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THE ROLES OF ENTREPRENEURIAL ORIENTATION AND SOCIAL NETWORKS ON SOCIAL VENTURE CREATION OF VOLUNTARY ORGANISATIONS (VOs) IN PLATEAU STATE, NIGERIA

BY

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Abstract- *Few numbers of Voluntary Organisations (VOs) usually hardly address certain social problems (hunger, unemployment, drug abuse, rape, kidnapping, etc) prevalent in our society today, due to little or no orientation for the formation of sufficient number of social ventures. In a bid to contribute to societal problem solving through VOs' formation, this study investigated the roles of entrepreneurial orientation and social networks on social venture creation. Four objectives were stated and the study adopted a quantitative survey approach on a sample size of 228 representatives of VOs in Plateau State, and SPSS version 26 was used to analyse the data. The results showed that there was a positive and significant effect between innovativeness and social venture creation. Pro-activeness had positive and significant relationships on social venture creation. Risk-taking had a positive and non-significant effect on social venture creation; Social network did not moderate the relationship between innovativeness, pro-activeness, risk-taking and social venture creation of VOs. It was concluded that social entrepreneurs should focus on pursuing high level of pro-activeness and social large networks in order to develop the potential for more functional social ventures. Social venture formations are needed to create employments and address social problems in the society. The implication of the study is that the humanitarian stakeholders can collaborate to create effective social venture-oriented missions.*

Keywords: Entrepreneurial Orientation, Innovativeness, Pro-activeness, Risk-taking, Social Networks, Social Venture Creation, Voluntary Organisations

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I. INTRODUCTION

Social venture creation is regarded as the economic solution to social problems across the world. While social ventures are described asimpactcreatingentrepreneurship thatgalvanise economic opportunities in the society, they are also viewed as non-profit organisations that generatesocial and eco-friendly effectalongside gaining financial reward (Bengo et al., 2021; Mthembu & Bernard, 2019). Social entrepreneurs create social wealth, with potential passionate potential that addresses social issues in the society (Nsereko et al., 2021). Unfortunately, however, despite the presence of social ventures of Voluntary Organisations (VOs) in many Nigeria's states, there are still high rate of poverty (approximately half of the population at 33.1%), hunger, poor sanitation, poor education, unemployment (23.1%), violence, crime and drug abuse (International Committee of the Red Cross,2019; Irwin et al., 2021; United Nations Children's Funds,2021; World Bank, 2021). In Plateau State for instance, a good number of Voluntary Organisations may be experiencing pre-start-up funding and sustenance problems as such, social venture creation could hardly thrive or not successfully accomplish their missions.

In a bid to address these social problems, a number of programmes such as the National Social Incentive Programme (NSIP) in 2016 which includes N-Power, Conditional Cash Transfer of ₦5,000, Government Enterprise and Empowerment, Home Grown School Feeding and many others have been launched by the government of Nigeria (Federal Government of Nigeria, 2018). However, these programmes are yet to fully achieve the desired objectives.The inability of government alone to solve persistent community needs has led to the emergence of individuals and groups of individuals' programmes. Such programmes include Tony Elumelu Entrepreneurship Programme (TEET) in 2010, GroFin Fund in 2015-supporting small and growing businesses in African and Middle East, Diamond Bank BETA Programme in 2010 (Building Entrepreneurs Today), Africa's Young Entrepreneurs (AYEEN Financial Grants) in 2014 and Young Entrepreneurship Training Programme (YETP) in 2004 while others provide health and education related services (Kalagbor & Harry, 2018; Suleiman,2016). With all these efforts, social problems still exist and social venture creation has proven to be ineffective. This scenario may require entrepreneurial orientation and social network to ensure effective social venture creation.

Entrepreneurial orientation acts as the driving force behind the development of social ventures. Entrepreneurial orientation is the entrepreneurial behaviours of an organisation through its activities, strategies, and processes (Lumpkin, & Dees, 1996).Among other dimensions, risk-taking, innovativeness and pro-activeness are more generally used to conceptualise and operationalize entrepreneurial orientation (Abdella et al., 2018). Furthermore,firms develop and realise new ideas through entrepreneurial orientation. Firms also pursue risky missions and find new market opportunities for better venture performance and survival. Without employing entrepreneurial orientation, voluntary organisations may be uncertain about their existence because businesses are highly competitive, and technology and other global alliances are rapidly changing, requiring more social networks in fulfilling their objectives.

On the other hand, social network means the process where individuals connect and form professional contacts through sharing of information and services among people of common interest that can affect the creation and performance of businesses.Social network is built on the notionof a determinable structure to how people know and help each other, whether directly or indirectly (Churchill & Halverson, 2014). Social networks though difficult to establish along common interest, determines the survival of organisations to a large extent.

As such, social entrepreneurs have to grapple with varying degrees of social group uncertainties at different stages in the life of their organisations, while others are able to locate and appropriate opportunities to grow in the midst of strong networking forces (Bullough et al., 2014; Kolade, 2017). It is rational that when businesses utilise the forces of social relationships, they tend to build resistance against enterprise failure.

Extant studies on the relationships between the dimensions of entrepreneurial orientation - innovativeness, pro-activeness, risk-taking, and social venture creation of VOs, have reported inconsistent findings (Alarifi et al., 2019; Balta et al., 2012; Lurtz & Kruetzer, 2016; Kumarpeli & Semasinghe, 2014; Ma et al., 2012; Nasip et al., 2017). These studies did not contemplate the variable that can interact to regulate and improve the relationships. Logically, social network can interact between entrepreneurial orientation and social venture creation (McKinnon, 2011). This has prompted the need to employ the Theories of Social Network, Personal Initiative and Resource Dependency to provide justification on how social network can moderate the relationship between innovativeness, pro-activeness, risk-taking, and social venture creation of VOs in Plateau State. Hence, this study is relevant and timely. It answers calls by scholars who advocated for extension of entrepreneurial orientation-venture creation among social entrepreneurs.

II. EMPIRICAL WORK

Innovativeness, Pro-activeness, Risk-taking and Social Venture Creation

Among the studies between innovativeness and social venture creation, innovativeness was positively associated with social enterprise performanc19e (Alarifi et al., 2019). Also, their research found that entrepreneurial orientation can be used as a mechanism to overcome constraints imposed by limited resources in an environment where new opportunities rarely occur. The relationship between entrepreneurial orientation (via pro-activeness, innovativeness, risk taking) and social capital (via structural, relational and cognitive) on business performance in Malaysia (Nasip et al., 2017). They employed the Partial Least Square (PLS) technique and discovered that innovativeness was negatively related to business performance among women entrepreneurs. The study on the entrepreneurial orientation and social venture creation in non-profitorganisations used a qualitative research design, andinnovativeness was found in both upstream and downstream processes (Lurtz & Kruetzer, 2016). This helped social ventures to improve their services or products in both marketing and programme departments; but did not contribute to the creation of the social venture, where market and social service delivery innovations were combined.

More so, the influence of the entrepreneurial orientation dimensions on the performance of social enterprises in the Rhine Valley province of Austria, Liechtenstein and Switzerland collected data through a telephone survey and analysed the data using multiple regression (Filser & Egger, (2014). The study showed that social enterprise performance was significantly affected by innovativeness, with different countries indicating dissimilar configurations of entrepreneurial dimensions. The extent to which entrepreneurial orientation dimensions affect the social venture growth in Sri Lanka was investigated (Kumarpeli & Semasinghe, 2014).They utilised multiple regressions modelsto reveal that innovativeness propensity has a positive impact on social venture growth. A study also revealed that innovativeness has a significant influence on social innovation practices in social enterprises in the United Kingdom (Balta et al., 2012). Also in Singapore, a study used Smart PLS 2.0 and SPSS 15.0 in their study tofind that innovativeness has a negative effect on their market

orientation (Ma et al., 2012). They also found that market orientation of social enterprise improved public performance and job creation.

On the relationship between pro-activeness and social venture creation,a study revealed that pro-activeness was positively associated with social enterprise performance (Alarifi et al., 2019). Likewise, pro-activeness is negatively related to business performance among women entrepreneurs (Nasip et al., 2017). Pro-activeness was also found to strongly incorporate market and business logics such as thenotion of competition, mainly practiced in the upstream processes in the organisation (Lurtz & Kruetzer, 2016).Social enterprise performance was not significantly affected by pro-activeness (Fay & Frese, 2001). A study equally revealed that pro-active propensity has a negative impact on social venture growth (Kumarpeli & Semasinghe, 2014).Pro-activeness has a significant influence on social innovation practices in social enterprises (Balta et al., 2012).

On the relationship between risk-taking and social venture creation, risk-taking was negatively associated with social enterprise performance (Alarifi et al., 2019).Also, their research found that entrepreneurial orientation can be used as a mechanism to overcome constraints imposed by limited resources in an environment where new opportunities rarely occur. Risk-taking is positively related to business performance among women entrepreneurs (Nasip et al., 2017). Also, a study indicated how risk taking has both financial and social dimensions, whereas collaboration was identified as a pivotal additional element for social EO along with pro-activeness and innovativeness (Lurtz & Kruetzer, 2016). Social enterprise performance was significantly affected by risk-taking, but with different configurations of entrepreneurialdimensions in different regions (Filser & Egger, 2014). Likewise, the study of revealed that risk-taking propensity has a positive impact on social venture growth, whilealso risk-taking has a significant influence on social innovation practices in social enterprises (Balta et al., 2012; Kumarpeli & Semasinghe, 2014). Nevertheless, market orientation of social enterprise was found to improve their social performance such as their public performance and job creation (Ma et al., 2012).

The Moderating Role of Social Network and Theoretical Framework

There is paucity of studies on social network moderating the relationship between entrepreneurial orientation and social venture creation of voluntary organisations. Nevertheless, theoretical frameworks can be employed to support the interactions. Generally, it is expected that innovativeness can lead to the creation of social ventures but social network may weaken the relationship or otherwise. The Theory of Personal Initiative underpins this relationship and has proven that self-starting and pro-active behaviours emanate from innovative solution to situations which may arise from social network in the pursuit of goals (Fay & Frese, 2001).In this case, the relationship between innovativeness and social venture creation can be strengthened through a pre-start up plan for the creation of a new venture. Since social entrepreneurship arises from an existing organisation or partnerships, self-starting behaviour of Personal Initiative may enable action for self-set goals; thereby making an innovative employee conceives a novel process as a personal ambition rather than organisational goal.

More so, Social Network Theory asserts the relationship between innovativeness and social venture creation of community-based organisations can be regulated by the nature of innovation diffusion. According to SNT, diffusion of innovations can take place amongst individuals or organisations through a formed network. The nature of connections between the players in a social network may be that of instigating, transmitting, and/or adopting

innovations, where the linkage networks may take the form of friendship, advice, communication, or social support.

With the Resource Dependency Theory, social ventures can be created by depending on resources from within or outside one's organisation having discovered an innovative process to existing problem. In other words, when an employee has innovative vision, such person can be helped or sponsored to the achievement of such idea. In this case, most of the existing voluntary organisations started from donors' contributions, grants, philanthropists or donor partnership with existing organisation(s). This is an innovative approach for voluntary organisations to be self-governing and self-sustaining as advocated (Aryal, 2007).The proposed approach enables voluntary organisations to seek the help of stakeholders in accessing funding opportunities from commercial banks and developmental credit agencies. With such financial support, voluntary organisations would be more easily able to undertake income-generating activities, while the partnerstakeholders oversee their entrepreneurial affairs for a reasonable period. This has helped local communities to take action to improve their economic and social conditions leading to the creation of many social ventures, self-help groups, women groups, and peer groups around the world (Shahidullah & Hague, 2016).

It is also obviously expected that pro-active orientation can lead to social venture creation of voluntary organisations but the impact may be weakened by social network surrounding the action and vice visa. According to the Theory of Personal Initiative, pro-active social entrepreneurs would not wait until social network inhibit their effort of developing the venture but will prepare in advance (long-term focus)to overcome such situation (Fay & Frese, 2001). Based on Social Network Theory, those who pro-actively pursue social venture creation may have to engage in a two-step communication relationship with collaborators. From the perspective of Resource Dependency Theory, social entrepreneurs would be aware that legally independent organisations or partners can therefore depend on each other for business creation and survival.

Risk-taking (especially calculated risk like committing resources) behaviour is expected to positively influence social venture creations and otherwise. Theory of Personal Initiative (PI) underpins the regulation of this relationship with the application of persistence. PI implies required change and this comes with a lot of resistance constituting social network; this can only be overcome by repeatedly taking similar or more risks (persistence) until the venture succeeds. On the other hand, risk-taking can also arise when power and resource dependence is directly linked: Organisation A's power over organisation B is equal to organisation B's dependence on organisation A's resources (Pfeffer & Salancik, 1978). This is regarded as risk-taking because the two organisations may not share mutual interest or be on equal pedigree (that is one is about to start while the other is already existing). Likewise, the application of Social Network Theory can regulate the manner in which risk-taking orientation leads to social venture creations depending on how best social entrepreneurs take opportunities in the strength of weak ties network system (Granovetter, 1973).

Conceptual Framework

This study framework is modelled from the conceptual and theoretical reviews of the variables. The conceptual framework helps inthe contextualisation of formal theories into the research problem, offers the methodological and analytical direction on how the variables of a study are interrelated (Grant & Osanloo, 2014; Ravitch & Carl, 2016).The conceptual framework is shown in figure 1.

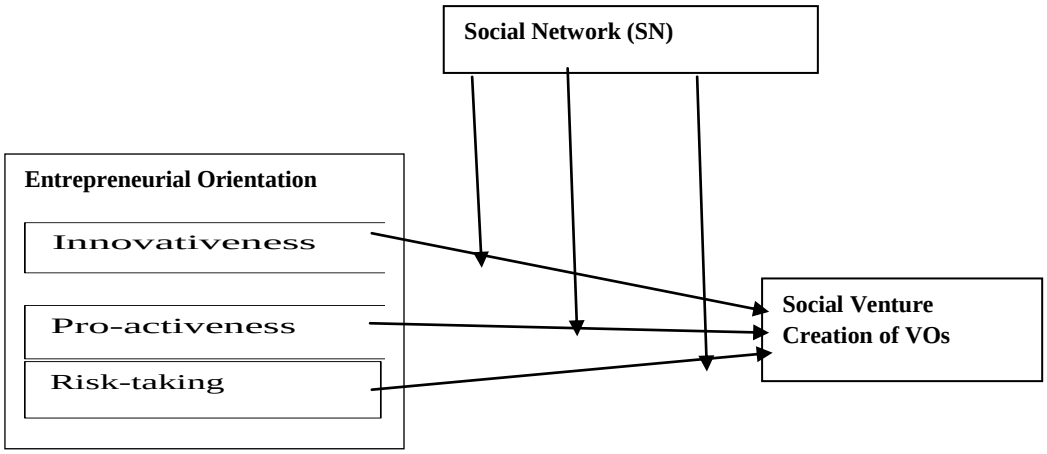


Figure 1: Conceptual Framework

Source: Covin & Slevin, (1989); Liu et al.(2017)

Figure 1 depicts the graphical representation of the research relationships among the variables under investigation. Innovativeness, pro-activeness and risk-taking will directly test social venture creation each, while entrepreneurial orientation as aggregated, and social venture creation are moderated by social network. The choice of these three dimensions of EO (innovativeness, pro-activeness and risk-taking) is because they provide the flexibility in new venture creation (Covin & Slevin, 1989).On the other hand, autonomy and competitive aggressiveness dimensionsare excluded from this study because most of community-based voluntary organisations cannot be completely autonomous but have to depend on their benefactors who collaborate to provide necessary supports (Lumpkin & Dees, 1996). Also, these organisations do not have competition among them since they operate the non-profit business model in most cases.Therefore, this framework is predicting that where there are proper entrepreneurial orientations, it will result to either high, moderate or low social venture creation of voluntary organisations. However, where entrepreneurial orientations of people do not fulfil self-social goals, the relationships may not likely lead to social venture creation. This study therefore proposes social networks as a moderator to discover the interacting effect between entrepreneurial orientation and social venture creation of voluntary organisations.

Based on the above research framework, this study seeks to test the following postulations.

$H_0$1: Innovativeness has no significant relationship with social venture creation of VOs in Plateau State.

$H_0$2: Pro-activeness has no significant relationship with social venture creation of VOs in Plateau.

$H_0$3: Risk-taking has no significant relationship with social venture creation of VOs in Plateau State.

$H_0$4: Innovativeness does not moderate the relationship between entrepreneurial orientation and social venture creation of VOs in Plateau State.

$H_0$5: Pro-activeness does not moderate the relationship between entrepreneurial orientation and social venture creation of VOs in Plateau State.

$H_0$6: Risk-taking does not moderate the relationship between entrepreneurial orientation and social venture creation of VOs in Plateau State.

III. METHODLOGY

This study was guided by the positivist paradigm for conducting quantitative survey research design. The population and sample size consisted of head of each of the 228 voluntary organisations in Plateau State that are pursuing social missions as well as add to values of promoting human and societal developments. These comprise of the national and international non-governmental organisations or civil society organisations, community-based organisations and the faith-based organisations. The census sampling technique was used to reach sample of 228 representatives of the voluntary organisations, so that every participant is included in the survey. This helps to avoid wrong inference from the population in order to rule out tendencies of systematic and sampling bias in the data (Creswell, 2014; Kathori, 2014). A five-point Likert scale was used to rate responses as frequently applied in social science research that employs questionnaires.Entrepreneurship orientation scale was adapted to measure EO innovativeness, EO pro-activeness and EO risk-taking (Covin & Slevin, 1989; Kraus et al., 2012). Furthermore, social network was adapted from scale for measuring social networking usage while social venture creation scale was adapted from the measurement of social entrepreneurship mission (Carraher et al., 2016; Gupta & Bashir, 2018). These adapted scales were contextualised to suit this current research purpose and setting.

The validity test of the questionnaire was evaluated with the aid of bivariate statistics of Pearson correlation values. The outcome for total values and significance of a particular construct was compared with their independent items correlated values and significance. Where the total correlation values are 0.5 and above, also greater than the individual items' values and they are significant as well, such indicator or item was regarded valid. Based on this judgement, two items of social network (SN1 & SN4) had 0.110 and 0.155 correlation coefficients, and theywere not significant (p, 0.644 & 0.515> 0.05). As such, the items were dropped, while the remaining thirty-five (35) items were retained because they were all either significant with low correlation values and/or had good correlation values. This validity procedure carried out is similar to verifying the construct validity (discriminant and convergent validity), where a factor analysis is conducted through principal component analysis (PCA) with varimax rotation method (Koh & Nam, 2005; Taherdoost, 2016; Wee & Quazi, 2005).On the other hand, reliability which checks stability of outcome as repeatability of the application of the instrument, was tested using Cronbach's Alpha. Cronbach's Alpha shows level of internal consistency derived from the average inter-item correlation. Cronbach's alpha considers values from 0 to 1, but much acceptable value is to be greater than 0.6 before reliability is well-achieved (Malhotra, 2002).

Table 1: Reliability Results

Variables	N	No. of Items	Cronbach's Alpha
Social Venture Creation	20	11	0.920
Innovativeness	20	4	0.649
Pro-activeness	20	4	0.797
Risk-taking	20	4	0.803
Social Network	20	12	0.839

Source: Field Survey Result (2024)

The Cronbach's Alpha values are all above 0.06, ranging from 0.763 to 0.889. These values are good enough to guarantee consistency of the measure. High reliability value indicates that the instrument used to measure a particular incidence will certainly produce similar results at

another different points in time, but under consistent conditions. Reliability coefficients or values closer to 0.00 signify much error while values closer to 1.00 are for no error. These values are usually used to portray the degree of errors in the measurement scores (Ritter, 2010).

The tool of analysis is the multiple regressions models from the Statistical Package for Social Science (SPSS) version 26. Multiple regressions analysis is an extension of simple linear regression. It is used when there is the need to predict the strength of a variable based on the value of two or more other variables.

IV. RESULTS AND DISCUSSION

Results

Table 2: Demographics of Respondents

Items		Frequency	Percentage
Gender:	Male	105	55
	Female	86	45
	Total	**191**	**100**
Age group:	18-30 years	46	24.1
	31-43 years	69	36.1
	44-57 years	44	23
	58 years & above	32	16.8
	Total	**191**	**100**
Marital Status:	Single	73	38.2
	Married	112	58.6
	Divorced	0	0
	Widowed	6	3.2
	Total	**191**	**100**

Source: Field Survey Result (2024)

Table 2 shows that more male (55%) participated in the survey than female (45%). Also, 36.1% of 31-43 years of age responded highest in the survey. Furthermore, marital status reveals 58.6% of married staff also participated more.

Test of Hypotheses

Hypothesis testing is the best process to prove whether data is statistically significant and unlikely to have occurred by chance alone. As this study proposed to test six hypotheses, table 3 presents detailed statistical results of model summary and regression coefficients.

Table 3: Multiple Regression Coefficients

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.689[a]	.475	.464	5.00810	.475	42.061	4	186	.000
2	.721[b]	.520	.502	4.82784	.045	5.716	3	183	.001

a. Predictors: (Constant), Social Networks, Innovativeness, Risk-taking, Pro-activeness

b. Predictors: (Constant), Social Networks, Innovativeness, Risk-taking, Pro-activeness, Innovativeness-Social Networks (Inn-Snw), Pro-Activeness-Social Networks (Pro-Snw), Risk-Taking-Social Networks (Risk-Snw)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.518	3.222		3.265	.001
	Innovativeness	.945	.135	.444	6.996	.000
	Pro-activeness	.333	.149	.141	2.234	.027
	Risk-taking	.617	.158	.246	3.905	.000
	Social Networks	.074	.057	.069	1.289	.199
2	(Constant)	33.959	10.145		3.347	.001
	Innovativeness	.419	.877	.197	.477	.634
	Pro-activeness	-.902	.357	-.382	-2.530	.012
	Risk-taking	.546	.974	.218	.561	.575
	Social Networks	-.431	.222	-.402	-1.946	.053
	Inn-Snw	.007	.017	.209	.422	.673
	Pro-Snw	.027	.007	.728	3.734	.000
	Risk-Snw	.000	.019	-.007	-.015	.988

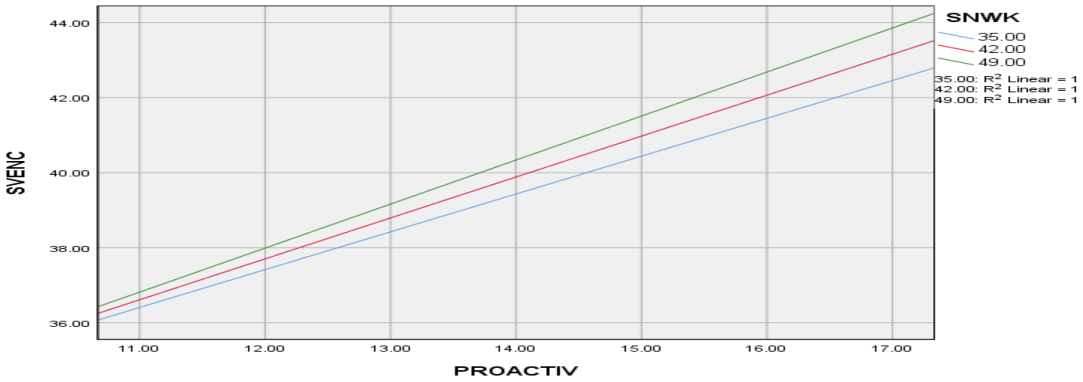
a. Dependent Variable: Social Venture Creation

Source: Field Survey Result, (2024)

Results of the model summary indicates an increase in the model 2 over model 1 ($R^2 1$, $0.530 < R^2 2$, 0.475; R^2 change, 0.045) and both models were significant (P= 0.000, $0.001 < 0.05$). This implies that the interaction between innovativeness, pro-activeness, risk-taking and social network contributed more variance than just innovativeness, pro-activeness, risk-taking and social network individually alone. Based on this result, there is potentially significant moderation of social network between entrepreneurial orientation and social venture creation. Furthermore, the regression coefficients in model 1 reveal that innovativeness, pro-activeness and risk-taking are positive and significant, while the moderator (social networks) is positive and insignificant. Nevertheless, most important consideration for moderation effect at this point is whether the interaction terms (innovativeness-social networks, pro-activeness-social networks, risk-taking-social networks) in model 2 are significant. It can be seen that the interaction of innovativeness, risk-taking with social networks are not significant ($p=0.673$, $0.988 > 0.05$), whereas pro-activeness and social networks is significant ($p=0.000 < 0.05$). In this scenario, there is need for further analysis of moderation effect and moderated plot using the "PROCESS Macron" to further assess their probability values, data for visualising conditional effects (to plot moderation graph) and probably the bootstrapping limits of confidence intervals on pro-activeness (Hayes, 2018).

The results of the Process analysis revealed the presence of moderation effect because the bootstrapping values suggest the existence of zeros in-between the upper limits and lower limits (-0.0332, 0.0568), even though the p-value is not significant ($p=0.6062 > 0.05$) (see

appendix – Hayes Process Matrix procedures). Based on this, the moderation graph (figure 2) is plotted to be able to explain the nature of the interaction.



Note: Social Venture Creation (SVENC), Pro-activeness (PROACTIV), Social Networks (SNWK)

Figure 2: Moderation Plot of Social Networks between Pro-activeness and Social Venture Creation

From figure 2, the moderator (social networks) through the lines shows an interaction effect, as in "when or what condition" pro-activeness is related with social venture creation. Interaction is said to exist when the lines are not parallel to the each other and/or to the horizontal axis, but sloping towards low, moderate or high positions from one end of the relationship to another. With this, it is clear that moderation does exist, with "enhancing" effect. This suggests that the higher the interaction between entrepreneurs' pro-activeness and social networks, the greater would be the number of social venture creation.

Therefore, the null hypotheses 1-3 are not accepted because there are positive and significant relationship between innovativeness (β=0.444, t-value =6.996, p=0.000<.05), pro-activeness (β=0.141, t-value =2.234, p=0.027<.05), risk-taking (β=0.246, t-value =3.905, p=0.000<.05) and social venture creation of voluntary organisations in Plateau State. On the other hand, null hypotheses 4 and 6 are accepted since social networks did not significantly interact with innovativeness (p=0.673 > 0.05), risk-taking (p=0.988 > 0.05) and social venture creation. However, null hypothesis 5 is not accepted as social networks significantly interacted with pro-activeness (p=0.000 < 0.05) to improve social venture creation of voluntary organisations in Plateau State.

Discussion

The results of the test of hypothesis one established that positive changes in innovativeness are associated with positive increases in social venture creation. This implies that as workplace's changes service deliveries, social entrepreneurs tend to recognise new opportunities to serve their new venture mission. Some studies supported this this finding while some did not,and they are based on innovativeness and social enterprise performance, but not their creation (Alarifi et al., 2019; Lurtz & Kruetzer, 2016; Nasip et al., 2017). Innovativeness measured at the organisational level, is associated with the customary behaviour of individuals in pursuit of new entrepreneurial opportunities using an enterprise's processes and structure. In other words, positive and significant effect of innovativeness on social venture creation is suggestive of individuals who perceived that their entrepreneurial knowledge, experience and skills are worth creating new social ventures that align with their social goals. Innovative drives for venture creation may usually occur in the minds of

individuals who feel their current workplace has perpetually refused to exploit and integrate new technology or method.

Hypothesis two result established that pro-activeness has significant effect on social venture creation of voluntary organisations. This means that when social entrepreneurs take the initiative in carrying their assignments, they tend to act boldly without being limited by resources in fulfilling their venture mission. Previous studies provided mixed support, significant and non-significant relationships, between pro-activeness and social enterprise performance, growth and innovation practices (Filser & Egger, 2014; Kumarpeli & Semasinghe, 2014; Ma et al., 2014). Pro-activeness helps entrepreneurs to overcome resource constraints where opportunities hardly occur (Alarifi et al., 2019). Pro-activeness helps deal with implementation of first solution provision, or first to initiate and create a new venture through a unique service offer. This issue falls in line with the first mover advantage of entrepreneurship concept which considered pro-activeness as prerequisite of organisational leadership for initiating change action (Helm & Andersson, 2010).

The results of hypothesis three established that risk-taking also has significant and positive relationship with social venture creation. This therefore implies that as social entrepreneurs develop strong proclivity for high-return high-risk project (since they are non-profits), they also may engage in a process of continuous adaptation related to their social venture creation. This is because risk-taking amounts to committing significant resources into uncertain ventures (Miller, (1983).In line with risk-taking categorisation, one of the most difficult aspects of venture creation process is acquiring the resources (especially capital-intensive resources) to be committed into an unknown investment (Kirkley, 2016). Of course, limited sources of funding might lead to risk assessment on the financial viability before making any commitment. It is asserted that risk-taking can define success of investment, even though being affected by the funding level of social enterprises (Wiklund & Shepherd, 2005). Risk-taking entrepreneurs are those that act outside of the accepted practice and norms (Pearce et al., 2010).

Hypothesis four result disclosed that social network does not significantly moderate the relationships between innovativeness and social venture creation. Since entrepreneurial orientation is mainly suitable at an organisational level context, when social entrepreneurs in their current workplace interact with friends of like minds, it may easily lead to venture growth rather than new venture creation. Innovativeness is more of an invention of individual human intelligence, and not overtly an organisational process. This is in line with the Theory of Personal Initiative of self-starting as against organisational initiative, which may also neglect the Dependency Theory assumptions. However, Social Network Theory also asserts that the relationship between innovativeness and social venture creation can be regulated by the nature of innovation diffusion, but in practice, people are a bit sceptical about commitments in new voluntary organisations (Liu et al., 2017). This same unsuitable scenario plays out as social networks does not moderate between risk-taking and social venture creation as in hypothesis six. Probably, large network of stakeholders may exhibit diverse risk-taking interests different from what an existing venture intend to pursue.

Furthermore, hypothesis five maintained that social network significantly moderates the relationship between pro-activeness and social venture creation. The interaction of pro-activeness and social networks is more suitable in the formation of new voluntary organisations. Organisations can easily utilise stakeholders' networks to launch a mission or create new social venture value to address societal needs more efficiently. This is supported by the Theory of Personal Initiative which has proven that self-starting and pro-active

behaviours can be integrated to maximise the pursuit of organisational goals core responsibility of workplace dynamics (FayD., & Frese, 2001). Pro-activeness is one challenging aspect of entrepreneurship due to resource constraint, as it requires actual resource commitment. But once resources have been mobilised, voluntary organisations can pro-actively recreate. In addition to this stance, social networks help individuals to create pathways and information flow for new venture development and growth. It is argued that extended social networks are leading components to successful opportunity (Nicolaou & Birley, 2003). On the contrary from the theory perspective of resource dependency, where resource support arrangement is not based on equal mutual agreement (that is, A needs from B as well as B desires from A), it may affect corporate relationship to create new ventures.

V. CONCLUSION AND RECOMMENDATIONS

This study concludes that innovativeness, pro-activeness and risk-taking orientations have positive and significant effects on social venture creation of voluntary organisations. Furthermore, social networks significantly moderate the relationship between pro-activeness and social venture creation. However, social networks did not moderate the relationships between innovativeness, risk-taking and social venture creation. The implication of these is that social entrepreneurs and key stakeholders have to intensify their orientations of innovativeness, pro-activeness and risk-taking in creating new ventures, alongside the combination high pro-activeness and high social networks. In other words, Entrepreneurs should focus on pursuing high level of pro-activeness and social large networksin order to develop the potential for more functional social ventures. Also, humanitarian stakeholders can collaborate to create effective social venture-oriented missions. This can translate into social venture formations are needed to create employments and address social problems in the society (Atiemo et al., 2020). Although this study is limited to the use of cross-sectional research design, there is need to extend this line of investigated to unravel more reasons social networks could not moderate between innovativeness, risk-taking and social venture creation of voluntary organisations, especially in Plateau State.

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APPENDIX – Process Macro Statistical Results

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.5.3 ***************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 1
Y  : SVENC
X  : PROACTIV
W  : SNWK

Sample
Size:  191

**************************************************************************
OUTCOME VARIABLE:
 SVENC

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4679      .2189    37.1101    17.4729     3.0000   187.0000      .0000

Model
coeff         se          t          p       LLCI       ULCI
constant   28.8394    13.7803     2.0928      .0377     1.6547    56.0242
PROACTIV      .5952      .9661      .6160      .5386    -1.3107     2.5011
SNWK         -.1005      .3265     -.3077      .7587     -.7446      .5437
Int_1         .0118      .0228      .5164      .6062     -.0332      .0568

Product terms key:
 Int_1    :        PROACTIV x        SNWK

Covariance matrix of regression parameter estimates:
           constant   PROACTIV       SNWK      Int_1
constant   189.8953   -13.0010    -4.4445      .3039
PROACTIV   -13.0010      .9334      .3038     -.0218
SNWK        -4.4445      .3038      .1066     -.0073
Int_1         .3039     -.0218     -.0073      .0005

Test(s) of highest order unconditional interaction(s):
       R2-chng          F        df1        df2          p
X*W      .0011      .2667     1.0000   187.0000      .6062
----------
    Focal predict: PROACTIV (X)
          Mod var: SNWK     (W)

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/
   PROACTIV   SNWK       SVENC      .
BEGIN DATA.
    11.0000    35.0000    36.4091
    14.0000    35.0000    39.4326
    17.0000    35.0000    42.4560
    11.0000    42.0000    36.6137
    14.0000    42.0000    39.8847
    17.0000    42.0000    43.1557
    11.0000    49.0000    36.8182
    14.0000    49.0000    40.3368
    17.0000    49.0000    43.8555
END DATA.
GRAPH/SCATTERPLOT=
```

```
 PROACTIV WITH     SVENC    BY       SNWK     .

********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

------ END MATRIX -----
```