اہم		تک غیر اہم	جانبدارانہ	تک اہم		اہم

41	ایک خاص وقت میں اشیا/خدمات کی فروخت کی مقدار	1	2	3	4	5	6	7
42	ماضی کی نسبت حال میں اشیا/خدمات کی فروخت میں اضافہ	1	2	3	4	5	6	7
43	کسی کاربار کی آمدن میں اضافے کی صلاحیت	1	2	3	4	5	6	7
44	خالص منافع (خام مال کے اخراجات ، ملازمین کی تخواہیں اور ٹیکسز وغیرہ منہا کرنے کے بعد)	1	2	3	4	5	6	7
45	کل منافع (صرف خام مال کے اخراجات منہا کرنے کے بعد)	1	2	3	4	5	6	7
46	کاروبار میں اضافہ کرنے کے لیے منافع میں سے فنڈ دینے کی صلاحیت	1	2	3	4	5	6	7

پچھلے تین سالوں میں مندرجہ ذیل امور کے حوالے سے آپ کی آرگنائزیشن میں اطمینان کی سطح کیا ہے؟

1	2	3	4	5	6	7
انتہائی غیر مطمئن	غیر مطمئن	کسی حد تک غیر مطمئن	غیر جانبدارانہ	کسی حد تک مطمئن	مطمئن	انتہائی مطمئن

47	ایک خاص وقت میں اشیا/خدمات کی فروخت کی مقدار	1	2	3	4	5	6	7
48	ماضی کی نسبت حال میں اشیا/خدمات کی فروخت میں اضافہ	1	2	3	4	5	6	7
49	کسی کاربار کی آمدن میں اضافے کی صلاحیت	1	2	3	4	5	6	7
50	خالص منافع(خام مال کے اخراجات ، ملازمین کی تخواہیں اور ٹیکسز وغیرہ منہا کرنے کے بعد)	1	2	3	4	5	6	7
51	کل منافع (صرف خام مال کے اخراجات منہا کرنے کے بعد)	1	2	3	4	5	6	7
52	کاروبار میں اضافہ کرنے کے لیے منافع میں سے فنڈ دینے کی صلاحیت	1	2	3	4	5	6	7

شماریاتی (آبادی سے متعلق) معلومات

اس حصے میں ہمیں آبادی سے متعلق کچھ معلومات درکار ہیں۔ لوگوں کی طرف سے اکٹھی ہونے والی تمام معلومات کو صرف اور صرف تحقیقی مقاصد کے لیے ہی استعمال کیا جائے گا اور کسی بھی طرح سے اس کا مطلب آپ کی شناخت معلوم کرنا یا اس معلومات کو کسی انفرادی تجزیے کے لیے استعمال کرنا ہرگز نہیں ہے۔

1- جغرافیائی مقام: صوبہ _____ شہر: _____

2- جنس: مرد عورت

3- آپ کی تنظیم (آرگنائزیشن) کی کیفیت: منافع بخش غیر منافع بخش (این جی او)

4- آپ نے زیادہ سے زیادہ کتنی تعلیم حاصل کی ہے؟
 غیر رسمی تعلیم میٹرک سے کم
 میٹرک انٹرمیڈیٹ
 گریجویشن سے کم گریجویشن یا اُس سے زیادہ

5- مندرجہ ذیل میں سے کون سا نام آپ کی موجودہ جاب کے لیے موزوں ترین ہے؟
 پراجیکٹ مینیجر (سماجی کاروبار شروع کرنے والا)
 سینئر مینیجر
 کوئی اور ہے تو یہاں لکھ دیجیے

6- آپ کی تنظیم (آرگنائزیشن) میں ملازمین کی تعداد: _____ لوگ

7- اس آرگنائزیشن کو بنے ہوئے کتنا عرصہ ہو چکا ہے؟ _____ سال _____ ماہ

8- ملکیت [مالک کون ہے؟]
 مشترکہ ملکیت ہے تو پارٹنر (حصہ دار) کا نام لکھیے: _____

مقامی مالک کی ہے غیر ملکی مالک کی ہے گورنمنٹ کی ملکیت ہے
 ان کے علاوہ کسی اور کی ملکیت ہے تو یہاں نام لکھیے: _____

9- سرمایے (فنڈنگ) کا سب سے بڑا ذریعہ کون سا ہے؟ (آپ ایک سے زیادہ جوابات پر بھی نشان لگا سکتے ہیں)

- از خود فنڈڈ (اپنے سرمایے سے کاروبار کرنا)
 فنڈڈ (گورنمنٹ کے سرمایے سے کاروبار کرنا)
 لوکل پرائیویٹ (مقامی اور نجی سرمایہ)
 گورنمنٹ
 بین الاقوامی اداروں
 ان کے علاوہ کوئی اور ذریعہ ہے تو یہاں لکھیے: _____

- 10- آپ کی آرگنائزیشن (تنظیم) کس میدان یا شعبے میں زیادہ تر کام کرتی ہے؟
- صحت
 تعلیم
 معاشی خدمات
 توانائی
 زراعت اور خام مال کی فراہمی
 مصنوعات کی تیاری
 مواصلات
 انفارمیشن اینڈ کمیونٹی کیشن ٹیکنالوجی
 ان کے علاوہ کوئی اور شعبہ ہے تو یہاں لکھیے: _____



UUM
Universiti Utara Malaysia

Appendix C

Social Enterprises List in Pakistan

	Name	Details	Address
	<u>LAHORE</u>		
1	Active Shehri	Civic-minded technology enthusiasts who want to change the way an average citizen in Pakistan tackles his daily problems.	info@activeshehri.com 6th Floor, Arfa Software Technology Park, Lahore,
2	Alif Laila Book Bus Society - Sub Ki Library		3-B Main Market GulbergII Lahore, tel: +92 42 35758395
3	Amal Academy	Education, Job-skills and career training	Mall Road• 259-B Khizer Road, Wapda Officers Colony Upper Mall Scheme (042) 35958687
4	Amden		549-Ravi Block Allama Iqbal Town, Lahore, 1800 200 300
5	Akhuwat Foundation		19 Civic Center, Sector A2, Township, 042–111-448-464 or, info@akhuwat.org.pk
6	Bukhsh Foundation	Fizza Farhan	Plot No. 3-R (Almas Tower) M.M.Alam Road Gulberg III, Lahore
7	ChaiChalk	Their ultimate goal is to provide publication opportunities to potential writers from Pakistan to drive positive social change	Social Innovation Lab, Opposite Sector U •DHA (042) <u>35608000</u>
8	Clubinternet	Hassan Baig	Arfa Technology Park
9	Desi tour project		Lahore
10	DIYGeeks		Arfa Software Technology Park, Lahore, Pakistan/+92 343 5187556
11	foriEDU.com	Teachus/ForiEdu is the first 'Online Home Tutor Portal' in Pakistan with professional, experienced and certified home tutors	346-b, Ferozepur Road, Nishter Town/+92 348 000 3333 info@foriedu.com/2nd F, PlanX,
12	Ghonsla		Head Office, Packages Ltd. Shah-e-roomi, Lahore / +92 423 581 0408 / info@ghonsla.com zehra@ghonsla.com
13	Home and Office Services	Home and Office Services is a web/mobile-based company committed to bringing better employment opportunities to blue-collar workers to improve their standard of living	202, Miraj Plaza, Main Market (near Girls School), Gulberg II
14	Justice Project Pakistan		Zaman's, 25-A, Lane 2A Lane 2, Zaman Park, Lahore/(042) <u>35782110</u>
15	MIT Enterprise Forum Pakistan		Facebook page

16	Nutright		Arfa software technology park
17	Kashf Foundation		+92-42-111-981-981/ info@kashf.org
18	Lok Sawari Adventure		Facebook page
19	Entrepreneur organization Lahore chapter		https://www.eonetwork.org/laahore/
20	Pakistan sustainability network		
21	Pharmagen		5 - A, Zafar Ali Road, Gulberg V, Lahore/ (+92-42) 5759564, info@pharmagen.com.pk
22	Rabtt	The Rabtt team organizes a 2-3 week camp every summer where their team of volunteers teaches low-income children English, Mathematics, Physics, along with Critical Thinking, Drawing and Drama.	info@rabtt.org /0333 4505972/ http://rabtt.org/
23	Shaukat Khanum Memorial		Lahore
24	Social innovation lab SIL		hello@socinnlab.org /45 A, Khayaban-e-Iqbal Section XX, DHA Phase 3 Lahore
25	Seed out		Plaza No 285, FF Block, Phase 4, DHA, Lahore/ info@seedout.org
26	Studentary		Level 09, Arfa Software Technology Park, 346-B, Ferozepur Road, Lahore Ph:03331337141, 03214833553
27	The Aurat Foundation		House No 18, Zaman Park, Canal Bank, Lahore, Pakistan E-mail: rdlhr@af.org.pk Tel: +92-042-36286296
28	TurrLahore		Firhaj Shoeware Industry, House 57, M, Firhaj Rd, Sector 1, Lahore/ (042) 35728068
29	YES (youth engagement services)		92-0423-7401517-18 contact@yesnetworkpakistan.org
30	Rizq Foundation		Street Number 3, Sultan Park Qasimpura/ 0322 8842089
31	Women digital League		Address: 13-M, Commercial Area, Phase 1, DHA Lahore
32	Rex clinic	Customized diet plans	9 Q block, near PSO pump, link road, Model town, 0324 890000 03111 567 568 (Dr. Faisal)
33	AutoSahulat	AutoSahulat has been providing reliable roadside breakdown services for vehicles of all makes and models.	info@autosahulat.com 0342 - SAHULAT (7248528) 1st Floor, Plaza No. 88 CCA, DHA Phase 6, Lahore, Pakistan

34	Rizq		
35	Findmyadventure		
	<u>KARACHI</u>		
36	Adorn online	Supporting the work of mostly women artisans in the rural and urban areas of Pakistan.	najia@adorn.com.pk http://www.adornonline.org (021) 32446208
37	Aman Foundation	Transforming Lives and Empowering the People	Plot # 333, Korangi Township Near Pakistan Refinery Ltd, +92 (21)111-111-823, info@amanfoundation.org
38	Bahria Medics	Umar Anwar Jahangir/ social welfare organization run by doctors and medical students.	Adjacent to PNS SHIFA, DHA Phase-II, Karachi +92-21-35319491-9, info.bumdc@bahria.edu.pk
39	doctHERs	doctHERs is a novel, digital healthcare platform that connects female doctHERs to health consumers	C4C Ittehad Commercial Area Ground Floor Phase 6, DHA (021) 35246711 info@doctHERs.com
40	NayaJevan		C-4-C, Ittehad Commercial Area, DHA Phase VI/ nayajeevan@njfk.org (021) 35846570
41	Ecoenergy finance (2009)	EcoEnergy provides affordable, cutting-edge solar technology directly to people with no access to electricity	1401-1405 Dilkusha Forum Tariq Road, Karachi/ skhan@ecoenergyfinance.org
42	FindMyAdventure		03330596362/ support@findmyadventure.pk
43	Gulbaho Trust		
44	i-care Pakistan		F-192/1, Block 5, Kehkashan, Clifton Karachi, Pakistan. www.i-care-pakistan.org Tel: (+92 21) 3-583 2041-42
45	Indus Earth Trust		24th St, Phase V Tauheed Commercial Area Phase 5 Defence Housing Authority/ (021) 35864344
46	Orangi Pilot Project		ST-4, Sector 5-A, Qasba Township, Manghopir Road, Karachi/+92-21-36658021
47	Pasha Social innovation fund		(P@SHA), Room 310, 3rd Floor Business Center Block 6, PECHS Main Shahrah-e-Faisal/ +92-21-35418121
48	Participatory development initiatives (PDI)		PDI House, Flat # 6, 3rd Floor Plot # 4-C, Street # 12, Badar Commercial, DHA Phase-5
49	Rickshaw project		NOWPDP House Bungalow No.83/1 N I Line Saghir Hussain Shaheed Road Saddar /+92 (21) 32294527-8

50	Saharo Welfare organization		Facebook
51	Seed ventures		Block 5 Clifton, Karachi/(021) 35171771
52	T2F Café		10-C +Sunset Lane 5, Phase 2 Commercial Area Defence Housing Authority/ (021) 35389043
53	SRE solutions		A – 33, Block 3, Delhi Housing Society, Near Dolmen Mall, Tariq Road, Karachi, Pakistan/ marketing@sresolutions.com
54	Sughar Empowerment Society		Sughar Head Office: D2, 4th Floor, Baloch Center, Upper Gizri, clifton, Karachi Pakistan
55	The Citizens Foundation (TCF)	Nabila Mustafa	Plot No. 20, Sector # 14, Near Brookes Chowrangi, Korangi. Phone: +92-21-111-823-823 info@tcf.org.pk
56	Tech for Change		20th Floor, Bahria Icon Tower, Clifton, +92 305 3377887, info@techpakistan.org
57	The Trade Development Authority of Pakistan		5th Floor, Block A, Finance & Trade Centre P.O. Box No. 1293, Shahrah-e-Faisal, +92-21-111-444-111
58	DKT		RJ Building, Plot # 37-C, Stadium Lane # 2, DHA, Karachi, +92 21 35852547-08
	ISLAMABAD		
59	COWLAR		Office # 14, 2nd Floor, Silver City Plaza, G-11, Islamabad +92 (51) 831 7562 Email: info@cowlar.com
60	Edopia		1 Ghaus Al Azam Rd, Bani Gala, Islamabad, Phone: (051) 2612514/+92518432824 Edopia.org/
61	Empowerment thru Creative Integration (ECI)	training and capacity building organization for individual and institutional capacity of the development sector.	09-10, 2nd Floor, Al-Rehman, Shabbir Sharif Road, G-11 Markaz/ (+92-51) 2362870/ 71/ info@eci.com.pk , http://www.eci.com.pk
62	Fori mazdoori	Social innovationist Mustansir Tinauli	3-A, Building 100, Civic Center, Phase-4, Bahria Town/ +92 51 2724 229/ info@forimazdoori.com
63	Hashoo Foundation		
64	Invest2Innovate		The Hive Islamabad
65	INSAF Network Pakistan		House 278, Street 14, F-10/2/ +92 51 2101050-2/ info@inp.org.pk

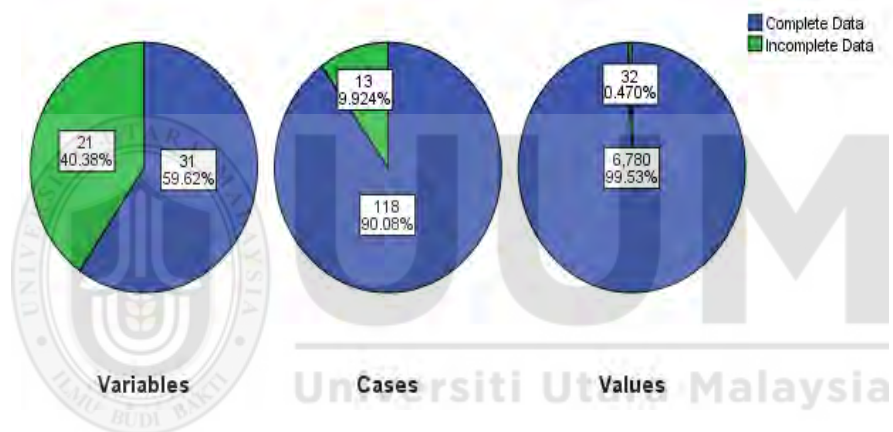
66	Khubaib Foundation		Plot # 112 , Street # 8 , Sector I 10/3/info@khubaibpakistan.org /UAN # 111-222-838
67	National Institute of Cultural Studies NICS		Gate no 6, Lok Virsa Garden Avenue Shakarparian/+92-51-9249218/ contact@nics.org.pk
68	Pakistan foundation fighting blindness (PFFB)- Saima		Office No. 3, 2nd Floor, Al-Babar Center, Johar Road, F-8 512253709/2/pffb@comsats.net .pk
69	Pakistan Poverty Alleviation Fund		Plot No. 14, Street 12, G 8/1, Islamabad Phone: +92 (51) 8439450 - 79 Email: info@ppaf.org.pk
70	Women's Business Incubation Centre		Civil Lines, Rawalpindi
	<u>OTHERS</u>		
71	Popinjay/BLISS	Saba Gul/ A social enterprise which provides education and skills training to underprivileged girls	team@popinjay.co
72	Apna Arsh Pakistan (AAP)		
73	D light		Facebook page/ D.light Pakistan - "Let's Light Up Pakistan"
74	Healthy Breath	to develop an environmentally literate citizenry, who is able to participate with creativity and responsibility to make informed decisions that will help us lead a better life	+92 301 8515517 info@healthybreath.org
75	Hum-Aahang		Facebook page
76	Hometown shoes/Markhor		hello@markhor.com, Facebook page
77	Iradah		Khushab Rd, Buchal Kalan,, Chakwal District/ Cell: +92 333 5913530 Email: iradah.chakwal@gmail.com
78	Jassar Farm	Shahzad Iqbal quit his job in banking to move to a small village in Narowal.	Narowal
79	LOOP		http://loop.org.pk/about-us/
80	Milk'Op		Facebook page
81	Pakistan Youth Alliance		Facebook page
82	Reading Room project		info@readingroomproject.org
83	Ravvish		hello@ravvish.com
84	Shao'or Society		+92 41 8733910

85	Sughar Empowerment Society		info@sugherfoundation.com
86	Union of Pakistani Youth (UPY)		0333 6593344
87	Saba's Gym		21-A, near Gloria Jeans, Gulgasht colony, Multan.

Appendix D

SPSS Output Results: Missing Value Analysis

Overall Summary of Missing Values



Appendix F

Multivariate Outliers: Mahalanobis D2 Results

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-6.6080	12.4102	7.9574	3.19455	133
Std. Predicted Value	-4.559	1.394	.000	1.000	133
Standard Error of Predicted Value	.348	1.891	.680	.268	133
Adjusted Predicted Value	-8.4584	12.5201	7.9236	3.29148	133
Residual	-20.09726	9.49538	.00000	3.65295	133
Std. Residual	-5.415	2.558	.000	.984	133
Stud. Residual	-5.459	2.660	.004	1.003	133
Deleted Residual	-20.42684	10.26288	.03378	3.79440	133
Stud. Deleted Residual	-6.238	2.728	-.001	1.041	133
Mahal. Distance	.133	32.250	3.969	4.739	133
Cook's Distance	.000	.191	.008	.022	133
Centered Leverage Value	.001	.252	.031	.037	133

a. Dependent Variable: FP

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8030	6.4651	5.5946	.61666	133
Std. Predicted Value	-4.527	1.412	.000	1.000	133
Standard Error of Predicted Value	.088	.478	.173	.067	133
Adjusted Predicted Value	2.6797	6.4718	5.5983	.61180	133
Residual	-2.13956	9.00206	.00000	.93322	133
Std. Residual	-2.257	9.497	.000	.984	133
Stud. Residual	-2.613	9.689	-.002	1.012	133
Deleted Residual	-2.86815	9.37044	-.00367	.98789	133
Stud. Deleted Residual	-2.676	19.113	.070	1.764	133
Mahal. Distance	.125	32.032	3.969	4.711	133
Cook's Distance	.000	.768	.012	.079	133
Centered Leverage Value	.001	.246	.031	.036	133

a. Dependent Variable: SSI

Appendix G

Non-Response Bias

Group Statistics

	NRB	N	Mean	Std. Deviation	Std. Error Mean
BB	1.00	105	5.4010	.77567	.07570
	2.00	26	5.5000	.58394	.11452
SCI	1.00	105	5.3958	.77239	.07538
	2.00	26	5.6429	.65931	.12930
SCE	1.00	105	5.4051	.78174	.07629
	2.00	26	5.6390	.61762	.12112
SSI	1.00	105	5.5757	1.21689	.11876
	2.00	26	5.6710	.58161	.11406
SI	1.00	105	5.4941	.71492	.06977
	2.00	26	5.4789	.53276	.10448
FP	1.00	104	7.9199	5.10805	.50089
	2.00	25	8.1133	3.68578	.73716

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2- tailed)	Mean Differenc e	Std. Error Differenc e	95% Confidence Interval of the Difference	
									Lower	Upper
BB	Equal variances assumed	1.267	.262	-.609	129	.544	-.09900	.16263	-.42076	.22276
	Equal variances not assumed			-.721	49.354	.474	-.09900	.13728	-.37482	.17682

SCI	Equal variances assumed	1.693	.196	-1.500	129	.136	-.24702	.16469	-.57286	.07882
	Equal variances not assumed			-1.650	43.667	.106	-.24702	.14967	-.54872	.05468
SC E	Equal variances assumed	1.318	.253	-1.419	129	.158	-.23391	.16489	-.56015	.09233
	Equal variances not assumed			-1.634	46.992	.109	-.23391	.14315	-.52189	.05407
SSI	Equal variances assumed	.877	.351	-.388	129	.699	-.09535	.24583	-.58173	.39103
	Equal variances not assumed			-.579	84.662	.564	-.09535	.16466	-.42276	.23206
SI	Equal variances assumed	1.648	.202	.102	129	.919	.01530	.14971	-.28090	.31150
	Equal variances not assumed			.122	49.882	.904	.01530	.12564	-.23706	.26766
FP	Equal variances assumed	2.283	.133	-.178	127	.859	-.19346	1.08504	-2.34055	1.95363
	Equal variances not assumed			-.217	48.851	.829	-.19346	.89123	-1.98459	1.59767

Appendix H

Harman's Single Factor Test

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.374	31.247	31.247	14.374	31.247	31.247
2	1.996	4.339	35.586	1.996	4.339	35.586
3	1.639	3.563	39.149	1.639	3.563	39.149
4	1.564	3.401	42.549	1.564	3.401	42.549
5	1.502	3.266	45.815	1.502	3.266	45.815
6	1.478	3.214	49.029	1.478	3.214	49.029
7	1.366	2.969	51.998	1.366	2.969	51.998
8	1.357	2.950	54.948	1.357	2.950	54.948
9	1.289	2.803	57.751	1.289	2.803	57.751
10	1.176	2.556	60.307	1.176	2.556	60.307
11	1.135	2.467	62.774	1.135	2.467	62.774
12	1.014	2.205	64.979	1.014	2.205	64.979
13	1.011	2.197	67.176	1.011	2.197	67.176
14	.978	2.126	69.302			
15	.966	2.101	71.403			
16	.948	2.062	73.464			
17	.865	1.880	75.344			
18	.844	1.834	77.178			
19	.760	1.651	78.829			
20	.721	1.568	80.398			
21	.689	1.498	81.896			
22	.639	1.390	83.286			
23	.623	1.355	84.641			
24	.570	1.240	85.881			
25	.533	1.159	87.040			
26	.522	1.135	88.176			
27	.477	1.038	89.213			
28	.472	1.026	90.239			
29	.425	.924	91.163			
30	.388	.843	92.006			
31	.379	.823	92.829			
32	.336	.730	93.559			
33	.329	.715	94.274			

34	.308	.669	94.943			
35	.284	.618	95.561			
36	.271	.590	96.152			
37	.265	.577	96.728			
38	.248	.540	97.268			
39	.221	.481	97.749			
40	.207	.450	98.199			
41	.181	.394	98.593			
42	.165	.358	98.951			
43	.147	.320	99.271			
44	.132	.287	99.558			
45	.118	.256	99.814			
46	.086	.186	100.000			

Extraction Method: Principal Component Analysis.

Appendix I

Inter-Item Correlation for Social Innovation

	SI1	SI2	SI3	SI4	SI5	SI6	SI7	SI8	SI9	SI10	SI11
SI1	1										
SI2	0.270	1									
SI3	0.311	0.293	1								
SI4	0.224	0.335	0.233	1							
SI5	0.475	0.364	0.334	0.289	1						
SI6	0.306	0.438	0.226	0.418	0.387	1					
SI7	0.417	0.459	0.309	0.292	0.317	0.423	1				
SI8	0.372	0.438	0.189	0.218	0.244	0.284	0.388	1			
SI9	0.337	0.342	0.280	0.246	0.250	0.265	0.228	0.367	1		
SI10	0.319	0.430	0.236	0.158	0.266	0.298	0.308	0.211	0.339	1	
SI11	0.369	0.157	0.116	0.187	0.397	0.243	0.222	0.177	0.361	0.218	1