

Social Entrepreneurship in the Irish State-funded Third Sector

Thesis submitted for the degree of Doctorate of Philosophy
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Declaration

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Danielle Byrne

Summary - Social Entrepreneurship in the Irish state-funded Third Sector

This study seeks to determine the extent and nature of social entrepreneurship in a population of Irish third sector organisations (TSOs) in receipt of state funding and from that to understand why some TSOs may be more socially entrepreneurial than others.

Social entrepreneurship is understood in this study as the creation of social value through entrepreneurial behaviours in deploying resources creatively, pursuing opportunities and creating innovation. It can manifest in different sectors and contexts including, as here, in the collective setting of third sector organisations, specifically Irish TSOs in receipt of funding from the Irish state. The study acknowledges the continuing centrality of state funding in some jurisdictions (Irish TSOs are estimated to obtain 60% of their income from state sources) and queries the findings of some studies that link state funding to bureaucratisation and that associate social entrepreneurship solely with earned income strategies.

Methodology

In this mixed methods study a systematic trawl was undertaken of 13 Irish government departments and agencies. TSOs funded by 30 different programmes and funding streams were randomly sampled. This sample was profiled through desk research and surveyed using a scale of entrepreneurial orientation adapted to the social context (so, SEO). This attracted a response rate of 27% with 138 usable responses. The scale data was subjected to exploratory factor analysis that identified two underlying factors: one combining elements of innovativeness and proactiveness and a second factor comprising social risk-taking (that is the risk of disrupting stakeholder relations and existing service delivery). From the pattern of SEO responses and subsequent cluster and descriptive analyses, a quota-based sample of respondents was identified for interview. Interviews explored the findings of the survey and SEO scores, respondents' social entrepreneurship attributes and the institutional logics influencing pursuit of their social missions.

Findings

The study found a substantial cohort of TSOs with higher levels of SEO, regardless of levels of state funding or earned income. Here a focus on the needs of a target community enabled and

encouraged diversification and innovation. Such TSOs manifested social entrepreneurial characteristics including opportunity recognition and pursuit, innovation and creativity, and resource mobilisation, the latter extending to pursuit of both financial and non-financial resources, and agility in deploying limited resources.

TSOs with a strong professional or occupational culture were found to have variable or lower levels of SEO, to be tied to a specific activity, and to be reluctant to diversify. Development was articulated in terms of quality improvement and might go as far as expansion of existing services. A State logic only assumed significance when the state had a formal role as a regulator of a specific activity. Opportunity pursuit was often linked to an open or collaborative relationship with the state. The Market logic was evident as a minor influence in some of the more socially entrepreneurial TSOs.

The study found that financial risk-taking, in terms of borrowing and investment, as treated in commercial EO studies, was less present in the population. However other financial vulnerabilities were present and this aspect of EO in the social context requires and deserves further research.

Contributions

The study goes beyond the existing literature in not only identifying social entrepreneurial behaviours across the third sector, but in exploring their manifestation and their causation. The study makes multiple contributions to this research field: in the robustness of its population and sampling; in integrating quantitative and qualitative methods to achieve both breadth and depth of investigation; in developing, using and validating SEO as a measure of social entrepreneurship; in understanding how social entrepreneurship characteristics manifest in a broad population of TSOs, specifically in confounding some assumptions that interpret resource mobilisation solely as earned income and dissociate a high percentage of state funding with social entrepreneurship. Finally the study contributes to the theory of Institutional Logics Perspective in understanding the role of transversal elements in the perspective, and how these facilitate segregation of potentially competing logics.

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Abstract

Social Entrepreneurship in the Irish State-funded Third Sector

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This study seeks to determine the extent and nature of social entrepreneurship in a population of Irish third sector organisations (TSOs) in receipt of state funding, and goes on to explain why some TSOs may be more socially entrepreneurial than others. The study extends existing literature in identifying not only social entrepreneurial behaviours but in exploring their manifestation and causation. The study is located in a jurisdiction where the state is central to funding the third sector.

By applying a scale of social entrepreneurial orientation (SEO) in a survey of a random sample of TSOs and subsequent quota-based interviews, the study finds a substantial cohort of TSOs with high levels of SEO, regardless of levels of state funding or earned income. A focus on the needs of a defined community is found to enable diversification and innovation. Resource mobilisation here manifests in bricolage of both financial and nonfinancial resources. Opportunity pursuit often involves collaborative relationships with the state. TSOs with a strong professional or occupational culture are found to have variable or lower levels of SEO, to be tied to a specific activity, and to be reluctant to diversify - but may pursue expansion of - existing services.

The study makes a distinctive contribution in the robustness of its population and sampling; in the integration of quantitative and qualitative methods to achieve both breadth and depth of investigation; in developing, using and validating SEO as a measure of social entrepreneurship; in developing an evidence based understanding of the characteristics of social entrepreneurship; in confounding assumptions of the centrality of earned income strategies in this field; and in going some way to explain the differences in social entrepreneurialism among TSOs.

Acronyms, abbreviations and pronunciation

Government departments are listed separately below

AHB	Approved Housing Body
AR	Annual Report
BAI	Broadcasting Authority of Ireland
C&V	Community & Voluntary
CBOs	Community Based Organisations
CE	Community Employment
CLG	Company Limited by Guarantee
CoCo	County Council
CSP	Community Services Programme
DAC	Designated Activity Company
DAF	Dormant Accounts Fund
EFA	Exploratory Factor Analysis
EO	Entrepreneurial Orientation
ETB	Education and Training Board
HSE	Health Service Executive
ILP	Institutional Logics Perspective
NGB	National Governing Body
NGO	Non-governmental Organisation
NI	Northern Ireland
NPO	Non-profit organisation
PCA	Principal Components Analysis
ROI	Republic of Ireland
RSS	Rural Social Scheme
TCSI	Trinity Centre for Social Innovation
TSC	Two Step Cluster
TSO	Third Sector Organisation
SEAI	Sustainable Energy Authority of Ireland
SEO	Social Entrepreneurial Orientation
SPO	Social Purpose Organisation

Government departments

(Department names may have changed over life of study)

DAFM	Agriculture, Farming and the Marine
DAHRRG	Arts, Heritage, Regional, Rural and Gaeltacht
DCENR	Communications, Energy and Natural Resources
DCYA	Children and Youth Affairs
DEASP	Employment Affairs and Social Protection
DES	Education and Skills
DFA	Foreign Affairs
DHPCLG	Housing, Planning, Community and Local Government
DJBEI	Jobs, Business, Enterprise and Innovation
DJE	Justice and Equality
DoH	Health
DPER	Public Expenditure and Reform
DRCD	Rural and Community Development
DSP	Social Protection
DTTS	Transport, Tourism and Sport

Pronunciation guide to Irish names

Byrne sounds like burn

Craol sounds like crayl

FAS sounds like faawwss.

Pobal sounds like pubble

Solas sounds like sullas

Taoiseach sounds like tee-shukhh

Túsla sounds like tooss-la

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Chapter 1 Introduction

1.1 Background to the study

This study has its origin in a recurring observation during my work as a manager and funder of nonprofits in the UK and Ireland. This was that in any given grouping of third sector organisations one could expect to find a number that behaved creatively and boldly with ingenuity and resourcefulness in pursuit of their mission. This was true regardless of their field of activity and whether they identified as social enterprises.

Factors informing the development of the research question and methodology

During the early months of the literature review, this casual observation developed into a formal research topic. The factors that informed the research topic and questions were:

From the literature it is evident that social entrepreneurship as a set of observable behaviours and activities (a preferred definition is given in section 1.3 below) is best understood as a social construct . This needs to be reflected in the epistemological stance and chosen methodology of this study.

It seemed that few studies looked at social entrepreneurship outside the parameters of social enterprises or the personal quality of a social entrepreneur. Yet Austin, Stevenson and Wei-Skillern (2006), among other researchers, note that the phenomenon of social entrepreneurship is found across sectors and in many different contexts, nonprofit, business and government. Research on social entrepreneurship in this wider context appears to be a rare phenomenon.

Few studies were found that develop and apply a taxonomic framework for social entrepreneurship. Those few had compared un-entrepreneurial nonprofits with social enterprises. Having determined that these nonprofits were less socially entrepreneurial than the social enterprises, there was no subsequent exploration of entrepreneurial variance among the traditional nonprofits or consideration of whether social entrepreneurship might manifest differently in such a population.

The literature indicated a general paucity of empirical studies on social entrepreneurship. Further, my observation was that too many studies in social entrepreneurship and social enterprise were either based on small samples of uncertain origin or were large, policy-led mapping studies underpinned by no academic theory or peer-reviewed evidence base. I thought there was particularly a place for an empirical study of a robustly identified population.

The literature, often written in the UK or the United States, tended to discuss social entrepreneurship as market-based activities and earned income strategies by TSOs in response to dwindling state grant funding and New Public Management policies and practices. Studies of social entrepreneurship and social enterprise in other jurisdictions tended to be pitched at a national / macro level (Defourny & Nyssens, 2010; Kerlin, 2006). Studies that considered social entrepreneurship at a firm level in a state-led funding environment were rare.

In Ireland nonprofits continue to be significantly funded by the state to deliver public services and activities of community benefit: Donoghue, Prizeman, O'Regan & Noel (2006) found that Irish TSOs received nearly 60% of their funding from the state. Benefacts the (former) database of Irish nonprofits reported €1.2 Billion as distributed annually in fees, subsidies and grants to TSOs. At the same time in Ireland there are few charitable foundations and relatively little planned or systematic philanthropy (Philanthropy Ireland, 2020). Therefore to understand the Irish third sector, one has to understand the centrality, role and influence of the state as a funder.

Irish TSOs in receipt of state funding form a population that is not only relevant but identifiable: Irish government departments and their agents are required to publish the names of TSOs in receipt of funding from the state. In practice this varies and, indeed, "publish" is a loose word. However, it would be possible to sample widely across many government departments and funding streams, achieving a wide representation and reducing the risk of bias when sampling from only a few occupational groupings or funding streams. The continual development and refinement of the Benefacts database during the course of the study supported this approach.

1.2 Development of the research question

Taking all these factors into consideration, the idea expressed in the opening paragraph was developed as follows: that the study would consider Irish TSOs in receipt of state funding. That the study would range widely over this population. That the study would find a method to identify or measure social entrepreneurship in this context which would determine whether social entrepreneurship is an absent, exceptional or widespread phenomenon in the population. That the study would seek to understand how social entrepreneurship presents in this population, that is whether it is more prevalent in some segments of the population and/or whether it assumes particular characteristics. Finally, if some TSOs were indeed more socially entrepreneurial than others, the study would seek to understand what might account for this variance. This resulted in the formulation of the research questions:

1. What is the extent of social entrepreneurship in a population of Irish third sector Organisations (TSOs) in receipt of state funding?
2. How does social entrepreneurship manifest itself in this population?
3. What may explain the variance of social entrepreneurship in this population?

1.3 Definitions used in the study

“Third Sector”

“Third sector” is used in this study as the most comprehensive, least ambiguous and most neutral term available that refers to that section of collective economic activity outside the State and Commercial sectors. It comprises nonprofits, foundations, associations, civil society groups and other collective forms. “Third sector” is used by some authors (Billis, 2010; Evers & Laville, 2004), while Anheier and Salamon (2007) have preferred “nonprofit”.

“State funding”

The Irish state awards funding to outside bodies and third parties in many different ways. For the purpose of this study, it was decided to focus on revenue funding where there was an ongoing relationship with the state and where there might be assumed to be a reliance on such funding on the part of the TSO. Revenue funding was taken to include service fees, wage and other subsidies, which contribute to the operating costs and payroll of the TSOs. Excluded from the study were once-off project funding, capital grants, commercial contracts, tax exemptions, state funding awarded to individuals (students, researchers, creative artists), business start-ups or contractors, or awarded to other public bodies, e.g. county councils or education and training boards. For the

avoidance of doubt, it should be noted that for the majority of Irish TSOs state funding represents only a proportion of turnover. One hundred percent state funding does occur but principally to some special purpose vehicles set up by the state. The funding environment is discussed in more detail in the Literature Review, chapter 2.

“Social Entrepreneurship”

Social entrepreneurship can be broadly understood to be a multidimensional construct that captures the idea that entrepreneurial behaviours and approaches can be used for public, community or global benefit. This study takes an approach of looking for commonalities across the literature and finds, despite some protestations to the contrary, a broad consistency in definitions and conceptualisations. The more extensive definition of social entrepreneurship used in this study combines that of Mair & Marti (2006) with that of Austin et al (2006), thus: “social entrepreneurship is a value creating process that occurs within or across the nonprofit, business or government sectors, involving the innovative use and combination of resources to pursue opportunities to address social needs”. In this study social entrepreneurship is explored and discussed in the collective context of third sector organisations. It is often discussed in the context of addressing some very basic social needs rather than the more flamboyant context of radical innovation. It is not treated as the exclusive province of social enterprises or as the personal quality of a social entrepreneurs.

1.4 Design of the study

The intention was to deliver a study that had both breadth and depth and that facilitated a social constructivist approach to the epistemology of social entrepreneurship. This resulted in a multi-method study comprising three phases of data collection.

Phase I

There would be a phase of collecting publicly available data to identify TSOs in receipt of state funding and developing a contacts database of these. This was later expanded to collect baseline data, drawing on the financial and other information available from the Benefacts database.

Phase II

There would be a data collection exercise across a sample of TSOs in receipt of state funding to identify or somehow measure the social entrepreneurship characteristics in each TSO. The original assumption had been that the literature review would identify an empirical, tried and tested method of identifying and measuring social entrepreneurship in the organisational or

collective context. However, such options proved few. A structured comparison of the literature on differentiating social entrepreneurship identified the construct of Entrepreneurial Orientation and the Miller/Covin and Slevin scale (Covin & Wales, 2012). This construct was refined to provide a scale of social entrepreneurial orientation (SEO) and applied in an online survey of a sample of the identified state funded TSOs. As there were no a-priori hypotheses, multivariate forms of analysis, (exploratory factor analysis and Two Step Cluster analysis) were used to understand patterns and structures in the responses.

Phase III

This phase would be a qualitative phase that served to triangulate survey findings, to explore the social entrepreneurship phenomenon in more depth and to seek reasons for variation across the sample. It was decided that the best option to enable respondents to speak freely and to probe responses would be to conduct semi-structured interviews. This phase was planned for the second quarter of 2020. The Covid 19 pandemic put paid to that timing with third sector services and fund-raising activities either closed down or switched to online delivery at no notice. It was remarkable when interviews did take place (quarter 4) that the interview respondents were quite so phlegmatic and sanguine about their circumstances. From the literature six recurring social entrepreneurship characteristics would be identified to form a qualitative analytical framework in order to triangulate and explore survey findings. The Institutional Logics Perspective framework would be used to examine and understand variance across the population; the inter-institutional system ideal types framework was adapted for the purpose.

1.5 Structure of this thesis

Opening chapters 2 and 3 cover the Literature Review and the Methodology respectively. Chapter 4 deals with the identification and sampling of the population and concludes with desk research on the sample (Phase I). Chapter 5 deals with the Quantitative Phase II and Chapter 6 with the Qualitative Phase III. Chapter 7 brings together the findings to answer the research questions. Chapter 8 sets out the contributions of the study.

1.6 Personal experience of the researcher and consideration of possible bias

One consideration in the design of a study is the possible inherent bias of the researcher. This is especially the case where the study is informed by, or derived from, the researcher's own experience and potentially the case where the researcher's ontological and epistemological stances are grounded in understanding and treating the research topic of social entrepreneurship as a social construction. This was one reason to sample widely and randomly across the

population in the first instance and then to use structured frameworks to select interview respondents and to analyse qualitative data. In the event, some findings of the study served to confirm my practice-based observations but other findings confounded previous assumptions.

Finally to note that I worked in London in the late 1990s and early 2000s managing and supporting nonprofits engaged in local environmental and economic development, and from this developed an early interest in social enterprise. I can claim to have attended the launch of Social Enterprise London in 1998 which was the first time that I can recollect public recognition of the term. I was subsequently (2006 – 2014) a senior manager at Pobal responsible for the management of several programmes on behalf of the Government of Ireland: the Community Services Programme, the Rural Social Scheme and Tús. I had met none of the interviewees during the course of my work at Pobal and had met one of them sometime later at a conference. During the time of this study I was – and continue to be - on the board of the Irish Social Enterprise Network. Some current and former colleagues were useful sounding boards and providers of sector specific information during the design stage of this study.

Chapter 2 Literature Review

Chapter 2 sets out the method of the literature review and its findings. It then sets out the main conclusions of the literature review as they relate to this study.

2.1 Literature review method

The literature review was undertaken in two stages. In the first stage, a general objective was set to scope out the current state of social entrepreneurship research to identify whether the research question had already been addressed or whether a gap still existed which the study might fill. This was achieved by:

- Searches through databases: ABIInform, Econlit, Google Scholar
- Sectoral key terms: social entrepreneurship and, as the boundaries of definition might be blurred, cognate terms such as social enterprise, social entrepreneurialism, social economy
- Combined with functional keywords: taxonomy , characteristics, mapping, typology, framework
- Search of grey literature and government reports relating to Irish TSOs and mapping exercises in other countries.

Once the research gap had been confirmed, the research questions were formulated:

1. What is the extent of social entrepreneurship in a population of Irish third sector Organisations (TSOs) in receipt of state funding?
2. How does social entrepreneurship manifest itself in this population?
3. What may explain the variance of social entrepreneurship in this population?

In the second stage of the literature these questions were broken down into constituent elements and the following strands identified:

- I. Social entrepreneurship characteristics
- II. Social entrepreneurship and social enterprise differentiation frameworks (ultimately focusing on entrepreneurial orientation)
- III. Third sector organisations in Ireland and state funding
- IV. The relationship between the third sector and the state, especially regarding the funding relationship

V. Possible theoretical frameworks for examining and understanding heterogeneity in the population

Strands I and II the review of literature sought to deepen the researcher's understanding of these research fields and to identify practice in social entrepreneurship research methodologies that might assist the design of the study. The literature consulted in the first stage, as detailed above, was revisited focusing on those articles and publications relating to social entrepreneurship characteristics and taxonomies, and examining methodology sections for research methods and models which might be replicated. This was supplemented by:

- Back searches of citations in the literature already identified
- A hand trawl of leading journals in the field: Social Enterprise Journal and the Journal of Social Entrepreneurship
- Management reviews that particularly looked at taxonomies and classifications including Hoogendoorn, Pennings & Thurik, (2010), Bacq and Janssen (2011), Gordon (2015).
- As a check that relevant articles had been identified, a further trawl was undertaken of targeted four and three star CABS publications on the third sector and entrepreneurship including NVSQ, Entrepreneurship Theory & Practice and Entrepreneurship & Regional Development. The thinking was that if this yielded further relevant articles, then that would suggest that the previous searches had been flawed or insufficient.

The review of literature was then extended beyond note taking to include comparative analyses of articles and studies relating to social entrepreneurship characteristics and differentiation frameworks. The method of doing this and tables of results are set out below. To note here that across the literature the terms social entrepreneurship, social enterprise and social entrepreneur are sometimes discussed as discrete constructs but at other times may be variously blurred or even used interchangeably. This is certainly true of the typological literature and, therefore, for the purpose of the literature review a wider approach was taken to include "social enterprise" in the search terms, and each article assessed on its applicability to social entrepreneurship.

With regard to strand III, Irish TSOs and state funding: keyword searches were used to identify relevant academic and grey background literature. To identify specific sources of state funding, searches were conducted on the websites of Irish Government departments and known public agencies using keywords "community", "voluntary", "nonprofit", "grants", "funding", "contracts".

The following documents were searched: departmental annual reports, government budget estimates, and reports on government funding and public service provision from sectoral and specialist agencies. Conversations were held with informants (practitioners and funders) from the fields of childcare, social housing and the Health Services Executive to understand their respective contexts and perspectives.

With regard to strand IV and the relationship between the third sector and the state: through Google Scholar, a search was undertaken for cognate terms for the third sector (including nonprofit and voluntary sector) and government funding (funding, grants, revenue, contracts). Back searches were undertaken of citations in the literature already identified

With regard to strand V theoretical and conceptual frameworks: the initial method was to note management theories that arose in the course of the literature review and, where required, to back-read to founding authors and seek further instances of citations in the literature. This approach generated a small theory based bibliography but did not signal a clear option for adoption in this study. A more intensive search ensued with modelling of different theories against the research questions.

2.2 Literature review findings

Set out below are the main findings of the literature review that have contributed to the design of this study.

2.2.1 Social entrepreneurship as an emerging concept

Social entrepreneurship is a multidimensional construct that seeks to capture the phenomenon whereby some organisations and individuals manifest behaviours and processes more usually associated with the commercial organisations in order to achieve a public benefit. It is defined in this study as “a value creating process that occurs within or across the nonprofit, business or government sectors, involving the innovative use and combination of resources to pursue opportunities to address social needs”. This and the following section explain how this definition has emerged from a copious body of literature.

As many authors note, It is possible to observe social entrepreneurship as a phenomenon occurring even in the distant past. One early Irish example is the formation in 1897 of the Youghal Lace Co-operative Society, effectively a 19th century work integration social enterprise, to provide suitable work with fair conditions and wages to women and girls (Helland, 2008). In terms of

public policy and academic discourse on social entrepreneurship, social enterprise and social entrepreneurs, it was during the 1990s that one can find increasing usage of these terms on both sides of the Atlantic. Morris and Lewis (1991) wrote on “The determinants of social entrepreneurship: an environmental perspective”; and before his seminal 1998 work *The Meaning of Social Enterprise and Enterprising Nonprofits*, Dees was writing in the Harvard Business School on social enterprise in 1994 and 1996. It has not yet been possible to track down these early articles, only citations, but the mere fact of their existence is instructive. Many early articles are primarily descriptive case studies of social entrepreneurs - and this is certainly the case in the UK, for example Catford (1998) and Charles Leadbetter’s Demos publication *Rise of the Social Entrepreneur (Leadbeater, 1997)*. It is noted that these UK articles focused on social entrepreneurship as a means of addressing societal problems and were published in occupational and social journals rather than in business journals.

In Thompson, Alvy and Lees (2000) we see a move to management literature with their paper in *Management Decisions*. This article appears to mark a watershed in conceptualising social entrepreneurship from the UK perspective, initially discussing it as a quality that has to be “inferred” from the work of social entrepreneurs before moving on to a more insightful examination of the nature of social entrepreneurship as a discrete phenomenon. Their focus remains on social entrepreneurship as a means of solving societal problems at a community-led, grass-roots level, rather than through government-led initiatives and activities. A different approach is taken in the United State with Dees’ 1998 “*The meaning of social entrepreneurship*”, from which two particular observations may be drawn. The first of these is that the characteristics of social entrepreneurship as set out by him remain essentially valid - and the subject of more consensus than is generally acknowledged. This consensus is discussed in section 2.2.3 below. The second is that he here locates social entrepreneurship solidly in the academic field of entrepreneurship; Schumpeter is his theoretical foundation.

This early distinction between Thompson et al and Dees endures in the different European and American schools of thought as set out by Hoogendoorn, Pennings and Thurik (2010) but cast into some doubt by Bacq and Janssen (2011) who find that the transatlantic divide is not as clear cut as suggested. Conway Dato-on and Kalakay (2016) found a dominance on “community” and problem-solving in the UK and Europe social entrepreneurship but greater emphasis than expected in the UK literature on the individual (i.e. the social entrepreneur).

Beyond the broad parameters of social entrepreneurship schools of thought, further definitional debates continue. These are discussed in sections 2.2.2 and 2.2.3 below.

2.2.2 Boundaries of “social entrepreneurship”

The scope for permutation and variation within a construct such as “social entrepreneurship”, which is context variable and has multiple dimensions, is evident and some authors continue to struggle to place boundaries around the characteristics of social entrepreneurship. Ferreira, Fernandes, Peres-Ortiz & Alves (2017) observe that “the concept of social entrepreneurship holds different meanings to different researchers”. Academic discourse appears to have moved on from earlier pronouncements of outright contestation but the expressions of uncertainty persist, for example that the field comprises “divergent and heterogenous definitions and research approaches” (Forouharfar, Rowshan & Salarzahi (2018).

It is possible that it is the multiplicity of dimensions - rather than the multiplicity of definitions - of social entrepreneurship that have proved problematic. Huybrechts and Nicholls (2012) suggest that viewing social entrepreneurship as a “contextual and contingent set of activities” may require a level of interpretation and measurement that is uncomfortable to those in the research field of entrepreneurship but that is more readily found in and understood by the social sciences. Schneider (2017) attributes the difficulty of coping with multidimensional constructs to assumptions that are grounded in biological classification which applies discrete and hierarchical taxonomic ranks, so a species lies within a genus within a family within an order. And it is this paradigm, it is argued, that causes some researchers to struggle with constructs that include diverse elements and span definitional boundaries. George and Marino (2011) make a similar observation in relation to entrepreneurial orientation, a construct similarly based on multiple elements, and suggest that radial classification is better suited to complex constructs.

At this point, however, it is worth observing that the discourse on social entrepreneurship definition and boundaries fall into several areas. The first relates to its attributes or characteristics, the second to its purpose, and the third to the sectoral and organisational boundaries within which it occurs. The question of social entrepreneurship characteristics are discussed in section 2.2.3 below. With regard to purpose, some authors, as described by Hoogendoorn et al (2010) characterise radical innovation and system change as the sole purpose of social entrepreneurship.

Other authors are more inclusive and apply the purpose of social entrepreneurship to delivery of basic services to meet social and societal needs (Mair and Marti, 2006).

With regard to organisational and sector boundaries, some authors consider social entrepreneurship solely in terms of individual social entrepreneurs as treated by Bornstein (2007) and Zahra, Gedjlovic, Neubaum and Shulman (2009), while Mair & Marti (2006) assert that it is observable in both collective and individual contexts. With regard to collective contexts, some authors like Haugh (2005) understand social entrepreneurship as the behavioural manifestation of social enterprises. Indeed, many authors elide the terms “social enterprise” and “social entrepreneurship” without explanation. However, as Bacq and Janssen (2011) observe, other schools of thought do not limit social entrepreneurship to this one organisational form. In other parts of the literature social entrepreneurship is observable in a collective context but only or primarily in the non-profit sector (Weerawardena and Mort (2006) for example) while Austin et al (2006) seek to compare social and commercial entrepreneurship but with a leading premise that, as a set of organisational behaviours or processes, social entrepreneurship can be found in any organisational context, listing “nonprofit, business and government” sectors. This widest view is supported by Mair (2010), and Bacq and Janssen (2011) inter alia.

This study draws on these social entrepreneurship schools of thought and scholarship to locate social entrepreneurship as a social purpose activity involving delivering services and /or innovating activities, in collective organisations, in contexts that include the wider nonprofit sector. The study therefore locates itself in that Irish multi-verse between Berlin and Boston, drawing particularly on two early authors who define social entrepreneurship in apparently different terms. Austin et al (2006) define social entrepreneurship as *“innovative, social value creating activity that can occur within or across the nonprofit, business, or government sectors”*, while Mair and Marti (2006) define it as *“a process involving the innovative use and combination of resources to pursue opportunities to catalyze social change and/or address social needs”*. One can note that these definitions do not actually contradict each other; rather, they have a degree of mutual consistency but at the same each includes a different aspect of the social entrepreneurship phenomenon. Moreover, these aspects are both relevant to this study: the location of social entrepreneurship across multiple sectors (viz not exclusively the province of social enterprises), and the inclusion of “addressing social needs” (viz social entrepreneurship is not the exclusive province of radical change). This study has spliced these definitions to form the working definition used in this study “social entrepreneurship is a value creating process that occurs within or across

the nonprofit, business or government sectors, involving the innovative use and combination of resources to pursue opportunities to address social needs”.

2.2.3 Characteristics of social entrepreneurship

A further aspect of the debates referenced in section 2.2.2 relates to the characteristics or attributes of social entrepreneurship. In this a question arises for the researcher of how to use different approaches in the literature and assess their relevance. For example, Zahra et al (2009) discuss social entrepreneurship only in the context of social entrepreneurs. Does their typology of three types of social entrepreneur - social bricoleurs, social constructionists and social engineers – only apply to individuals or can it be more broadly applied to the organisational context? How does one negotiate a literature - not where the characteristics of social entrepreneurship are necessarily at issue but where the interpretation and application of the characteristics are selectively treated? Morris, Santos & Kuratko (2020) helpfully suggest that consideration of the characteristics of social entrepreneurship should seek out the “common ground” to reconcile the “great divides” and it is this approach that is attempted in this study.

It was observed that a number of “foundation authors” (a term used here to refer to early, influential, frequently cited authors which informed this study), including Dees (1998) and Austin et al (2006) *inter alia*, all describe the defining characteristics of social entrepreneurship in multi-dimensional terms. There appeared to be some level of commonality in these descriptions that led to a systematic comparison. The output is illustrated in the Table 1 below. While this does not constitute a formal meta-analysis, the setting out of the main points (although only picking out key words) of each author in tabular form did serve to better tease out the commonalities. From this table, six common characteristics of social entrepreneurship were synthesised, three social and three derived from entrepreneurial concepts, as set out in Table 2.

While the Ferreira, Fernandes, Peres-Ortiz & Alves (2017) bibliometric analysis shows that these are some of the most cited authors in the field, much of this foundation work is not recent. So, as a check, more recent work on social entrepreneurship characteristics was searched and from this the findings of two recent literature meta-analyses (Forouharfar et al., 2018; Wu, Wu & Sharpe., 2020) are also included. Wu et al’s identified characteristics concur with those already found. Forouharfar et al’s are more selective but broadly concur.

Table 1 Social Entrepreneurship Characteristics

Common social entrepreneurship themes	Haugh (2005)	Dees (1998)	Austin et al (2006)	Shaw & Carter (2007)	Lumpkin, Moss, Gras, Kato, and Amezcua (2013)	Forouharfar et al (2018)	Wu et al. (2020)*
Purpose of paper:	<i>Categorises the social entrepreneurship research agenda</i>	<i>Draws on entrepreneurship literature</i>	<i>Applies PCDO model</i>	<i>Theoretical antecedents of social enterprises</i>	<i>Assesses social entrepreneurship antecedents and outcomes in terms of EO processes</i>	<i>“Epistemological critique of social entrepreneurship definitions”</i>	<i>“Consensus on the definition of social entrepreneurship : a content analysis approach”.</i>
Presence of social mission?	[Social purpose]	Adopt a mission	Social mission	Explicit social aim	Social motivation/ mission	Social Mission	Address social needs, ... achieve social benefits
Opportunity recognition and pursuit	Opportunity Exploitation Opportunity recognition and...	Recognize and pursue opportunities	Opportunity	Active opportunity identification and exploitation	Opportunity identification	Recognition of social opportunities	Process of identifying opportunities...

Common social entrepreneurship themes	Haugh (2005)	Dees (1998)	Austin et al (2006)	Shaw & Carter (2007)	Lumpkin, Moss, Gras, Kato, and Amezcua (2013)	Forouharfar et al (2018)	Wu et al. (2020)*
Innovation and related concepts	...Innovation	Process of continuous innovation, adaptation and learning			Innovativeness treated as one element of EO.	Social Innovation Transformative social change To be creative	... Stimulating innovations...
Resourcefulness and mobilisation of resources	Resource acquisition	Acting boldly w/o being limited by resources	Mobilisation of human and financial resources	Mixed revenue models	Access to capital/ funding. Sustainability of solution	To be creative?	... and exploiting and allocating resources Create Economic value
Aspects of accounting and accountability not found in commercial businesses	Performance measurement	Heightened sense of accountability to constituencies served	Measurement of social value creation	Social /collective ownership Social rather than financial profit	Social value creation		Create social value
Environment/	Environmental		Context -	Multi-agency	Multiple		Also discusses

Common social entrepreneurship themes	Haugh (2005)	Dees (1998)	Austin et al (2006)	Shaw & Carter (2007)	Lumpkin, Moss, Gras, Kato, and Amezcua (2013)	Forouharfar et al (2018)	Wu et al. (2020)*
Context	context		especially managing external relationships	environments as asset.	stakeholders		“ecosystem comprising economic, social, welfare and legal systems”
Other	Modes of organisation Training and education			Role of individual entrepreneurs		Not to be sector bound	

- Wu et al review 80 articles, which include some or all of the “foundation authors”.

Table 2 Synthesis of social entrepreneurship characteristics

Social aspects of social entrepreneurship characteristics	Entrepreneurial aspects of social entrepreneurship characteristics
Presence of a social mission	Opportunity recognition and pursuit
Aspects of accountability, performance measure and value not found in commercial businesses = “social value”	Innovation and related concepts e.g. agility and creativity.
Complexity of environment, context and stakeholders	Resourcefulness and mobilisation of resources

It is not apparent that subsequent work has significantly improved on either the definition or characteristics of social entrepreneurship identified by the foundation authors. However one notes that these characteristics have each in their own right been the subject of extensive academic and practitioner discourse and they are briefly reviewed below. The most taken for granted characteristic must be the presence of a social mission which Bacq and Janssen (2011) recognise as the central element of each of their identified schools of thought of social entrepreneurship.

From the extensive literature on innovation, Abernathy and Clark (1985) observed different forms of innovation distinguishing between those forms oriented towards technology/production and the market/customer, and between incremental innovation “that serves to enhance the value or the applicability of the firm’s existing competence” and the Schumpeterian creative destruction of radical innovation. “Social innovation forms the basis of one entire school of thought of social entrepreneurship (Bacq & Janssen, 2011; Hoogendoorn et al., 2010) and here innovation is assumed to be radical, leading to “transformational change” (Forouharfar et al., 2018) and often portrayed as the province of the “heroic” social entrepreneur (Dacin et al., 2010). Caroli, Fracassi, Maiolini & Pulino (2018) associate cooperative working among multiple stakeholders, often at a local level, with the development of innovations to address unmet social needs.

“Social value creation” as the alignment of “mission, strategy and impact measurement” (Ormiston & Seymour, 2011) in a given activity, is, it is argued, a rare beast “socially constructed over time and through intense interaction and collaboration” Lehner and Kansikas (2012). In addition to academic discourse, it has spawned an entire movement of practitioners (Social Value International; Social Value UK).

The subject of the environment that surrounds social entrepreneurship in this synthesis brings together different aspects of networks, stakeholders and the operating environment but academic discourse can treat these differently. Lumpkin et al, (2013) regard the central issue as the presence of - and need to satisfy - multiple stakeholders. While Shaw & Carter (2007) perceive networks as a source of opportunity and competitive advantage.

Resource mobilisation in entrepreneurship - sometimes referred to as “resourcefulness” by these foundation authors - is variously discussed in terms of revenue and sometimes as an ability to act outside the constraint of resources (Dees, 1998). It is possible that the focus on

“social value creation” has generated pressure for equivalence in terms of “economic value creation”. Certainly some authors (Lumpkin et al., 2013; Peredo & McLean, 2006) view the entrepreneurial end of the social entrepreneurship equation in financial terms rather than as a wider set of resources. Desa and Basu (2013) discuss the latter in terms of bricolage - using resources available to hand: material, labour and skills. Of the two taxonomic studies discussed below, Helm & Andersson (2010) and Crossan, Ibbotson & Bell (2011) the former finds that “earned income is not a necessary output of entrepreneurship in the nonprofit sector”, while the latter finds commercial income and borrowing to be a feature of organisations towards the commercial end of the author’s “social economic continuum”.

Opportunity recognition in the field of entrepreneurship is influenced by multiple factors; George and et al (2016) identify these as “prior knowledge, social capital, cognition/personality traits, environmental conditions, alertness, and systematic search”. In the context of social entrepreneurship opportunities develop through identification of a social need and “prospecting ideas” that could address that need (Lumpkin et al (2013), Doyle Corner and Ho (2010)). Of the three opportunity “views” of Sarasvathy et al (2003), quoted in Lehner and Kansikas (2012) Allocative, Creative and Discovery, the latter consider the Discovery view to be the most prevalent across social entrepreneurship schools of thought.

The multiplicity of social entrepreneurship characteristics and the “broad inclusiveness” (Dwivedi & Weerawardena, 2018) with which they have been applied has proved an opportunity for some authors and has spawned a large typological literature that endeavours to rationalise the multiplicity and diversity of the social entrepreneurship construct. Social entrepreneurship typologies and other means of differentiation are discussed further in section 2.2.3 below.

2.2.4 Social entrepreneurship research field

The literature of social entrepreneurship and its characteristics is located in a research context marked by a paucity of empirical research. Management reviews in high ranking journals, including Bacq and Janssen (2011), Haugh (2012), Doherty, Haugh, and Lyon (2014), and Battilana and Lee (2014) have noted that empirical research generally on social enterprise and social entrepreneurship has remained under-developed and dominated by a preponderance of concept papers and a-theoretical descriptive articles. Keyword and hand searches and consultation of bibliometric reviews, including Granados, Hlupic, Coakes & Mohamed (2011) undertaken as part of this literature review, also identified a low rate of empirical, especially

quantitative, research. A hand trawl of niche journals to 2016 found that of Social Enterprise Journal articles, 11% were based on quantitative research and 4% on mixed methods; of Journal of Social Entrepreneurship articles 21% were based on quantitative research and 3% on mixed methods. Within the latter only five or six articles were based on hypothesis-testing research. A keyword search of four and three star entrepreneurship business journals generated comparable results. Furthermore, on examination, these quantitative studies proved of limited relevance to this research project either because they used the individual as the unit of analysis (e.g. customers, students) or because they investigated niche fields of activity such as fair trade or social finance. Dionisio (2018) notes that the majority of empirical studies in social entrepreneurship continue to use qualitative, case study-based methodologies. It was not always easy to identify if some articles were essentially conceptual papers illustrated with some random examples or were actually based on empirical qualitative studies.

2.2.5 Social entrepreneurship differentiation frameworks

Strand II of the literature review sought to identify social entrepreneurship differentiation frameworks that could be used, by replication or adaptation, in the study. “Differentiation framework” is used in this study to refer to a taxonomic model that provides a means of comparing units of analysis in a population, and possibly for measuring a value or values within that population. To this end consideration was given both to conceptual models and to models that been applied in empirical research, to both academic and grey literature, and to field level and firm level frameworks. The reviewed literature is clustered into three sets:

- Individual taxonomic studies and methods that seek to explore or compare social entrepreneurship characteristics at a firm level, that is, in a population of organisations.
- Social Entrepreneurship typologies, drawing on both concept papers and empirical studies
- Social Enterprise/entrepreneurship mapping studies - noting (as mentioned in section 2.1 above) that the blurring of the terms social entrepreneurship and social enterprise has led to the inclusion of some articles that appear at first glance to be about social enterprise rather than social entrepreneurship.

Taxonomic studies

The individual taxonomic studies included the following papers. Weerawardena and Mort (2006) use nine case studies and grounded theory to develop a “multidimensional model” of

social entrepreneurship in which innovativeness, proactiveness and risk management are bound by social mission, environmental factors and organisational sustainability. Shaw and Carter (2007) compared social and “for-profit” entrepreneurs, drawing on 80 interviews in the UK and using a “phenomenological research approach”; the main results were the identification of five points of comparison between the two subject groups. Mair, Battilana & Cardenas (2012) undertook content and cluster analyses of 200 “socially entrepreneurial organisations” sampled from the Ashoka and Schwab Foundations to develop a typology of four forms of capital: social, economic, human and political that may also align with institutional influences. Battilana, Sengul, Pache & Model (2015) analysed panel data on, and case study interviews from, French Work Integration Social Enterprises to understand the “social imprint” of founding social missions and their impact on social performance.

More specifically focusing on taxonomy, Crossan et al (2011) developed a “social economic continuum” classification system and performance measurement indicators (descriptor, motivator and behavioural) that they applied in a mixed methods study to a sample of 386 social and “social commercial” organisations in Northern Ireland and the Republic of Ireland. One conclusion was that behavioural indicators were found to be more useful as measures of entrepreneurialism than descriptors (legal form, for example) or motivators (such as mission). Helm and Andersson (2010) applied a test of entrepreneurial orientation to validate the social entrepreneurship of a sample of identified social enterprises in comparison with a sample of charitable nonprofits (as designated by US tax code 501(c)3). Prizeman and Crossan (2011) in this university replicated the Helm and Andersson (2010) study in a sample of Irish social entrepreneurs and TSOs, however their work was not peer reviewed. Bacq, Hartog & Hoogendoorn, (2014) used data from the 2009 Global Entrepreneurship Monitor (GEM) study on social entrepreneurship to identify “differences between social and commercial entrepreneurs regarding their main intentions”. Lepoutre, Justo, Terjesen & Bosma (2013) used the same GEM data to design a spectrum or continuum based method for measuring the incidence of social entrepreneurship across different jurisdictions. Both they and the previous authors focused on social entrepreneurs as the unit of analysis.

Sifting through these studies and putting those aside that either formulated typologies, or were rooted in particular data sets, and/or had limited or no applicability to this study’s research question, one was left with a small number of empirical studies that used taxonomic methods that might be replicable in, or adaptable for, this study: the entrepreneurial orientation study of Helm and Andersson (2010) the “social economic continuum”

classification system of Crossan et al (2011), and possibly the characteristics identified by Shaw and Carter (2007).

Social entrepreneurship typologies

Of social entrepreneurship typologies there is a wealth ranging from global, transatlantic and national perspectives to firm level models. These often classify social enterprises but were included here when they were found to also have some relevance for social entrepreneurship. Kerlin (2012) formulated an international typology of social enterprises, using comparative historical analysis and drawing on types of government, stages of economic development and model of civic society. The resulting typology comprises: sustainable subsistence, autonomous mutualism, autonomous diverse, dependent-focused, enmeshed focused, (these latter two being reliant on state funding). Defourny and Nyssens (2017) also created an international typology of “Social enterprise models” by combining principles of interest (mutual, general and capital) with resource mixes (public, hybrid and market) to create four major models of social enterprise: social cooperatives, social businesses, entrepreneurial nonprofits and public sector social enterprises. Both the Kerlin (2010) and the Defourny and Nyssens (2017) typologies comprise multiple, intersecting factors and have largely replaced the single axis spectrum/continuum typology that was prevalent in the noughties and used by Dees and Anderson, (2006), Alter (2007), Crossan et al (2011), inter alia. Young and Lecy try to capture that multiplicity in their colourful “Zoo” metaphor where social enterprises are - like animals in a zoo - grouped by habitats and by biological evolution (reminiscent of the classic categorisation discussed above). The idea that social entrepreneurship may present differently on either side of the Atlantic has been explored by Hoogendoorn et al (2010), and Bacq & Janssen (2011).

In searching for common ground in the typological literature, one observation is the role of context, especially that of national government, in determining the shape or form that social entrepreneurship takes in different environments: “the state ultimately plays a key role in understanding a country’s social enterprise model” (Kerlin, 2012). In addition to international typologies, there are firm-level typologies that explore a particular perspective on social entrepreneurship. These include the Mair et al., (2012) typology of “social entrepreneuring models”; the Erpf, Tekula & Neuenschwander (2019) typology of social activities: service providers, philanthropists and change makers; and the Diochon and Anderson (2009) process based typology of social enterprise which aims to move beyond the dichotomy of social and commercial organisational factors seen in some other models.

Social enterprise mapping studies

The third avenue taken was to examine social enterprise mapping studies. The thinking behind this element of the literature review was that such studies might have used tested criteria for distinguishing social enterprises and socially entrepreneurial organisations. Some eight studies were reviewed and a comparison undertaken of methods, criteria and taxonomies used across these. Academic mapping studies included Scheurle, Schmitz, Spiess-Knafl, Schues & Richter (2015) in Germany and Parente, Williams & Powell (2016) in Portugal who had each undertaken mapping studies of social enterprises in their countries but produced descriptive accounts and did not provide a method for distinguishing levels or characteristics of social entrepreneurship between organisations. A number of sector-led national and regional mapping studies of social enterprises were reviewed including those from Scotland, the UK, Nova Scotia, and Australia *inter alia*. These seemed to be primarily commissioned by government agencies, as evidenced by Barraket, Collyer, O'Connor, and Anderson (2010), ECOTEC (2003) and ICF (2014) with the identification of a population and sampling frame usually being at issue (Dart, Clow, & Armstrong, 2010; Teasdale, Lyon, & Baldock, 2013). Two Irish mapping studies were identified in addition to the Prizeman and Crossan study mentioned above. One had been commissioned by a social finance lender and was subsequently referenced in other studies (Forfás, 2013); it used secondary data to identify a potential population of social enterprises. The other (Clarke & Eustace, 2009) was a sample-based survey commissioned by sector support agencies.

2.2.6 Social entrepreneurial orientation

As noted, the literature review to this point had identified only a small number of potentially replicable empirical, taxonomic studies on social entrepreneurship (section 2.2.5 above). A more structured exercise was therefore undertaken to compare concept papers and empirical studies to see if common themes might emerge after all. In total some ten papers were cross referenced in a pen and post-it exercise. From this exercise Entrepreneurial Orientation (EO), a “higher order construct of multiple dimensions” (Davis, Marino, Aaron, & Tolbert, 2009) of innovativeness, proactiveness and risk-taking, emerged as a common theme across seven papers. In some instances EO was explicitly referenced while in others the elements of innovativeness, proactiveness and risk-taking were specified without direct reference to EO - but supporting the applicability of the construct. The seven papers varied in their purpose, methods and development of themes and, therefore, to illustrate the communalities, they were summarised in tabular form, as set out in Table 3 below.

Table 3 Entrepreneurial orientation (EO) as a measure of social entrepreneurship

	Weerawardena & Mort (2006)	Shaw and Carter (2007)	Brooks (2009)	Helm and Andersson (2010)	Morris, Webb & Franklin (2011)	Lumpkin et al (2013)	Bacq et al (2014)
Purpose of study	<i>Investigating social entrepreneurship – a multi-dimensional mode</i> ”. Development of “bounded model” of social entrepreneurship (in a social enterprise context)	<i>Social entrepreneurship: Theoretical antecedents and empirical analysis of entrepreneurial processes and outcomes</i> . Exploration of “contemporary practice of social entrepreneurship”	<i>Social Entrepreneurship - A Modern Approach to Social Value Creation</i> ” “Intended as a primary text for the growing list of courses offered in social entrepreneurship”	<i>Beyond taxonomy - An Empirical Validation of Social Entrepreneurship in the Nonprofit Sector</i> ...”developing and validating an instrument that quantifies the incidence of nonprofit entrepreneurial behaviour”	<i>Understanding the Manifestation of Entrepreneurial Orientation in the Nonprofit Context</i> “understanding differences in the manifestation of EO between the for-profit and nonprofit contexts ...”	<i>Entrepreneurial Processes in Social Contexts: How Are They Different, If at All?</i> “to what extent [do] the antecedents and outcomes that make social entrepreneurship unique influence entrepreneurial processes”	<i>A Quantitative Comparison of Social and Commercial Entrepreneurship: Toward a More Nuanced Understanding of Social Entrepreneurship Organizations in Context</i>
Authors’ findings/ conclusion/ proposition	7 propositions that social entrepreneurship is variously responsive to and constrained by	5 comparative themes: <i>Entrepreneurial process</i> Network embeddedness	Sets out seven characteristics of a social entrepreneur And combines these into “socially entrepreneurial orientation”.	Apply three sub-constructs of social entrepreneurship: • <i>Innovation</i> • <i>Proactiveness</i> • <i>Risk taking</i>	Propose a typology of nonprofits based on social and commercial entrepreneurship	Uses EO framework of 5 dimensions: Innovativeness Proactiveness Risk-taking	QUAL: Limitations of using GEM as data source. Large scale datasets cannot be

	Weerawardena & Mort (2006)	Shaw and Carter (2007)	Brooks (2009)	Helm and Andersson (2010)	Morris, Webb & Franklin (2011)	Lumpkin et al (2013)	Bacq et al (2014)
	environmental dynamics with specific reference to innovativeness, proactiveness and risk management.	<i>Nature of financial risk</i> Role of individual entrepreneurs in management and structure <i>Creativity and Innovation</i>			But also, consider the dimensions of <i>Innovation, Proactiveness and Risk-taking</i> in nonprofit organisations, and proposes three subsets for each	Competitive aggressiveness Autonomy Sources of difference: Presence and need to satisfy multiple stakeholders Access to resources / funding Need to achieve sustainable solutions	interpreted outside context. QUANT: Propositions generated re age and size of businesses, characteristics of workers and degree of innovation.
Use of EO model	Elements of EO specified and central to the findings	Main elements of EO included above.	Uses EO model	Uses EO model	Uses and develops EO model	Uses EO model.	Explicit reference to innovation; compatible with other EO dimensions.

Entrepreneurial orientation is a firm-level construct, widely used in business research, that was designed to provide a measure of entrepreneurship (Miller, 2011) by capturing the multiple behavioural characteristics of entrepreneurial organisations (Covin & Wales, 2012), identified as innovation (or innovativeness), proactiveness and risk taking. This study uses the term “innovativeness” as it better conveys the essential quality of process and behaviours (the how), and avoids confusion with “innovation” as an outcome, product or solution (the what) (Lumpkin & Dess, 1996). Miller acknowledges the clunkiness of the term “proactiveness” but cannot suggest an alternative to express the idea of being a first mover to introduce new ideas and practices. Commentators are divided on whether EO should be considered as three independent elements (Lumpkin and Dess) or whether, as intended by Miller, as a composite construct of interrelated elements. Anderson, Kreiser, Kuratko, Hornby and Eshima (2015) suggest that there is a nomological error in the construct as traditionally defined and that it should comprise a combined behavioural element of innovativeness and proactiveness and a separate element of managerial attitude towards risk. Some authors (Lumpkin & Dess, 1996) have suggested a further two characteristics of autonomy and competitive aggressiveness but this appears to have limited acceptance and application (George & Marino, 2011).

Several features of entrepreneurial orientation suggest their relevance to this study. First, EO has been used in many entrepreneurial contexts - Miller (2011) intended EO as a “catchall” in the belief that entrepreneurial processes would “manifest differently in different contexts”. Accordingly the EO website (Wales, Bill) lists studies in small businesses, non-profits, family firms, universities, franchise organisations and professional sport. EO has gained currency in social entrepreneurship studies and has been used in a number of recent studies including Alarifi, Robson and Kromidha (2019) and by Turpin and Shier (2020), as well as by Lurtz and Kreutzer (2017) and Dwivedi and Weerawardena (2018). Second, EO is intended to be a measurable construct, whether by applying an existing scale such as the Miller/Covin and Slevin scale (Covin & Wales, 2012), by developing a new or customised scale as that of Dwivedi and Weerawardena, or used as a thematic framework for the qualitative analysis of an in-depth case study (Lurtz & Kreutzer, 2017).

The Miller/Covin & Slevin scale of EO comprises nine items, three for each of the three principal EO elements. In this bi-polar scale contrasting statements are made for each item and respondents are asked to position their organisation on a scale of 1-7 between the two statements. The scale has been used in multiple, quantitative nonprofit studies (Morris, Webb, & Franklin (2011). George and Marino (2011) note that the Miller/Covin & Slevin scale was used

or adapted for use in over 60% of empirical studies considered in their paper on the epistemology of EO. However, the Entrepreneurial Orientation Website (entrepreneurialorientation.com) managed by Bill Wales notes the increasing use and effectiveness of other methods, citing computer aided textual analysis and secondary financial measures.

Lumpkin et al (2013) view entrepreneurial orientation in a social context as a set of behaviours that act on the social entrepreneurship characteristics identified in section 2.2.1 above, identifying these variously as antecedents (social mission, opportunity recognition, capital/funding and stakeholders) and outcomes (social value creation, inter alia) of EO. This casts EO as a construct that is complementary to and integrate-able with social entrepreneurship. However, the fact of EO having been applied in nonprofit and social contexts is not a guarantee that it measures an organisation's *social* entrepreneurship. It is possible that an application of EO to a nonprofit may capture the organisation's ability to generate resources rather than its pursuit of their social mission (some instances of this are cited by Lurtz and Kreutzer (2017)). George and Marino (2011) in referring to "*entrepreneurship in a social context*" maintain that it is necessary to make "*a change in the definition of EO in order to capture unique aspects of this context*" and to specify the achievement of a social rather than a financial mission. Morris et al (2011) suggest that EO in the nonprofit context needs to be reconceptualised to reflect both the social and enterprise characteristics. In doing so they propose approaches that address social and economic aspects across innovativeness and risk-taking. This proposition is rather more than inclusion of income generation and trading; rather, they attempt to address the integration of social purpose and earned income working in concert. A corresponding variant of the EO Scale is proposed.

George and Marino (2011), having recommended a "*refinement*" of the definition of entrepreneurial orientation in the social purpose context, are however critical of authors who seek to redefine the EO construct, for example to limit it to radical innovation or to new market entry. EO is not a limited strategy but, they maintain, is a property of the "*overall gestalt*" of an organisation. Nor do they welcome new dimensions such as the Lumpkin and Dess (1996) additional elements of autonomy and competitive aggression, or attempts to apply EO to individual entrepreneurs which, they argue, not only change the definition of the EO construct but undermine the comparability of research studies. However, EO studies have had to adapt or refine the language used in research instrument, especially for surveys such as the Miller/Covin and Slevin scale, to relate to the cultural language and terminology of the research field in question (Giraud Voss et al., 2005),

Regarding the individual elements of EO: to note first that “proactiveness”, unlike innovation and risk-taking, is a term primarily used in the context of EO. Second, “innovation”, as noted above, is best avoided in favour of “innovativeness” to focus on behaviour and avoid association with some of the more lavish language used by social innovation incubators such as Ashoka, the Schwab Foundation for Social Entrepreneurship and Rethink Ireland. In the classic Miller/ Covin and Slevin scale, risk-taking is presented in terms of boldness of action and “proclivity for high risk projects”. For this study a search was conducted using the term “social risk” on the assumption that this would be a phenomenon associated with risk-taking in pursuit of a social mission. However “social risk” appears to be a term mainly used in social studies (for example in the area of social protection) and psychology studies. Otherwise, it has been used in connection with the risks attendant on social impact bonds (Nicholls, 2010b). Morris et al’s (2011) reconceptualised model of EO considers social risk-taking in terms of a readiness to disrupt stakeholder relations and social impact in order to progress new work, as well as a willingness to take financial risks. Lurtz and Kreutzer (2017) identified a distinction between social and financial risk-taking (the former being high, the latter low in their case subject) and strategies to “outsource” risk to collaborating organisations. Alarifi et al (2019) positively associate firm performance with innovativeness and proactiveness among Saudi social enterprises - but not with risk-taking, which they construe as referring primarily to financial investment .

2.2.7 Irish Third Sector

This study uses the term “third sector” to refer to organisations that are neither part of the state nor of the private (commercial) sector. Broadly cognate terms include nonprofit sector, community and voluntary sector, social economy and civil society - similar terms but each with its distinct set of boundaries. The concept of three sectors is often taken for granted but other models exist, for instance the two dimensions model of formalisation and purpose (Paton, 1991). However “third sector” is preferred here as the most neutral and comprehensive term available.

Benefacts, the database of Irish nonprofits, in 2021 cited over 34,000 nonprofits in Ireland. Benefacts stated in the same year that “The greatest number of nonprofits are in the local development, recreation/sports, and education/research sectors”. That said, most fields of activity are reported by them across the Irish Third sector but it is worth noting that Benefacts used a classification system, adapted from the International standard classification (Salamon and Anheier, 1996) and which includes sheltered and social housing as part of the local development sector. Further, a cursory examination of Benefacts entries shows that community centres and most parish halls are listed as “local development” regardless of their size or any developmental activity. The categorisation of “local development” in this context must therefore be viewed as a

catch-all. Given the closure of Benefacts, their classifications list is supplied in Appendix C to this study.

The Irish third sector today reflects a number of societal influences brought to bear over the last one or two centuries. Four of these are discussed below.

The formative role of ‘the church’ in the 19th and 20th centuries is often remarked on. One notes however that “the church” is an imprecise term, assumed to refer to the Roman Catholic church. However, the church can variously manifest as a religious order (that is, a collective of professed men or women), a diocese (that is, an area under the religious governance of a bishop), a parish (in Ireland that can refer to a church building, its congregation and activities - or just to the geographic area that this serves), and to individual priests, monks or nuns who have been able to operate independently in a community. One should also note that the protestant Christian churches were also instrumental in influencing philanthropic activities in the 19th century and their continuing influence in some TSOs endures. It is surmised that non-Christian religious organisations are now also active in Ireland.

While undertaking Phase I of this study, the researcher noted instances of most of these manifestations of “the church”. In some instances major religious orders, such as the Hospitaller Order of St John of God , operate through multiple legal entities delivering educational, social, welfare and sheltered housing services. One major social services charity, operates as a discrete business unit within the archdiocese of Dublin. Parish services abound. Childcare services attached to schools that are managed under religious patronage could be considered to be subject to religious influence. Despite the demonisation of the institution of the Roman Catholic church in recent years, some individual nuns and priests are still lionised and these include Father Peter McVerry and Sister Stanislaus Kennedy, both founders of major homelessness charities in Ireland.

On the evidence of Benefacts the continuing major influence of the church appears to reside in management of schools and (“Section 38”) hospitals - the debate of the governance of maternity hospitals endures (Robbins & Lapsley, 2008). One sign of the waning influence of the Catholic church is found in Phase II of this study where only 11% of survey respondents reported their organisation as founded by the member of a religious order and 8% reported having a member of a religious order on their governing body.

Of other influences on the third sector, some comment is due to the cooperative movement which has a patchy history in Ireland. Sir Horace Plunkett (West, 2009) is credited with introducing the

cooperative principles and forms to Ireland to pursue agricultural reform and collective endeavour. However, other 19th century cooperatives were formed such as the Youghal Lace Cooperative Society but little memory of these remains. The result is that today ICOS, the Irish Cooperative Organising Society, retains a focus on agri-businesses and commercial enterprises. While they acknowledge public-interest cooperatives, these remain relatively few in number and comprise for example group water schemes, renewable energy co-ops and some few housing and consumer co-operatives. Credit Unions are treated separately in Ireland, although being effectively cooperatives in form and purpose. The researcher is aware of one consumer food co-op that is constituted as a company limited by guarantee but describes itself as a “de facto cooperative”. And she has also observed that some community radio stations, traditionally constituted as cooperatives, are now also CLGs while retaining a democratic, community-owned narrative.

A third formative influence on the Irish third sector is the rural tradition of “meitheal” or farming cooperation under a tradition of neighbourly self-help. Donoghue, Anheier & Salamon (1999) refer to this as “cooring”. And there is an acknowledgement of a continuing ethos of a community focus which results in “placial embeddedness” of Irish rural social enterprises (Olmedo, van Twuijver & O’Shaughnessy (2021). The meitheal influence is evident in the design of several government-led programmes for example the Rural Social Scheme (a dole-for-work scheme for low income farmers), in volunteer led action in Tidy Towns and Muintir na Tire initiatives (Donoghue et al) and in the rural provision of welfare services, for example childcare, meals on wheels, small scale sheltered housing, centre based services,

A fourth possible influence is that of civil society organisations as evidenced in the 19,410 unincorporated community groups and sports clubs cited by Benefacts. Unincorporated entities were not widely treated by any of the sources cited here largely because of the difficulty of identification and of obtaining data. Increases in the Benefacts numbers in recent years were largely due to new data available from county councils’ public participation networks of community groups. Data across the database was inconsistent owing to differing statutory reporting requirements for different legal forms and Benefacts did not have “turnover data” for over 26,000 of the 34,000 nonprofits. However, Degli Antoni (2016) discusses the likelihood of social enterprises emerging from “self-organized groups of citizens” and the estimated number of nearly 20,000 entities suggest that some comparable influence must be at play on the more formal third sector, albeit currently incalculable.

Donoghue et al consider that 1990s were a formative period in the development of the Irish third sector as community action grew into formal programmes to address disadvantage, dating back to 1991 and the formation of Area Partnerships (now known as local development companies) under the umbrella of Area Development Management (ADM), funded by European structural funds. ADM (known from 2006 as Pobal, the Irish word for people or community) went on to manage multiple programmes on behalf of Government that address disadvantage and inequality. These included the Equal Opportunities Childcare Programme in the late 1990s, Dormant Accounts Funding in the early 2000s, various peace related programmes through Border Action, and from 2006 the Community Services Programme (personal knowledge). As well as being a significant funder of third sector activity, the contractual conditions of ADM/Pobal's funding have pushed beneficiary organisations towards formalisation of legal structures and financial and governance processes (ditto).

It was in academic discourse that numbers were first put on nonprofits in Ireland with the John Hopkins Comparative Nonprofit Project (CNP) (Salamon & Anheier, 1997), followed a decade later by the Trinity Centre for Nonprofit Management's *The Hidden Landscape, First Forays into Mapping Nonprofit Organisations in Ireland* (Donoghue, Prizeman, O'Regan & Noel, 2006) which identified over 24,000 possible nonprofits in Ireland. Key early academic studies were *Uncovering the Nonprofit Sector in Ireland* by Donoghue, Anheier and Salamon (1999) also as part of the John Hopkins CNP, and by Donnelly-Cox, Donoghue and Hayes (2001) *Conceptualising the Third Sector in Ireland, North and South*. These presaged the development of a formal policy discourse on nonprofits in Ireland and the development of third sector infrastructure and supports. The first Irish government white paper on the Community and Voluntary sector "White Paper on a Framework for Supporting Voluntary Activity and for Developing the Relationship between the State and the Community and Voluntary sector" was published in at that time (2000).

The Irish third sector support ecosystem was relatively slow to develop but much has happened in recent years. While the UK National Council for Voluntary Organisations (NCVO) was founded just after World War I, the Irish peer organisation The Wheel was founded in 1999. The UK Charity Commission dates back to the mid 19th Century; the Irish Charities Regulator dates back less than 10 years. The Benefacts database (an Irish version of Guidestar) of Irish nonprofits was established in 2014 but closed in 2022, as this study was being completed. There are now more and better attempts to support planned philanthropy, an area in which Ireland has traditionally been weak (Philanthropy Ireland, 2020). The lead Government Department of Rural and Community Development in 2019 published both "a five year strategy to support the community and

voluntary sector in Ireland” and the first National Social Enterprise Policy, which is discussed further below. As also discussed below and in Chapter 4, some NPM ideas have been promoted as part of public service reform under the aegis of the Department of Public Expenditure and Reform but few programmes have been contracted out to TSOs on a market basis.

2.2.8 Social entrepreneurship and social enterprise in Ireland

Unlike in the UK and USA, the social enterprise policy and academic discourse in Ireland has played out in parallel with the wider discourse on the Irish third sector and development of the nonprofit ecosystem. O’Shaughnessy and O’Hara (2016) summarise the early days of discourse on the social economy in Ireland in the late 1990s that resulted in the Social Economy Programme in 2001 which subsequently became the Community Services Programme (sampled for the population of this study). Sector hopes for government recognition of social enterprise were pinned on the publication of the Forfas report (2013) *Social Enterprise in Ireland – Sectoral Opportunities and Policy Issues*. However this coincided with a time of government austerity cutbacks and as a semi-state body (or quango) Forfas was subsumed into a government department. There was a general concern in the sector that the recommendations of the social enterprise report would sink without trace. Over that time, therefore, social enterprise stakeholders including local development companies, Pobal, social lenders, and representative bodies including the Irish Social Enterprise Network formed a broad coalition - the Social Enterprise Task Force - to push for government recognition of social enterprise and improved support. In 2017 the Department of Rural and Community Development assumed responsibility for social enterprise policy and the first national policy and agreed national definition of social enterprise was published in 2019. One can now see the first substantial investments in supporting social enterprise since the original Social Economy Programme. At the time of concluding this thesis, that department has commissioned the first census of social enterprises in Ireland with support from Scottish peer organisations.

And over these same 20 or so years, Pat O’Hara and Mary O’Shaughnessy contributed to the early EMES publications with accounts of social enterprise in Ireland and subsequently with a focus on Irish rural social enterprises and Work Integration Social Enterprises. The public policy environment is paralleled by a growth of interest in researching social enterprise; an academic Social Economy research network has members from third level institutions across the island.

Looking across the Irish grey and academic literature, one is struck by the emphasis on “social enterprise” and the paucity of mention of “social entrepreneurship”. One finds that public policy and academic literature focus on the legal structures and activities of social enterprise; discourse

on social entrepreneurship as a set of distinctive behaviours attracts rather less attention. This is illustrated by a word search of government department websites undertaken for this study in 2022. It found 204 occurrences of “social enterprise” and eight occurrences of “social entrepreneurship”. Similarly, in the national social enterprise policy “social enterprise” is mentioned 224 times; “social entrepreneurship” nine times. A search using Google Scholar of “social entrepreneurship in Ireland” found only two studies – both from this university - and various international articles from academics outside Ireland. At the same time, “social entrepreneurship” clearly has some currency in Ireland: modules on social entrepreneurship are offered in multiple third level institutions including Trinity College Dublin and Dublin City University. And the activities supported by Social Entrepreneurs Ireland (SEI) reflect a broad, cross-sectoral approach to social entrepreneurship. But the lack of usage of the term in policy and academic discourse is noteworthy.

2.2.9 TSOs and their relationship with the state

One direction of the consulted literature considers state funding as a constraining influence on third sector organisations. Anheier, Toepler, and Sokolowski (1997) have found resource dependency among some third sector state-funded service providers but noted differences in organisational responses based on the proportion and type of funding (grants versus service contracts, for example). Frumkin and Kim (2002) and Ecer, Magro and Sarpca (2017) have associated state funding with financial and administrative inefficiency of recipient TSOs.

Further, some authors consider that funding by and acting on behalf of the state leads to hybridisation of third sector organisations. For example, Harris (2010) observes “moving to mainstream provision of, for example, health, education, and welfare services requires TSOs to think in ways which are closer to those of governmental agencies: a form of normative isomorphism”. The inevitability of hybridisation in organisations that deliver welfare and social services is noted by Evers and Laville (2004). However this is not conclusive. Jennifer Coston. (1998) identified multiple forms of TSO/government relationship: collaboration, cooperation, complementarity, third party government and contracting, acceptance of institutional pluralism, competition, repression and rivalry, some of which can co-exist. Van Slyke (2007) found that over time formal relationships between public managers and third sector service providers soften and mitigate compliance, control and other formal contractual constraints. Ali and Gull’s (2016) review of 31 studies notes that while some studies link government funding to isomorphism, mission drift and loss of autonomy in the third sector, other studies are more positive on the benefits of state funding to a TSO and note the dependence of government on the third sector as a service provider. Gidron, Kramer and Salamon (1992) refer to a “zero sum relationship”.

Osborne, McLaughlin and Chew (2008) discuss the “innovative capacity of voluntary and community organisations”, in welfare service providers in the UK, suggesting that the relationship with local authorities may account for a tendency to move to incremental change (they term “developmental”) rather than more radical new approaches to service delivery. Osborne et al and Brandsen and Pestoff (2006) have discussed the state/third sector relationship in terms of levels of cooperation between government and third sector public service providers. This cooperation comprises co-governance (where a TSO is involved in the design and planning of services), co-management (where a TSO produces services in cooperation with the state) and co-production (where the citizen as a service user is involved in the design or production of services).

A second strand of literature associates the emergence of social entrepreneurship and social enterprises with the pursuit of trading income and market based strategies. And by implication this dissociates social entrepreneurship from state funding, as noted by Dees (1998) in casting social entrepreneurship as a response to reductions in grant and programme funding. But few studies appear to test this empirically. These few include Teasdale, Kerlin, Young and Soh (2013) and Kerlin and Pollak (2018). The former finds a continuing tendency among nonprofits to favour either commercial or “donative” revenue strategies with no evidence of a growth in mixed revenue strategies. The latter does not find growth in commercial income associated with a reduction in state funding which is also found to have increased over the period of the study, the 1990s to 2003.

Prizeman and Crossan (2011) in the Irish study that replicated Helm and Andersson found a polarization of Irish social enterprises surveyed, with those engaged in delivering “public services” manifesting fewer entrepreneurial characteristics than other respondents. Bacq, Hartog and Hoogendoorn (2013) found “social established businesses” with significant government funding streams but associated reliance on single funders (state or philanthropic) with less resilience and chance of survival. Only Anheier, Toepler and Wojciech (1997) suggest that a fallacy of division may be at play in the respective findings of these studies and that greater variation of findings may be observable within a segment of respondents. “Fallacy of division” is a verbal fallacy from applied logic which refers to the attribution of characteristics of a whole set to the individual components of that set. So, as here, if state funded TSOs are found to be collectively less socially entrepreneurial, it does not follow that they are all equally un-entrepreneurial and the possibility exists of variance within such a population.

The Irish state publishes little on third sector funding or funding relationships. Much that the researcher knows has been absorbed through working in the field and through conversations with contacts and former colleagues as part of this study. Academic literature is thin in this area, while grey literature and public policy discourse tends to focus on welfare services (Day, Grimson, Madden; McInerney and Finn, 2015) and reflects sectoral interests e.g. impact of funding cuts (Harvey, 2012). Salamon and Toepler (2015) note that Ireland is one of a handful of northern European countries where the welfare state may be more properly termed a “welfare partnership”. Such arrangements pre-date any hint of New Public Management and reflect historic, pragmatic decisions by the State. They also reflect an environment of continuing funding and limited competitive processes.

2.2.10 Theoretical framework

“Theoretical developments that explain and predict the phenomenon of social enterprise have, to date, been few” (Haugh, 2012). Some authors (Nicholls, 2010a) have considered the subject to be “pre-paradigmatic”, while Curtis (2008) suggests that a multiple approach is required to theorising on social enterprise and social entrepreneurship, using a half dozen critical management theories in turn to revisit an earlier study.

During the course of the literature review, instances of authors’ theoretical observations were noted. These included a body of work on the application of commercial entrepreneurship theories (Gartner, 1985; Kirzner, 1999) - Dacin et al (2010) locate social entrepreneurship in this theoretical grouping, for example - and a multiplicity of organisation theories including stakeholder theory especially with reference to multiple and possibly conflicting stakeholders e.g. Lumpkin et al. (2013) inter alia; legitimacy theory (Dart, 2004); and agency and stewardship theories (Van Slyke, 2007). Both Institutional theory and isomorphism have been cited as both a constraining and enabling influence on social enterprise (Mason, 2012), however they appear to be used to account for homogeneity in a social enterprise research population, rather than heterogeneity. Some authors focus on external influences to explain social enterprise and social entrepreneurship: Austin et al. (2006) and Weerawardena and Mort (2006) highlighted the importance of environmental factors in opportunity identification, while Teasdale (2012b) considered the influence of the public policy environment.

Of review papers, Gordon (2015) discusses a suite of theories which might help explain the emergence of social enterprise: state/market failure, resource dependency theory, institutional theory, social origins theory, policy expediency and interdependence theory and voluntary failure theory. Smith, Gonin and Besharov (2013) provide a useful review focusing on stakeholder,

institutional, paradox and organisational identity theories for understanding the play of tensions in social enterprises and the search for legitimacy in a world of competing institutional logics.

Institutional Logics

Of these theories, institutional Logics stood out as a potential theoretical lens to examine varying levels of social entrepreneurship in a population. Institutional Logics was proposed by Friedland and Alford (1991) as a field level concept that developed the thinking of new institutionalism that held that human behaviours are governed by systems of beliefs, values and taken-for-granted norms which form the bases for shared realities. Here institutional logics form the “coherent set of organizing principles” (Besharov & Smith, 2014) of an organizational field. These logics have expanded from an initial five (family, state, market, religion and capitalism) proposed by Friedland and Alford, now to seven (Thornton Ocasio & Lounsbury, 2012): family, state, religion, market, profession, corporation and community. In further categorisation of this area of organisation theory, the meta-theory of Institutional Logics Perspective (ILP) (Thornton et al 2012) emerged which synthesises previous work on institutional logics. Indeed these authors shift the institutional “perspective” from macro-field level to micro and meso levels describing institutional logics as “the socially constructed, historical patterns of cultural symbols and material practices, including assumptions, values, and beliefs, by which individuals and organizations provide meaning to their daily activity, organize time and space, and reproduce their lives and experiences” (Thornton et al, 2012, p2). In the ILP model the seven institutional domains or orders are intersected by a set of cross-cutting organisational views including sources of authority, legitimacy and identity and the bases of norms, attention and strategy (Thornton et al, 2012, p73). A total of nine transversal views or dimensions are identified, drawing on various strands of organisational thinking. In this way, the study of institutionalism has developed from a societal phenomenon to a structured model intended to assist in understanding and mapping a potentially vague and elusive concept.

The relevance of Institutional Logics to this study can be observed through multiple references throughout the literature. Institutional influences have been observed in non-profit/government relations (Coston, 1998), in shaping the legitimacy of social entrepreneurship (Nicholls, 2010a), and in accounting for national characteristics of, and variances, in models of social entrepreneurship/ enterprise (Defourny & Nyssens, 2017; Kerlin, 2010). Battilana and Lee (2014) associate multiple institutional logics as a way to account for hybrid organisations, specifically with social entrepreneurship.

The Institutional Logics Perspective seems suited to this study as it emphasises “cultural differentiation and pluralism rather than isomorphism” (Thornton, Ocasio, & Lounsbury, 2012). ILP offers an opportunity to consider competing logics at multiple levels, including societal and organizational (Glynn & Raffaelli, 2013) within the inter-institutional system set out by Thornton et al. Additionally Greenwood, Hinings and Whetten (2014) encourage the application of Institutional Logics to organisational (and not just field level) analysis and note its suitability for exploring organisational heterogeneity. And the design of qualitative studies can draw on analytical techniques variously discussed by Reay and Jones (2014) (pattern matching, deducing and inducing) and ideal types analysis proposed by Thornton et al (2012).

An associated strand of thinking relates institutional logics and organisational hybridism. Hybridisation arises from the interplay of multiple institutional logics in an organisation (Skelcher & Smith, 2015) and much of the literature discusses this in terms of social enterprise (i.e. relating the concept to the organisational form of social enterprise, rather than the primarily behavioural phenomenon of social entrepreneurship) and assuming a market logic either collaborating with or in opposition to a social or equivalent logic (Battilana & Dorado, 2010). The possibility of hybridism featuring in this study was already raised above in the context of the influence of government funding and the possibility of its manifesting in funded third sector organisations as one of two or more institutional logics. So, the question can still be usefully raised as to whether understanding the interplay of logics can help illuminate the causes of variation in social entrepreneurship in third sector organisations funded by the state. And the models of hybrid organising may also be useful to this study. These include a typology of integrated, partially integrated and non-integrated or differentiated hybrid missions (Gamble & Moroz, 2014) and Skelcher and Smith (ibid) propose five types “based on particular combinations” and treatments of logics e.g. through compartmentalisation: segmented, segregated, assimilated, blended and blocked.

2.3 Conclusions of the Literature Review

From the literature the following conclusions were drawn:

2.3.1 Social entrepreneurship is best understood as a multidimensional construct that exists in various contexts and sectors. Its attributes or characteristics include the presence of a social mission, social value and accountability, and complex operating environments; and economic elements that include opportunity recognition and pursuit, resource mobilisation and innovation and creativity.

2.3.2 Large-scale studies of social entrepreneurship in a third sector population are few. Even fewer are comparative studies that develop a replicable framework for measuring or otherwise differentiating levels of social entrepreneurship. Helm and Anderson (2010) and Crossan et al (2011) were noted.

2.3.3 The concept of Entrepreneurial Orientation (EO) has been identified as a measure of social entrepreneurship. It has been applied to nonprofit populations and adapted to this context as “social entrepreneurial orientation” (SEO). The EO reconceptualised model (Morris et al., 2011) could be considered for application in this study. At the least, some contextual refinement of the Miller/Covin and Slevin scale is required and some consideration of the risk element questions to better reflect social risk-taking.

2.3.4 From the review of literature on the Irish Third sector it was noted that state funded TSOs represent a significant part of the third sector in Ireland. The situation described by Dees and other early writers that casts social entrepreneurship in a context of declining state and philanthropic funding does not hold in Ireland: state funding continues; systematic, planned philanthropic funding is under-developed.

2.3.5 There is limited empirical evidence to support the idea that government funding constrains the social entrepreneurialism of TSOs. And where such studies do exist, there remains the possibility of fallacy of division whereby social entrepreneurship (or a lack of it) may not manifest evenly across a population.

2.3.6. While there is copious data collected on the Irish third sector, considerable public policy interest and academic literature on social enterprise as an organisational form, there appears to be little academic research or policy discourse on social entrepreneurship in Ireland. There is correspondingly little consideration of social entrepreneurialism as a set of organisational behaviours.

2.3.7 From these multiple strands of literature it can be observed that a gap exists at their junction, these being: the lack of attention given to exploring the nature of social entrepreneurship in Ireland, the dominance of state funding in the Irish Third Sector, inconsistent findings of research on the impact of state funding on the behaviours of TSO, entrepreneurial

orientation as the stand-out metric for entrepreneurship, and uncertain treatments of entrepreneurial orientation in the social context.

2.3.8 As a theoretical lens, Institutional Logics presents as relevant to the field of social entrepreneurship and with the potential to explore heterogeneity and divergence of social entrepreneurship at field and organisational levels within a population, specifically, whether the interplay of institutional logics can help account for differences in socially entrepreneurial behaviours.

2.3.9 In particular, the meta-theory of institutional logics perspective has been identified as a theoretical framework to use in a research study whose population is characterised by the presence of multiple environmental / sectoral influences. The Thornton et al (2012) ILP inter-institutional system domains and its transversal dimensions could provide a basis for operationalising IL for survey and investigative purposes.

Chapter 3 - Methodology

3.1 Research ontology and epistemology

This study is necessarily governed by the personal ontology of the researcher. The study is being undertaken at a late stage in my career when I have reached an ontological position which Blaikie (2007) would describe as “perspective” idealism. This is an interpretivist ontology which acknowledges that an objective reality may exist but that among members of society there will be differing views of what constitutes reality. It is these perspectives of reality that will be under examination in a research study in the social sciences. This forms an interpretivist stance but one that is less absolutist than that asserted by authors such as Guba and Lincoln (1994) (and subsequently Denzin and Lincoln (2017)) and Grix (2010). In Blaikie’s view of research paradigms, positivism and interpretivism are distinct but research can take place on the borders with other paradigms, for example, interpretivism and critical realism. The related epistemology in this context remains constructivist.

This study holds that social entrepreneurship (and indeed “social enterprise”, “third sector” and associated terms) are social constructs. In epistemological terms, the operationalisation of these constructs can best be observed through examination of organisational behaviours and through achieving a shared understanding with individual actors through dialogue. Denzin and Lincoln characterise qualitative and quantitative methodologies as representing irreconcilable paradigms whereby a social constructivist epistemology leads only to qualitative research which in turn leads to relatively few data collection methods that include ethnography, in-depth interview and case study, and other forms of dialectic as in focus and work groups. Work with a small number of research subjects is assumed. Creswell and Plano Clark (2011) dismiss Lincoln and Guba as “paradigm purists”. Bryman (2016) suggests that the distinction between qualitative and quantitative methods might be “overblown” and that the associations of quantitative and qualitative methods with certain epistemological and ontological positions might be imperfect.

My own view is that the absolutist division of qualitative and quantitative approaches represents a false dichotomy. Some qualitative methods such as content analysis may result in little more than automated exercises, while not all quantitative methods presuppose or require a positivist approach. Indeed, some forms of quantitative data collection, for example scale-based surveys, are routinely used to provide insight into human behaviours and attitudes. Multivariate analysis such as factor analysis can identify underlying trends without the application of

predetermined hypotheses to dependent variables. And quantitative financial data can, for example, support insight into context and environment, attitudes and behaviours, and internal organisational influences.

The considerations in determining the methodology and designing this research project were therefore: my constructivist epistemological perspective, the requirements of the research question which sought to examine patterns of behaviour across a large population, and the fit with the study's theoretical framework of Institutional Logics Perspective. With regard to the first consideration, the chosen methodology needed to support collection of qualitative data and quantitative data that could be analysed qualitatively. With regard to the second consideration, I believed that this research field needed to move beyond small sample studies and, as put by Bryman (2016) should "combat anecdotalism". I believed that the field was ready for a study that looked across the third sector and could explore patterns and trends across a large population. The result was a mixed methods methodology, comprising three phases of data collection:

Phase 1 Desk research – secondary and tertiary sources of data

Phase 2 Quantitative - survey

Phase 3 Qualitative - Interviews

3.2 Chosen methodology

3.2.1 Mixed methods as a "methodological fit"

As noted, I felt that the field was ready to move beyond small sample qualitative studies such as the grounded study by Weerawardena and Mort (2006). I thought that, for the sake of completeness of design, it would be justifiable to at least consider a hypothesis driven quantitative study, and that this could be tested by (a) identifying possible dependent variables and (b) drafting possible hypotheses. The resulting possible dependent variables were very numerous and based on either assumption or guess work. Possible hypotheses were correspondingly random. In short, this would have been nothing but, in Edmondson and McManus's (2007) words, a "fishing expedition". Still, this felt like a useful exercise if only for the purpose of elimination. This led in turn to consideration of a mixed methods approach. As Edmondson and McManus suggest, mixed methods can be a "methodological fit" with a research field that has moved beyond nascency but has yet to reach maturity.

3.2.2 The research question

With an openness to mixed methods and an epistemological perspective that admitted the possibility of collecting quantitative data which could contribute to qualitative analysis and interpretation, a pragmatic approach was adopted. In a pragmatic approach the methodology of a study is governed by the nature and demands of the question being answered (Teddle & Tashakkori, 2009). In this case the research questions were:

1. What is the extent of social entrepreneurship in a population of Irish Third Sector Organisations (TSOs) in receipt of state funding?
2. How does social entrepreneurship manifest itself in this population?
3. What may explain the variance of social entrepreneurship in this population?

In light of the demands of the research questions, the following considerations and decisions were made:

- To systematically identify and randomly sample third sector organisations funded by the Irish State.
- To adopt and adapt the Miller / Covin & Slevin Scale of Entrepreneurial Orientation (EO) as a measurement of social entrepreneurship. From the literature review this model stood out: it aims to capture entrepreneurial behaviours rather than positivist characteristics and has been used with both regression and multivariate analyses (Coombes et al., 2011; Helm & Andersson, 2010) where no DV is present. It is suitable for administering to a large sample in a survey format and can be used in a quantitative method that supports an absence of dependent variables and a social constructivist stance.
- To find a means of triangulating the data obtained in an EO survey
- To facilitate a more in-depth exploration with a dialectic element (Guba & Lincoln, 1994) in order to understand intangible phenomena such as the organisational values, assumptions and beliefs that governed the EO behaviours in question. This suggests a smaller, purposeful sample qualitative element, especially in tandem with the following point.
- Miller (2011) recommends qualitative research to deepen understanding of EO and investigate the “how and why”.
- And to find a means of explaining the presence or absence of EO among organisations in the population: the intention was to use Institutional Logics Perspective as the

theoretical lens. Reay and Jones (2016) note that “logics, which are revealed through language, practices, and manifested in symbols and materials, are naturally suited to qualitative data” and their proposed analytical approaches are discussed below.

These various considerations resulted in a mixed methods research design. Mixed methods is often assumed to be a combination - or even a clash - of research paradigms but the aim here was for the mix of methods to achieve, as recommended by Bryman (2016, p. 633): triangulation of findings; offset, whereby each phase and method can offset the limitations of the other methods; achievement of a greater degree of completeness; and facilitation of sampling for successive methods,.

3.3 Research design

With the above rationale, the following research methodology was designed and adopted. It comprised the following phases:

Population development: Identification of population, sampling, obtaining contact details.

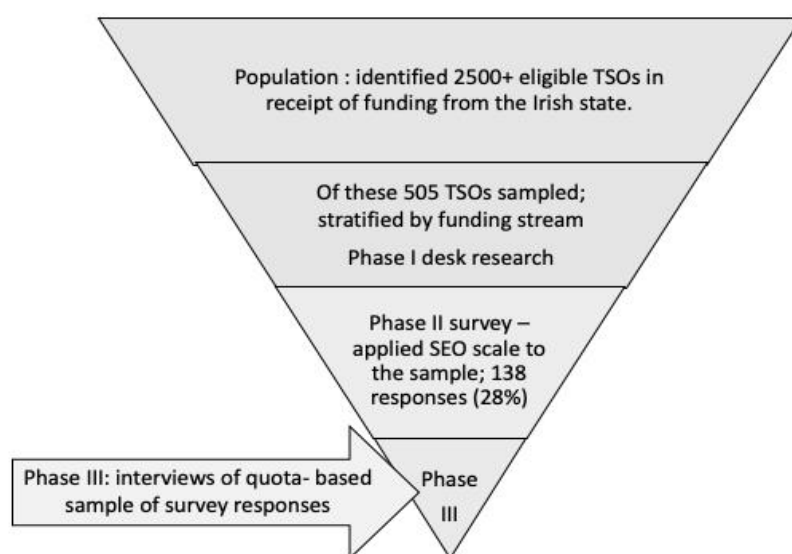
Phase I: desk research - quantitative

Phase II: survey - quantitative

Phase III: interviews - qualitative

This is illustrated in figure 1 below:

Figure 1 Research phases and flow



3.3.1 Phase I Desk research – data collection

A systematic search was undertaken of Irish Government Department websites to identify lists of programmes and income streams funding third sector activities and service providers. Where lists were obtainable of the recipients, these were randomly sampled. The method of identifying and sampling the study's population is detailed in Chapter 4. Phase I then collected data from publicly available sources, preparatory to eliciting data from participant organisations in Phase II. A data collection template was developed using a Qualtrics database to capture direct transcription of the following data:

- Classification of activity (Benefacts' version)
- Number of board members and duration of service
- Number of employees
- Revenue
- Expenditure
- Net assets
- Surplus
- State funding programmes

Some further data required interpretation of Benefacts data and TSOs' websites, where these existed. These included:

Geographical scope of the organisation (from local to international)
Standard Industrial Classification
Principal/target beneficiaries e.g. young people, local community
Evidence of mortgage, loans or other borrowing
Evidence of related party companies.

Data was keyed in by hand, transcribing from Benefacts and from individual sets of audited accounts. In many instances individual inspection of audited accounts yielded details not available on the Benefacts entry, for example individual funding streams and multiple contracts, notes regarding borrowings and existence of related parties. Where it had not been possible to obtain a breakdown of financial data from Benefacts (for example for unincorporated associations), the respective organisation's website was also checked for information about funders and/or participation in state funded programmes. The resulting Qualtrics database was imported into SPSS and descriptive statistics obtained. This provided a profile of the sampling frame described in Chapter 4 population (Appendix D).

The multiple advantages of collecting data at this stage were, first, that this reduced the information sought at the survey stage and assured accuracy of financial information which is often difficult to obtain in surveys. Second, it was subsequently possible to compare the profile of the sampling frame with a profile of the survey respondents in Phase II to assess the representativeness of the response. Third, information collected at this stage helped to design the survey instrument in the next phase.

3.3.2 Purpose and design of Phase II

Phase II of the study involved the development of a survey instrument which was applied online. The purpose of the survey was to collect further data on the TSOs in the sampling frame that could not be obtained from publicly available sources and to apply the Miller/Colin and Slevin scale of entrepreneurial orientation. The survey therefore included questions on the institutional background of board members, organisational identity, income streams, human resource mix, inter alia. The drafting of SEO scale questions drew on EO studies identified in the literature review (Coombes et al., 2011; Giraud Voss et al., 2005; Helm & Andersson, 2010; Morris et al., 2011; Pearce et al., 2010). The wording of questions was modified to reflect the language and terminology of the Irish third sector. Three questions were asked for each EO element: Innovativeness, Proactiveness and Risk-taking, with a total of nine questions. A further set of three questions relating to income generation, to develop the model suggested by Morris et al (2011)

was added. In this way the survey administered the “classic” 9 Question SEO scale plus a possible 12 Question SEO scale variant that, it was felt, could have relevance to EO in the context of social entrepreneurship. The survey instrument is detailed in Chapter 5.

The survey was subject to the requirements of the Trinity Business School Ethics Committee (see section 3 below). It was piloted with four managers of TSOs: the CEO of an international development aid agency, the manager of a housing association, the manager of a disability transport service and the manager of a community enterprise centre. Following their feedback some modifications were made to the wording of the survey.

Phase II data collection

A tailored design method was applied to the survey. Here the sample, segmented by primary funding stream, received an initial contact email in preparation for receipt of the survey. This encouraged participation and referenced the approval of the Trinity Business School ethics committee. Two variants of the survey were administered, with a slightly longer survey instrument being distributed to TSOs with abridged or no accounts in order to obtain data on their funding levels and size of board.

The survey initially attracted 118 responses. These respondents were compared with the profile of the overall sampling frame which showed that smaller organisations were underrepresented among respondents to date. Organisations funded by two community-based funding streams were re-contacted and urged to respond. Partial respondents were also contacted and urged to complete the survey. Together this generated further responses and a total of 138 usable responses were obtained, being a response rate of 27%.

Phase II analysis

As indicated above the intention was to apply a form of multivariate analysis in the absence of an identified dependent variable. The EO scores for the 138 respondents were first analysed using factor analysis. Two types of factor analyses were considered: principal components analysis (PCA), the method used by Helm and Andersson (2010), and exploratory factor analysis (EFA). EFA aims to identify underlying or latent factors from a longer and/or more complex set of data and so present a more parsimonious set of related variables, while PCA seeks to identify factors that account for all the variance within a data set. EFA seemed better suited for this particular task. From the literature, the expectation is that EFA would identify either three factors (one for each EO element) or that all factors will coalesce in one overall EO factor. Of course, EFA could also result in no or more factors and this needed to be considered as a possible outcome. In this

instance, EFA was carried out on both the 12 question variant and the classic 9 question model of the EO scale. The latter was preferred and two factors were extracted from the EFA. The procedure and output are discussed in Chapter 5. EFA analysis can assign Factor scores and membership to each case: here Z-scores for both factors were obtained for every respondent.

It should be noted that EFA could only be applied to the EO element of the survey responses, as other parts of the survey collected data in different formats. It should be also noted that factor analysis is usually followed by further analyses, including cluster analysis. In this instance, the EFA Z-scores and the full data set from phases I and II, comprising categorical and numerical data, were subject to cluster analysis. Cluster analysis is a data-mining technique (Qualtrics) that seeks to classify data into discrete groups or categories, especially where these may not be apparent from visual inspection. It assumes no dependent variable and is sometimes called segmentation analysis or taxonomy analysis (EDUCBA). Here, SPSS Two Step cluster analysis was applied to the EFA factor scores and to each of the other variables in turn. When cluster analysis yielded only a few useful clusters, the categoric data and summated Factor Z-scores were compared. This is discussed in more detail in Chapter 5.

3.3.3 Phase III Qualitative

Objectives and selection of data collection method

The objectives of the third and final phase of the study were (a) to verify the accuracy of the EO scale results, (b) to understand better and in more depth the manifestation of social entrepreneurship, and (c) to identify the institutional influences in the organisation, particularly as they related to the development of new services and activities.

Qualitative methods are suited to dialectic exploration where understanding and sensemaking of values and other intangibles is required, and where the aim is to generate theory, rather than confirm or test it. The selection of interview as a qualitative method was predicated on a number of criteria including the requirement for participants to be able to communicate in confidence, particularly regarding various stakeholders including peer organisations and state funders. This excluded the possibility of focus group(s). The need to engage in a dialectic process ruled out indirect engagement, such as content or textual analyses. The time demands of a sequential mixed methods study ruled out any consideration of longer and slower ethnographic methods. Interviews therefore seemed the best fit with the requirements of the study. Also note my comments on interviews during the Covid 19 pandemic, below.

In order to explore the manifestation of EO and institutional influences consistently across all cases, an element of structure was required in the interviews and a semi-structured interview protocol was designed. The format for responsive interviews (Rubin & Rubin, 2012), was followed with the interview structured by main questions, follow-ups and probes: an example of this is set out below for illustration.

Table 4 Example of interview question

Main question	Follow up (if required)	Probes (as and when)
2. Looking back over the last five years and in the time before the coronavirus hit us, could you tell me about any new developments in your organisation: these could be new services or activities and, also, significant changes in policies and processes.	How did these changes and new developments come about? “ Who or what was the impetus behind them? Does this represent a conscious policy choice within the organisation? <i>How have your services changed (or not) since the beginning of the Covid crisis?</i>	Probe if influenced by funder or developments in the sector.

The interview script was piloted with two organisations, with amendments to the interview structure and running order were made after each pilot and the revised version submitted to the School Ethics Committee. The interview protocol is provided in Appendix I.

Consequences of Covid 19 pandemic

The pandemic affected the study in several ways. With the onset of Covid19 and expected difficulties in conducting interviews, a Plan B option was explored and the methods listed above were re-visited. The conclusion was that interviews were preferable even if there was to be a delay in conducting these. The respondents selected for interview included organisations that had had to close during lockdown e.g. a sports organisation, a childcare provider and a community centre, or had had to radically change their operating model e.g. an arts education organisation, a community radio station and an addiction counselling service. Interviews were therefore delayed by four months and conducted in late 2020. Second, a decision was taken not to include a performing arts organisation in the interview sample as the entire sector had been effectively

closed down by the pandemic. Third, owing to the restrictions on movement and requirement for social distancing, interviews were conducted on Zoom or MS Teams (at the preference of the interviewee) and recorded.

Selection of cases

Following the cluster analysis of data from phases I and II, it was possible to classify the survey respondents according to their EO Factor Z-scores and from this to identify a quota based sample of organisations to interview. The criteria for selection of interview cases included:

- Entrepreneurial orientation (EO) score for Innovativeness and Proactiveness

- EO score for Social Risk taking

- Percentage of state funding in annual revenue turnover

- Representation of major funding streams, and

- Presence of some funding streams in both low and high EO clusters.

Additionally I aimed to include a range of sizes of organisation and for a geographical spread and mix of national and local organisations. On this latter point, cluster analysis did not suggest that these criteria correlated with entrepreneurial orientation; however, a spread of respondents was considered useful to anticipate future discussion on dissemination of results.

Preparation for interview

Targeted interviewees were sent a tailored invitation by email. In order to minimise the risk of response bias, prospective interviewees were informed that the subject of the interview was the development of new activities and services, avoiding possibly suggestive words like “social entrepreneurship” and “innovation”. Prospective interviewees were informed that we had already been able to profile their organisations using Benefacts data - this at least suggested commitment on the part of the researcher and, I believe, contributed to the positive response rate of 75%. It made productive use of time to be able to start interviews with an existing organisational profile and to focus introductory “tour” questions on service/activity development.

Phase III analysis

The interview recordings were transcribed and anonymised. As a preparatory exercise, several of the interviews were manually coded in hard copy to trial the pre-defined codes and to assess ease of open coding. Although there were only nine interview transcripts, I decided to use NVivo as this provided a more structured framework which could help reduce the risk of selective coding and researcher bias. All transcripts were then uploaded to Nvivo. A coding framework was set up. This comprised the following:

The institutional orders set out by Thornton, Ocasio & Lounsbury (2012) (p73)

The Y axis elements or dimensions of their institutional system ideas types framework

Codes relating to the EO factors identified in Phase II.

As the coding process progressed, some open codes were added. In a second iteration of coding the open codes were reviewed and, where possible, collapsed to institutional and EO categories. Notes were kept at each iteration of coding and consolidated into memos for each case. The resulting codes and categories were then examined to identify patterns of responses across the interviews. The SEO elements and synthesis of social entrepreneurship characteristics were used as an initial lens for examining the qualitative data. Each interview was mapped out on the ILP inter-institutional framework. Reay and Jones (2016) describe three approaches to “capturing” institutional logics in qualitative research: pattern deducing, pattern matching and pattern inducing. The original intention had been to use the ideal types framework to match the pattern of responses. However, comparison with the specified ideal types was unsatisfactory and it proved more productive to use the framework as a blank template. Patterns were then deduced from comparison of cases with each other, rather than with the hypothetical ideal type. The results of this coding analysis are discussed in Chapter 6.

3.4 Research ethics

Both phases II and III of this study involved human subjects, the former involving a survey of identifiable respondents and the latter interviews with non-vulnerable adults. Accordingly, the following actions were undertaken to ensure the ethical integrity of this study. First, the TCD Good Research Practice Guide was revisited to ensure that the assumptions and design of the overall study met with ethical standards. Second, an ethical review was carried out of the proposed research methods and instruments. This concluded that both phases represented low risk research projects and that therefore these came within the scope of the School of Business' Research Ethics Committee which is a Level One Committee.

The Phase II (survey) research instrument was an online questionnaire which recorded the organisational identity of respondents. The identification of respondents was essential in order to merge the data sets of phase I and phase II. No personal information was sought in the survey. Names of respondents were removed prior to uploading to SPSS. SPSS input and output was anonymised (that is, names, organisation names and identifiers were removed) prior to sharing with statistical mentors who reviewed the statistical analyses undertaken.

The Phase III (interview) research protocol included interview consent form (following the format provided by TCD), a participation information sheet and an explanatory covering email, tailored to each prospective participant. Owing to the Covid 19 pandemic, participants could confirm by email their willingness to participate in the interviews. Both pilot and final versions of the protocol were submitted to the Ethics Committee.

Data was anonymised prior to analysis in Nvivo, being allocated pseudonyms: Interviews A - J. This included anonymisation of location and third parties mentioned in conversation. In two instances, interviewees asked for some specific information to be withheld and this, too, was generalised prior to analysis.

3.5 Discussion of the methodology

3.5.1 Fit of methodology with ontology and epistemology

In this study the ontology is that of “perspective idealist” which leads to a constructivist epistemology. A mixed methods methodology is used that seeks to be consistent with a constructivist approach. “Real world” data was obtained primarily through Phase I of the study from secondary and tertiary sources. This was felt essential to understand where individual organisations in the population of state funded TSOs sat in comparison to each other and what institutional influences might operate relating to sectoral, geographic, financial / funder-based and other factors. This external world data also provided the basis for assessing the representativeness of the sample and survey responses and, eventually, for ensuring the typicality of the interview selection. The Phase II quantitative survey instrument was designed to collect data relating to identity, institutional influences on governance, sources of income – as well as entrepreneurial orientation behaviours. Data was subjected to multivariate analyses – factor analysis and cluster analysis – that are suited to working with scale data and categoric data, i.e. not just continuous numeric data. Phase III is explicitly qualitative, examining the data of Phase II to understand these behaviours and why they manifest differently across the research subjects. And Institutional Logics, as organisation theory, is particularly well suited to provide a lens for examining the unspoken norms and values associated with social constructions

3.5.2 Merits and risks of study’s mixed methods design

The practical merits of this design are that the different elements of the study flow coherently from one phase to another: there is a clear sequential thread between different stages. While this is as recommended by Teddlie and Tashakkori (2009) their typology of mixed methods does

not quite hold in this instance. Their typology proposes distinguishing between major and minor elements of a mixed methods study so, for example, a study might be characterised as “qual->QUANT” where a minor qualitative phase is followed by the major quantitative phase. In this study however, the integration of methods is such that each phase contributes a distinct data set to the study on which the next phase builds and the attribution of minor and major labels would undermine the value of each phase.

One risk in this kind of mixed methods study is that the extent of each phase may each limit other phases and end up diluting the research programme (Bryman, 2016). I would argue that in this study, each phase validates and builds on the previous phase. However, dilution is certainly a risk and, while I argue it has not happened in this instance, the adoption of a mixed methods methodology has constrained the time and effort available at each stage.

A second risk identified by Bryman is that one may be carried away in the mission to obtain ever increasing amounts of data. However in this case, there is a clear limit to, and connection between, the phases with each drawing on the data obtained in the previous phase. Each phase obtains data that the previous phase could not, and the ambition of the study is that each phase focuses ever more clearly on the research questions.

Three phases made for a long study. However, each phase had a distinct purpose and a clear thread ran from the identification of the population of Irish TSOs in receipt of state funding, through to the eventual quota based interview sample and from the measure of Social Entrepreneurial Orientation to the discussion of individual characteristics of social entrepreneurship.

3.5.3 Measures to support the emergence of unexpected findings

Measures were taken in the execution of the study to ensure that unexpected findings were not overlooked in preference to findings that met existing assumptions and expectations. One such measure was the use of templates or frameworks to support a systematic approach to qualitative analysis. So a preliminary framework for coding interviews was set up, based on the Thornton, Ocasio and Lounsbury (2012) ILP framework and the SEO items – this was then revisited for open coding, as described below but the framework provided a discipline to ensure that each element of the theoretical constructs was considered. The ILP inter-institutional framework was used to sort and examine findings from the interview data. The 2x2 matrix framework for the SEO factors, while simple, also imposed a level of discipline to the interpretation of findings. An abductive

method of analysis of the qualitative data, in applying the predetermined coding framework but admitting phases of open coding, enabled new meaning and layers of meaning to be derived from the data. This also allowed the researcher to assess the correspondence of data with existing theory and then to make new observations. This abductive method, which facilitated iterative qualitative phases of coding, also assisted the researcher to periodically revisit the data with a fresh mind. Additionally, cluster analysis was applied with a systematic approach whereby each variable was subjected to Two Step Cluster analysis with the SEO factor scores, regardless of whether the variable was considered material or relevant. Finally, the research timetable factored in opportunity for reflection and discussion of findings which was considered essential to achieving fair and non-judgemental conclusions.

3.5.4 Discussion of the methodological features of the study

One feature of the study was its design of a methodology that used qualitative data and analysis to explore and validate the findings of exploratory factor analysis (EFA): no comparable mixed methods study was identified during the literature review. Multivariate analyses such as factor analysis are held to be potentially problematic (multiple authors for example Tabachnick and Fidell (2007)) owing to their imprecision in not using a dependent variable, for the multiplicity and subjectivity of choices made in applying the analyses, and in the need to subject findings to further forms of analysis and /or interpretation. Factor analyses such as principal components analyses and exploratory factor analyses are typically followed by further forms of quantitative analysis. In this study cluster analysis of the EFA data was undertaken – and also a further phase of research, where the quantitative findings were explored through qualitative interviews of a sample of typical survey respondents. This helped not only to validate and provide more depth of understanding of the EFA findings but also to understand some unexpected and apparently anomalous EO scale findings in this population. The study's overall findings would not have been available in a solely quantitative study.

A second methodological feature of the study was in its design and application of a 'social entrepreneurial orientation' (SEO) scale. This treated entrepreneurial orientation in the pursuit of a social mission and adhered to the three-element model (innovativeness, proactiveness and risk-taking) of the EO scale. Recent studies of EO in the social context have also sought to understand the manifestation of EO in the social context and some have approached this by adding further elements to the original three. These additional elements comprise, for example, a social mission orientation and effectual orientation (Dwivedi and Weerawardena, 2018) and social risk-taking and collaboration (Lurtz and Kreutzer, 2017), conclusions which are not

inconsistent with this study. But here a methodological decision was taken to examine such themes in the context of the three original EO elements rather than to create additional EO elements. So, here social risk-taking is explored and understood as one aspect of risk-taking; proactiveness in pursuit of a social mission is examined in terms of a non-commercial environment. Other studies, for example Helm and Andersson (2010) retain the three-element scale but do not distinguish between entrepreneurial orientation in pursuit of a social mission and in pursuit of income generation. This study brings together a focus on social mission and the three element EO approach, serving to retain the construct validity recommended by George and Marino (2011), arguably facilitating greater understanding of the three EO elements in the social context, and with the potential to facilitate subsequent comparability across other EO studies.

A third and novel methodological feature of the study was, in the qualitative Phase III, the use of a synthesis of social entrepreneurship characteristics to triangulate and validate the findings of the SEO scale survey. Other studies assume the validity of entrepreneurial orientation as a measure of entrepreneurship and generally do not seek to test it.

A final methodological feature lies in the use of Benefacts data. Phase I of this study comprised a large data collection exercise primarily using the Benefacts Database of Irish Nonprofits as source material. The researcher is unaware of a comparable study that has drawn on Benefacts data to the extent employed in this study. Benefacts ceased operation March 2022 following a decision by the Department of Public Expenditure and Reform to discontinue funding. While there were several drawbacks and limitations to the Benefacts data, its existence and accessibility shaped and enabled this research project. This study will remain an example of what is possible when the third sector is properly and comprehensively documented and when that data is publicly available. It remains to be established whether a government department will assume responsibility for this function of data collection, synthesis and publication.

Chapter 4 – Population sampling and profile

This chapter describes the state funding environment in Ireland, explains how eligible funding streams were identified and third sector organisations sampled. The chapter continues with an account of the desk research and data collection undertaken on the TSO sample and concludes with a profile of the sample.

4.1 The third sector and state funding in Ireland

In Ireland the provision of state funding to external agencies for public service delivery was enabled by the Health Act of 1953 (Government of Ireland, Department of Social Community and Family Affairs, 2000) . “Section 38” continues to fund some public acute and maternity hospitals (termed “voluntary” organisations) (Robbins & Lapsley, 2008). Secondary school education became free and universal only in 1967 - achieved in part through public funding of existing free and fee-paying schools. Such third sector organisations are not only publicly funded but are governed under public sector pay agreements (Government of Ireland, Department of Public Expenditure and Reform, Central Expenditure Evaluation Unit, n.d.). Outside such arrangements we nonetheless find extensive delivery of services by TSOs on behalf of the state including:

- Childcare and early years services (commencing with the EU funded Equal Opportunities Childcare Programme in the late 1990s) (Pobal, 2016b)
- “Section 39” ancillary health services, including addiction counselling, disability and elderly services, inter alia (Day, Grimson & Madden (2018)
- “Approved housing bodies” (housing associations) delivering social and sheltered housing (Government of Ireland, Department of Environment Community & Local Government (DECLG), 2016)
- Social inclusion and equality initiatives including Local Development programmes which started in the early 1990s on foot of EU funding (Pobal, 2015)
- Youth services and youth work (City Of Dublin Youth Service Board, n.d.; *Youthwork Ireland, Youth Information*, n.d.)
- Employment support services for the long term unemployed (Spellman, 2012)

Government budget estimates (Government of Ireland, Department of Finance, 2015) and departmental annual reports also show financial support for international aid, arts, sport and animal welfare. Ireland being a small country, many services are funded at a national level which might elsewhere be devolved to county councils, for example social services. The 2014 Local

Government Reform Act (Government of Ireland, Department of Housing, Local Government & Heritage, n.d.) has given local authorities, mainly county councils, some greater influence in economic and social development including distribution of funds awarded through some national funding programmes.

Departmental funding tends to be reported differently across Departments. Accordingly, it was difficult to obtain like-for-like comparisons over time or across programmes. Benefacts has stated that nearly 80% of the €5.9 Billion that is cited as state funding for third sector organisations is actually accounted for by services fees to 100 larger nonprofits in health, social care, higher education and local development (this last would include social housing providers). In terms of the overall revenue mix of Irish TSOs, Donoghue et al (2006) found that nonprofits received 60% of their revenue income from the state. The 60% figure compares with the international figure of 35% estimated by Anheier and Salamon (2007) but is a mean average: the possibility remains of a fallacy of division, given the skewed distribution of state funding noted by Benefacts.

The 2008 financial crisis is reported (Harvey, 2012) as having reduced the amount of state funding available to the sector; Benefacts calculated that in 2014 49% of total nonprofit income “was derived from public sources, grants or service fees from Government”. State funding is generally assumed to have increased since 2014, however changes in programme priorities, Government department re-shuffles, dispersed funding mechanisms and other factors make it difficult to compare funding streams over time. Some examples however are listed in the table below. On the evidence of these programmes, the current trend appears to be increases in state funding, although not universal and not all necessarily benefitting the third sector. For example one can note the majoring restructuring of the Early Years programme where private providers are now included in the Childcare Subvention scheme enabling them to offer subvented places to means tested families.

Table 5 Changing levels of state funding

Programme/funding stream	2014	2019
Arts Council grants (<i>Arts Council, 2020</i>)	€56.67M	€66M
Community Services Programme (Pobal, n.d.-a)	€41M	€41M
Local Development / Social inclusion (Pobal, n.d.-c)	€41.7M	€38M

Programme/funding stream	2014	2019
Sport Ireland - for national governing sport bodies (Sport Ireland, n.d.)	€10.8	€12.8M
Early years/Childcare (Pobal, n.d.-c)	€89.5M (community providers only)	€532M (now a much bigger programme for community and private providers)

In 2015 the Department of Public Expenditure and Reform announced a consultation on “Commissioning Human, Social and Community Services” (Government of Ireland, Department of Public Expenditure & Reform, 2015) to move the state to a more explicit purchasing-based relationship with “community and voluntary sector” service providers. While this may have resulted in more explicit “service arrangements”, the researcher understands from The Wheel (the Irish national association of nonprofit organisations) that in practice little marketisation of services has occurred and that the Government of Ireland continues to use the third sector to deliver public services on either a grant or fee based model. This is in contrast to the position in neo-liberal countries such as the UK and USA, where New Public Management policy gained ground (Ridley-Duff & Bull, 2011) and grant-based models of state funding reduced in the 1990s. State funding of TSOs in the UK may have increased but on a purchased service model, with growing emphasis on social enterprise as a delivery mechanism (Teasdale, Lyon, et al., 2013). Dees (1998) attributes this reduction in grant funding as a principal stimulus for the emergency of social enterprise in the US and it is therefore interesting to speculate on the nature of social enterprise and social entrepreneurship in Ireland in the context of continuing and increasing state funding to the third sector.

In Ireland, a further resource is available from the state in the form of state-funded employment programmes which involve community work placements in small, local nonprofits and sports groups. These are publicly presented as labour market activation programmes but are essentially Dole for Work schemes (OECD, n.d.; Spellman, 2012). The researcher’s experience is that these are phenomenally popular among participants and host organisations: waiting lists have, for example, existed for participation on the Rural Social Scheme. The researcher has estimated that there are still up to 30,000 individuals on these work placements, providing a significant labour resource for community “host” organisations, that is not reflected in their financial statements.

In Ireland charitable giving by individuals is high in terms of numbers of donors, 89% of the population, but there is a lack of planned giving or systematic philanthropy and overall the total amount given is low. Grant giving charitable foundations are few in number. (Philanthropy Ireland, 2020)

4.2 Population identification

4.2.1 Population parameters

The aim was to establish and sample a population of Irish third sector organisations (that is, TSOs based in and operating in the republic of Ireland) that receive multi-annual revenue funding from the Irish state, whether in the form of grants or service fees, and can therefore be considered to have a long term funding relationship with one or more state agencies. In setting these parameters the following TSOs were excluded:

- ❖ TSOs were omitted whose staff are considered employees of the state and whose terms and conditions of employment are governed by public sector pay agreements. This relates to schools and colleges, and to “Section 38” “voluntary” hospitals within the public system (Government of Ireland, Department of Public Expenditure and Reform, Central Expenditure Evaluation Unit) . While this is an area of hybrid organisation studies worth researching, the scale of the constraints on such organisations would be likely to skew direct comparison with other TSOs.
- ❖ Organisations were omitted whose funding from the state was less than €20,000 p.a. (i.e. in order to omit small grants and marginal funding)
- ❖ Organisations were omitted whose funding from the state related to once off funding e.g. capital, small projects. The exception to this was capital funding relating to approved housing bodies as that funding can be considered central to the day to day operation of such organisations. This is discussed further below.
- ❖ Also omitted were TSOs based outside the state, for example agencies working in the Irish diaspora and foreign international NGOs.
- ❖ This method favoured organisations where funding was awarded or reported at a national level. Information on funding decisions made by local authorities and Education and Training Boards (ETBs) was generally not available (but note Local Training Initiatives, reported below).

Once the parameters had been determined, the next stage was to identify Irish government programmes that have a financial relationship with TSOs. These were then screened for a match with the parameters of the study. Then individual organisations funded by each of these selected programmes were identified.

4.2.2 Identifying relevant funding streams and programmes

In order to identify Irish TSOs in receipt of state funding, it was first necessary to identify sources of information. Gronbjerg (1989) has noted the incompleteness of nonprofit databases, especially from statutory information sources, and resulting difficulty of achieving a consistent profile of nonprofits across communities. In Ireland statutory sources of data on nonprofits (so, the Companies Registration Office, the Charities Regulator, Revenue et al) were submitted for consolidation to Benefacts, the Irish nonprofit database. Therefore an early consideration was whether a random sampling of Benefacts entries could generate a viable sample. However, a trial exercise did not generate sufficient or consistent detail to identify the funding sources of entries. It was therefore decided that, in line with recommendations of Gronbjerg (1989), that multiple sources would be required and consulted data sources comprised:

- Listings of funded TSOs published by Government departments

- The Benefacts entry for each sampled TSO

- The annual financial statements for each sampled TSO, as published on Benefacts (the rationale for this is explained below)

The following actions were undertaken. To identify state programmes that have a financial relationship with TSOs, the 2017 Department of Finance Budget Estimates (or “Vote” as it is colloquially referred to) (Government of Ireland, Department of Finance, n.d.) were consulted. This identified those government departments and agencies which are listed in the Vote as “paying certain grants”. “Grants” in this context is understood to be any third party payment that sits outside commercial tendered payments. Websites of each of these departments were visited and a keyword search undertaken with search terms including “community”, “voluntary”, “nonprofit”, “funding”, “grant”. Where this did not immediately generate results, the respective department’s site map and drop down menus were examined for relevant pages. The most fruitful approach to this search was to locate each department’s annual report which often listed funding to outside agencies as an appendix, though in some instances e.g. Irish Aid and Túsla, this is limited to awards in excess of €50,000 p.a.

As a second exercise the 2015 Government Appropriations (Government of Ireland, Office of the Comptroller and Auditor General, n.d.) were manually scanned, these being the annual financial statements for the public exchequer with 2015 being the most recent available at the time. This generated a further two funding streams not already on the list and these were subjected to the filtering and sampling processes described below. As the desk research for the sampling frame continued, a few further funding streams were identified through back searching, that is where an organisation had multiple funding streams some of which had not already been found.

The results of this search are set out in the next table, 6. Column 1 notes the government departments where the Budget Estimates do not specifically cite these as paying grants (under the definition noted above). Column 2 notes the departments excluded in the second sift: that is any grants paid by these offices that did not include funding to Irish TSOs. Column 3 therefore represents the departments and agencies which were explored for details of programmes and funding streams that might generate revenue income for TSOs. Note that the names of the departments and offices here (and in elsewhere in this document) are as set out in the 2017 “Vote” and may have subsequently changed owing to cabinet re-shuffles and changes in government, for example the Department of Children and Youth Affairs was to become in 2021 the Department of Children, Equality, Disability, Integration and Youth.

Table 6 Departmental trawl for eligible funding streams

Col. 1 Government departments and offices <u>not paying grants</u> and so excluded.	Col 2. Grant-making government departments excluded after examination	Col 3. Grant making government departments <u>included in this study.</u>
The President’s Establishment	Office of Public Works (grants to local authorities)	Public Expenditure and Reform
Office of the Attorney General	Department of the Taoiseach (funds diaspora)	Justice and Equality
Central Statistics Office	Irish Human Rights & Equality Commission (small awards)	Education & Skills
Office of the Director of Public Prosecutions	National Training Fund (funding not direct to TSOs)	International Cooperation
Office of the Minister for Finance	Foreign Affairs & Trade (overseas funding)	Communications, Climate Action & Environment
Office of the Comptroller and Auditor General	Army Pensions (individuals)	Agriculture, Food & The Marine
Office of the Revenue Commissioners	Defence (v few, overseas)	Transport, Tourism & Sport
Tax Appeals Commission	Social Insurance Fund (individuals)	Jobs, Business, Enterprise & Innovation
Superannuation and Retired Allowances	Prisons (duplication with Probation Services)	Arts, Heritage, Regional, Rural & Gaeltacht Affairs
State Laboratory		Housing, Planning, Community & Local Government
Secret Service		Social Protection
Valuation Office		Health

Col. 1 Government departments and offices <u>not paying grants</u> and so excluded.	Col 2. Grant-making government departments excluded after examination	Col 3. Grant making government departments <u>included in this study.</u>
Public Appointments Service Shared Services Offices of the Ombudsman An Garda Siochana Courts Service Property Registration Authority Office of the Government Procurement Policing Authority		Children and Youth Affairs

A more detailed version of this schedule is provided in Appendix A.

The programmes listed in column 3 were then assessed against the study's eligibility criteria. The final list of 30 sampled programmes in 13 government departments is summarised in Table 7 below. It can be seen here that the resulting sampling frame ranges from large scale programmes such as HSE Section 39 and Community Childcare, to niche programmes such as Digital Skills for Citizens or Local Link rural transport. The financial values are provided for indicative purposes only; sometimes a global figure was published that could include costs other than programme grant payments. Elsewhere allocations are not provided at all or the figure given is the tot of individual awards included in the study.

Table 7 Study sampling frame

State funder (and agency where applicable)	Programme name / stated purpose of funding	Number of awards*	Programme value
DJE/Irish Youth Justice Service	Garda Youth Diversion Projects	25	no amounts cited
DJE	National funding to promote the Integration of Migrants	10	no amounts cited
DJE	Gender equality and PEIL Integration of migrants	21	Approx. €8.5M

State funder (and agency where applicable)	Programme name / stated purpose of funding	Number of awards*	Programme value
DJE/ Probation Service	"range of services" (understood to be integration of ex-offenders)	53	no amounts cited
DES/Solas	Community Training Centres	35	no amounts cited
DES/ Solas	Local Training Initiatives	54	no amounts cited
DFA International Cooperation/Irish Aid	Humanitarian Assistance	45	€128.4M
DCENR/SEAI	Warmer Homes	10	not clear
DCENR	Digital Skills for citizens	15	€2.2M
DAFM	Ex-gratia payments to animal rescue organisations	28	€1.75M
DTTS / Sport Ireland	Sporting national governing bodies	57	€10.8M
DTTS / National Transport Authority	Local Link (ex-Rural transport programme)	15	no amounts cited
DJBEI/ Enterprise Ireland	Community Enterprise Initiative	73	€5M approx.
DAHRRG/Arts Council	Annual funding	144	no amounts cited
DAHRRG/Arts Council	Annual programming grant	52	>€5M
DoHPC&LG & Housing Finance Agency	Capital Assistance Scheme, CALF et al	247	not applicable
DoHPC&LG/Pobal	Social Inclusion & Community Activation Programme (SICAP) (was Local & Community Development Programme)	49	no amounts cited
DoHPC&LG/Pobal	Scheme to Support National Organisations (SSNO)	55	€8M
DSP/Pobal	Community Services Programme (CSP)	390	€41M

State funder (and agency where applicable)	Programme name / stated purpose of funding	Number of awards*	Programme value
DoH/HSE	Section 39	883	no amounts cited
DoH/HSE	HSE National Lottery scheme	61	€2.4M
DoH/HSE	Local and Regional Drug and Alcohol Task Forces	14	no amounts cited
DCYA/Pobal	CCS (Community Childcare Subvention)	711	€41M (2015)
DCYA/Pobal	Youth Service grant scheme	32	€10.3M
DCYA	Youth Information Service	24	no amounts cited
DCYA/Pobal	Voluntary national childcare organisations	6	€2.7M
DCYA/Pobal	County Childcare Committees	33	€10.4M
DCYA/Pobal	Area Based Childhood Programme	12	€7M
DCYA/ Túsla	Section 56- 59 payments	410	€105.8M
DCYA /Túsla	Family Resource Centres	109	€14.8M
		3673	

Note to Table, the full schedule appears with sources and references in Appendix B. .

* The number provided of 3673 is an indicative figure of financial awards for illustrative purposes and does not represent a total number of organisations: some may hold multiple funding contracts; others may transpire to be ineligible for this study or just untraceable. This is discussed further below.

4.2.3 Identifying funded TSOs

Having determined that the listed programmes did fund Irish TSOs within the parameters of the study, the next task was to identify the individual organisations funded by each programme. Some Departments and intermediary agencies publish comprehensive lists of the organisations that they

fund, and these are therefore easily identified and sampled. This included any programme managed by Pobal and the Arts Council, national governing bodies of individual sports, and the animal rescue organisations funded by the Department of Agriculture, Farming and the Marine. Where programmes included some funding awards below €20,000 those organisations were excluded from the sampling. In other programmes identification of funded TSOs was less straightforward and points to note include:

HSE Section 39: A list of HSE awards was published by Benefacts in 2016 during the course of the study. This was the first of its kind, as the Health Services Executive did not at the time publish a single, consolidated list of funded organisations (McInerney & Finn, 2015). On sampling, the Benefacts list was found to be a little inaccurate, with the audited accounts of some 5-10% of TSOs not showing HSE Section 39 as a revenue stream.

Túsla, the Child and Family Agency (Túsla, n.d.), was set up in 2014 under the Department of Children and Youth Affairs to become the primary provider of social services in the state, taking over various programmes from other state agencies: the HSE's Children and Family Services, the Family Support Agency, the National Educational Welfare Board and other services, for example those relating to domestic violence. Programmes seemed to be transferred piecemeal to Túsla and it was generally difficult to follow the history of funded programmes over a period of years. Once the agency began to publish annual reports and annual financial statements, it became more straightforward to obtain information on funded organisations, although only those in receipt of €50,000 or more per annum were listed.

Youth services: perhaps owing to the expanding remit of the Department of Children and Youth Affairs, it was sometimes difficult to follow the supply chain in different strands of youth services programmes. Multiple intermediary agencies appeared to be involved. Garda Youth Diversion projects, Youth Information Centres, inter alia, were initially sampled and proved to have a large degree of overlapping beneficiary organisations. The projects listing of the City of Dublin Youth Services Board (City Of Dublin Youth Service Board, n.d.), which manages some youth funding across Ireland, provided a point of reference to weed out duplication and to consolidate the list.

Early Years and Childcare. Smaller early years programmes, such as the ABC (Area Based Childhood) programme and county childcare committees, were easily located and their

funded organisations identified and sampled. Third sector childcare providers were more problematic. The intermediary agency Pobal reported around 1000 “community childcare providers”, these being understood to be TSOs. It was decided to focus on services in receipt of the Community Childcare Subvention (CCS) (Pobal, 2016b) as this would avoid including small playgroups and was a childcare revenue stream that was not available to private providers. However listings of childcare service providers, for instance the national list published by Túsla, do not distinguish between third sector and private providers. County Childcare Committees publish local directories but only about half of these flag community providers and/or those operating the CCS scheme. From this half, it was possible to sample community childcare providers in 16 of 32 local authority areas in Ireland, identifying about 500 providers participating in the CCS scheme in Westmeath, Kilkenny, Tipperary, Cork City, Cork County, Limerick, Mayo, Donegal, Dublin City, Dublin South, Offaly, Laois. As the sampling frame was drawn from urban and rural areas across the state, this seemed to be adequate sampling.

A decision was made to include Approved Housing Bodies (AHBs or housing associations) (Government of Ireland, Department of Environment Community & Local Government (DECLG), 2016) in the study. Although these do not receive multi-annual revenue funding, two former housing professionals made the case to the researcher that the capital assistance received by AHBs was different from one off capital funding in other programmes, that these organisations are reliant on state aid for their core operations, and that they therefore came within the parameters of the study. Multiple listings of AHBs were found but eventually the listing of the Housing Agency provided the most up to date information.

4.2.4 Limitations in identifying TSOs

Inability to identify the legal entity benefiting from the funding

One difficulty encountered in identifying individual funded organisations was where departments and agencies publish lists of project names rather than the names of the legal entities in receipt of funds. In the Local Training Initiatives programme, for example, the listing obtained was of project names funded by local Education & Training Boards: each project name had to be searched online to identify the delivery organisation in question. This was laborious but considered worthwhile to enable some inclusion of ETB managed programmes in the sample. In other instances, a TSO trades under multiple names, for

example many community childcare providers incorporate under one name but trade under a catchier brand which is reflected in their online presence. In a few instances, some state programmes apply a national branding and online identity that are so standardised that it is difficult to identify the legal entity that delivers the service in question. Local Link, a rural transport programme, is a case in point; the sample used in this study therefore includes only those Local Links where it had been possible to determine the contract holder.

The inability to identify the legal entities in question also accounts for the omission of Community Employment (“CE”) (Spellman, 2012) from the study’s population. CE is a programme of the Department of Social Protection that places long term unemployed people in part-time work placements in community organisations. It does this by first allocating a large group of people to a CE “sponsor” organisation that may be a local authority, TSO or trading subsidiary of a TSO. The sponsor then either allocates placements to community “host” organisations or deploys the placements in their own services. CE is a significant resource to Irish community and sporting organisations and, it was thought, worth including in the study. Therefore an attempt was made to work through the list of project sponsors and identify host organisations, but this proved arduous, inconclusive and unreliable. It was therefore decided to collect data about this and other work placement schemes during the survey phase.

Duplication of funded organisations

Many TSOs have separate funding or service contracts with more than one agency of the state. This was such a widespread phenomenon at this stage of the study that the imputed data on “number of state funding streams” was subsequently collected in Phase I. It also happened that a few programmes were considered for inclusion in the study but the list of contract holders overlapped extensively with those of another programme. So the LEADER rural development programme, the Local Employment Service, the Rural Social Scheme and the work placement programme Tús could all be covered by sampling Local Development Companies and the Social Inclusion and Community Activation Programme.

Listings wider than the third sector

It occurred that some programmes fund mainly TSOs but also some other organisations outside the scope of this study – these included instances of local authorities, education and training boards (ETBs), schools and colleges. Listings were therefore edited before sampling to omit ineligible organisations from the sampling frame. This was also the case with Alcohol/Drugs Taskforces where local variation occurs with some being incorporated as companies limited by

guarantee while others being projects hosted by local authorities or third parties. In these instances, the lists were cross-referenced against Benefacts to identify and include any independent TSOs involved.

4.4 Sampling

The lists of organisations funded through the programmes set out in Table 7 were, where possible, copied into spreadsheets in a workbook or a hard copy spreadsheet, depending on the source material. In a few instances lists had to be transcribed from the Departmental source.

Owing to the different formats of source material and to ensure stratified sampling, the lists were not merged. Rather, 20% of each funding stream were sampled using the following method: the organisations were numbered sequentially and a random number generator used to select 20% of cases in each funding stream. The number generator was used to assure completely random selection: there was a small but possible risk in choosing every, say, 5th entry on the list in that it might pick up patterns in funding e.g. in county based awards (first on the list always Carlow, last always Wicklow). Where the number of funded organisations was very small (less than 25), five organisations were sampled.

A straight 20% would have generated a sample of 680 organisations. However, once the following considerations were taken into account the sampling frame reduced to 545 organisations. The single biggest reason was duplication of organisations across funding streams: as noted above some organisations randomly sampled for one programme, were again sampled for a different programme from which they also received funding. Where this occurred, the case was not replaced on the basis that such multiple funding was representative of the sample. Despite strenuous efforts to weed out programmes whose funded beneficiaries fell outside the parameters of the study, sampling still found further occurrences of ineligible organisations. For example, a couple of organisations on further investigation operated primarily in Northern Ireland; some organisations had ceased to exist or had merged with other organisations; some organisations, when checked on the Benefacts database, did not appear to be funded by the programme in question: this could be due to out of date data or an organisation being awarded funding (and therefore published) but not drawing it down.

4.5 Obtaining contact information

Once eligible TSOs were identified, contact details were obtained, targeting the CEO or senior manager. Where it was not possible to ascertain the person or the post, either the chair or the company secretary was included. In a few cases funding agencies provided contact details in their

lists of funded organisations, for example, some childcare providers and some Community Services Programme contract holders. However, the majority of names of senior managers, job titles, email addresses and phone numbers had to be individually obtained from their respective websites. In a few instances, use was made of LinkedIn, Facebook, and phone calls to identify potential respondents. Of the 545 sampled, it was possible to obtain contact information for only 506. The balance were organisations without websites or any online presence and accounted for by small AHBs, very small childcare providers and community centres, and some health and social service providers that were understood to work only with referred clients.

A database was set up on Qualtrics for this study. Information on sampled organisations was keyed into the Qualtrics database to include organisation name (as per constitution), any trading name(s) and contact details.

4.6 Desk research

The search for contact information led back to the Benefacts database of Irish nonprofits. While this did not provide contact details other than website addresses, the contents of each entry on this database were noted. Benefacts obtained their data from statutory agencies, so where a nonprofit, usually a company limited by guarantee, is required to submit audited accounts (annual financial statements) to the Companies Registration Office, these were also reproduced on the Benefacts database. Benefacts would analyse these accounts and provide a summary of the sources of income for that company. This of course may only happen for CLGs and DACs and, indeed, only those CLGs and DACs that have not submitted abridged accounts. Given the availability of this information for a large number of the sample, the Qualtrics database was extended to include data from Benefacts, as set out below. The advantage was that this reduced the amount of information that would be required in a survey and, more importantly, would enable collection of the sort of precise financial information that many managers do not seem to have at their fingertips. Table 8 below sets out the data that was obtained directly from Benefacts and the further data that could be inferred from examining the Benefacts entry and the respective organisation's website.

Table 8 Phase I data fields

Direct transcription from Benefacts data	Data inferred or calculated
Q8.1 Benefacts Sector	Q5 Job Title of CEO/manager
Q8.2 Benefacts Subsector	Q10. Geographical scope (e.g. whether local or national)
Q13 Legal form	Q11 Principal services users
Q14 Date of incorporation	Q12 where applicable, a second set of services users
Q 15 Number on board/governing body	Q9 UNSIC
Q 17 Registered charity	Q16 board membership longer than 5 years duration
Q18 Year of financial statements on Benefacts	Q21 Income range
Q19 Abridged accounts or no accounts	Q26 identified individual funding streams (from a list provided)
Q20 Income for year	Q27 other sources of state funding
Q22 Expenditure for year	Q28 number of state funding streams
Q23 Net assets	Q29 % of revenue income from state funding sources
	Q30 evidence of borrowings in financial statements
	Q31 evidence of related companies

4.6.1 Quality and consistency of data

Of the data obtained directly from Benefacts, there are a few observations to make. First regarding classifications: the categorisation of each case by sector and subsector (Qs 8) was made by Benefacts staff based on information provided in each organisation's governing documents. Based on one's own reading of the same objectives clause, it was estimated that perhaps 1 or 2% of Benefacts classifications are inaccurate. However these are reported here as per the Benefacts data. The categorisation of the Q9 UN Standard Industrial Classification was inferred by the researcher, with difficulties being encountered in classifying TSOs involved in community and local development and less tangible services - this is discussed further in the profile below.

Q10 geographical scope and Q11 principal service users were inferred by the researcher based on the Benefacts entry and, in some cases, of the respective organisation's website. This seemed to be straightforward but instances of uncertainty were also noted.

Q19: The quality of data obtained at this stage was reliant on the provision of full financial statements on the Benefacts database. Where a TSO was not required to submit audited accounts to CRO (so, unincorporated entities, sports organisations) or where they submitted abridged accounts, the quality of available information was significantly less, both in the Benefacts entry and in the accounts themselves. This accounts for the format of some elements of data collection, discussed below.

Qs 20 ff, financial data was transcribed directly from each Benefacts entry and the respective set of audited accounts, recording these data in Qs 21 and Qs 26-29 incl. The purpose of consulting each set of audited accounts was that it had been found that Benefacts sometimes missed the detail of state income streams. In other instances it was apparent that Benefacts consolidated data on multiple different programmes where these originated from a single government department or agency. In a few instances it appeared that Benefacts had misinterpreted income streams. Finally, some sets of accounts provided information which Benefacts did not collect, for example evidence of borrowings, discussed below

Q21 Income range: in anticipation of the survey stage of the research, bands were set up to classify annual income streams in the Qualtrics form. Where it had not been possible to obtain full sets of audited accounts, it was planned that a modified form of the survey would be sent to those TSOs with no or abridged accounts, that this would ask them to indicate which band their turnover fell into, and that it would be easier to ask them to select an income band rather than fill in precise details. The range of each band was modified in the course of data collection to reflect the income range of cases in the sample.

For Q27 - additional funding streams: the quality of this data will be excellent where an organisation is funded through Pobal. Here funded TSOs are required to provide an addendum to their accounts setting out each state funding stream by Government Department, Intermediary Agency and programme name. In these TSOs one may obtain precise details on the funding contracts held. In other cases, however, auditors may cite funding streams by any one of those three categories, sometimes using historic programme names, and sometimes consolidating

multiple contracts into a single figure. This means that the data collected under “other sources of state funding” was considered as indicative rather than complete.

Q28 number of state funding streams: the number of state funding streams were classified by band, with these being developed during the course of data collection and as inferred by the researcher. Where a TSO held multiple contracts with one entity under the same terms and conditions (for example across different HSE regions or contracts with several ETBs), these were treated as a single stream.

Regarding Q29, state funding as a percentage of annual turnover, this was manually calculated using the Benefacts data, but omitting income relating to amortised grants (as not being revenue income) but including EU sources as state funding. Data was collected on Qs 30 and 31, based on the researcher’s observation of comments in the notes of annual financial statements.

4.7 Profile of sample

From the data collected at this stage, it was possible to obtain a profile of the sample which informed the understanding of population and helped to shape the design of both the quantitative and qualitative phases of the study. On conclusion of the sampling and data collection, the Qualtrics database was exported to SPSS and descriptive statistics obtained, the output of which is provided in Appendix D and the main features are set out below .

4.7.1 Organisational forms and status

Of the sample, 92.5% were companies limited by guarantee. Of the balance just under 5% were unincorporated entities and there was a smattering of industrial and provident societies (co-operatives), designated activity companies and companies limited by share issue understood to be operating as nonprofits. Of the sample 79% were registered charities. The mean average boards comprised seven members, of whom less than half were found to be on the board for more than five years. Of incorporated entities Benefacts reported a mean average date of incorporation as 1999. As many TSOs would have existed in other legal forms prior to incorporating, this figure is of limited significance. However, from the researcher’s personal knowledge the period around the late 1990s is consistent with the introduction of many state funding programmes which might have required incorporation as a condition of funding.

4.7.2 Activities

On a geographic basis, 22.3% of the sample operated at a national level and 66.3% operated at a local, city or county-wide level. The balance variously operated on a regional, all-island or

international level; a small number had not been possible to classify. About half of the sample (49.4%) served a defined client group - for example young people, the elderly or people with disabilities. Some 16% defined their client group in terms of the community of a geographic area, 15% as families and 11% as the general public. In combining housing and development in a single sector the Benefacts classification presents some difficulties in the Irish context. Within Development and Housing there is a further complication in the blanket application of the subsector "local development" to many different types of organisation including some involved in basic activities such as managing a community hall. Furthermore, from examination of the data, some organisations listed under "local development" might be more accurately classified as social services, for example family resource centres. The "local development" category also included several rural transport groups and at least one childcare service.

Some other Benefacts sectors cover a wide range. For example 39.1% of the sample are classified as "social services" but this sector includes a wide range of subsectors where the real meat of activity is to be found. Within the sample constructed for this study we find 31 different subsectors: 15% of cases in childcare services, 18.4% in local development (noting the issue above), health promotion at 7.1% and youth services at 8.7%. The attempt to classify each case by Standard Industrial Classification (SIC) code proved straightforward for organisations providing housing, food services, transport, health and social services, but more difficult for business support, training and development agencies, and organisations engaged in less tangible service delivery. It was therefore not used for subsequent analyses. With this qualification and focusing on those categories where a clear UNSIC classification was possible, we can note that 48.6% of TSOs were classified as human health and social work activities, 15% as arts, entertainment and recreation, 6.9% as accommodation and food service activities and 6.7% as education (these being primarily training and non-academic education).

4.7.3 Financial profile

Owing to a skewed distribution of income and the inclusion of several very large outliers, we can see a mean of €2.6M of annual income but with a median of €549,000. We can see that information on net assets is available for all TSOs with financial statements, including those with abridged accounts.

Table 9 Financial profile of sample

	Income €'000s	Expenditure €'000s	Net Assets €'000s	% state funding
N Valid	383	384	466	325
Mean	2636.72	2539.34	1447.30	65.49%
Median	549.00	530.00	146.5	71%
Standard Deviation	10,910.196	10,629.865	6890.149	27.866

The spread of income is illustrated by the exercise undertaken to classify turnover by income band, as set out in the table 10 below. Note that of the 39 TSOs with a turnover of over €5M p.a., four had annual income in excess of €50M. These four comprised a sports body, an international aid NGO and two providers of services for people with disabilities.

Table 10 Income ranges

Q21Income range €	Frequency	Percent
Under 100K	55	10.9%
101K-250K	103	20.4%
251K-500K	90	17.8%
501K-1M	81	16%
1.01M - 5M	99	19.6%
Over 5M	39	7.7%
Not possible to estimate	39	7.7%

4.7.4 Number and pattern of state sources of income

During data collection, it was noticed that many TSOs had more than one state funding stream and estimates were made of the number in question for each case, this data being grouped by band. Furthermore, of the cases that had more than one source of state funding, many might have just one major funder plus one or two subsidiary streams that support the primary funded activity. For example some community childcare facilities receive not only the Childcare

Subvention but also Department of Social Protection funding for school meals. Sheltered Housing AHBs would often have various forms of HSE funding e.g. services for the elderly or services for people with disabilities. To reflect this, the first band was therefore set at 1-3 state funding streams. Subsequent bands captured more diverse spreads of funding streams, the largest being 13+. The results of this exercise are set out below.

Table 11 Number of sources of state funding

Q28 No of state funding streams	Frequency	Percent
1-3 state funding streams	311	61.4%
4-6 state funding streams	71	14%
7-12 state funding streams	30	5.9%
13+ state funding streams	4	<1%
Not possible to determine	90	17.8%

Of the organisations with seven or more sources of state funding, the following patterns emerged. Of the 34 cases, 14 were local development companies (also known as Area Partnerships), organisations that describe themselves as “ multi-sectoral partnerships that deliver community and rural development, labour market activation, social inclusion, climate action and social enterprises services” (ildn.ie). Eight were youth services, operating at a national, regional and, in one case, a local level; seven were national single-issue charities.

Some funding streams appear to be tied to a corresponding field of activity: Arts Council, Sports Council, funding for animal rescue organisations, international development, for example. Early years funding is always applied to childcare and related services but the recipient organisations may be dedicated childcare providers or wider community/family support centres that deliver a range of services in a community. However, other funding streams appear to contribute to many different activity subsectors. To illustrate this point, HSE funding was examined in more depth. Of the sample, 193 (39%) were found to have HSE funding. And of these HSE funded TSOs, 85 (44%) accessed four or more sources of state funding. The 193 TSOs operated in 24 sub-sectors of activity, of which the most recurring are listed below:

Table 12 Activities funded by HSE Section 39

Benefacts sub-sector classification	No of TSOs in receipt of HSE funding (n=193)
Local Development	41
Health services and health promotion	31
Youth services	19
Services for older people	13
Services for people with disabilities	11
Services for Travellers and ethnic minorities	10
Family support services	10
Homeless services	9
Childcare	7
Mental health	6

4.7.5 Evidence of borrowings

During the desk research and trawl of audited accounts, references were noted to borrowings: mortgages, overdraft facilities, term loans. Some 20% of TSOs sampled made some reference to a form of borrowing.

4.7.6 Data not used in the profile

Data collected on employment numbers was not included in the profile, as these had been obtained by Benefacts from audited accounts and therefore included both full and part time staff. Further, from the narrative detail of some accounts, it was clear that some TSOs counted work placements such as Community Employment as employees and others specifically excluded them. The employment numbers were therefore considered not sufficiently reliable to include in the profile. Some data that related to the identification of the company e.g. CRO numbers - required when cleaning data and cross checking with the Benefacts entry - was not retained for analysis purposes.

As part of the hand trawl of audited accounts, mentions of related party activities and evidence of associate companies/TSOs were noted but no conclusions were reached, as it was entirely possible that intercompany relationships might exist that were not recorded in the financial statements.

Chapter 5 – Phase II quantitative

5.1 Introduction to phase II

The purpose of Phase II was first to determine the extent of social entrepreneurship in the population through the administration of a survey instrument to the stratified Phase I sample of 506 Irish TSOs in receipt of state funding. The survey applied a scale of social entrepreneurial orientation (SEO) as a measure of social entrepreneurship and collected other data, mainly categoric, that could not be obtained from desk research. The survey data was subjected to Exploratory Factor Analysis, the output of which was then subjected to cluster analysis and visual inspection of frequencies and summated factor scores. These were undertaken to identify significant structures and patterns in the data that might further illustrate the extent and nature of social entrepreneurship in the population.

The second purpose of Phase II was to assist in identifying manifestations of Institutional Logics at play among the respondents. This would inform the exploration of institutional logics at the qualitative phase in seeking to establish reasons for variances in the manifestations of social entrepreneurship.

Finally, the intention was that Phase II of the study would conclude by setting criteria for the interview sample of Phase III, and by signalling points and questions for exploration at the next qualitative phase.

5.2 Survey distribution and response

As noted in Chapter 3 Methodology, the distribution of the survey was tailored to optimise response rates. The 506 TSOs in the sample were segmented by funding stream and each subset sent a notification of the survey. This introduced the study and stated that the inclusion of their field (e.g. arts, sport, youth services) was important to its representativeness of the third sector. It was also explained to recipients that some publicly available data had already been collected on their TSO and that the study was governed by the ethics committee of the Trinity Business School.

The survey was distributed three to five days later. Two variations of the survey were applied with one going to TSOs that had filed no or abridged accounts and the other to TSOs that had filed full accounts. The former sought three items of data that had not been possible to obtain through desk research: the income band, the date of incorporation/constitution and the number of board members. Some eleven emails valid bounced back owing to the invalidity of the email address, reducing the sample effectively to 495.

In response to the invitation to participate in the survey, an initial 118 valid responses were received. Descriptive statistics for this 118 TSOs were obtained via SPSS and compared with the sampling frame. This is set out in the table below.

Table 13 Correspondence of responses to overall sample

	Sampling frame n= 506	First wave responses n=118	All survey responses n=138
Number of employees (mean)	48.2	61.7	57.2
Number on board (mean)	7.5	7.4	7.5
Date of incorporation (mean)	1998	1997.7	1997.8
Income '000s mean	2636.72	3109.45	2835
Income '000s median	549.00	610	565
Net Assets '000s mean	1447.30	1377.8	1291
Net Assets '000s median	146.5	123	123
% state funding mean	65.49%	62.53%	66.45%
% state funding median	71%	65%	72%

The initial comparison indicated that smaller TSOs (smaller in terms of turnover and employee numbers) were less well represented in the first wave of responses. A follow-up email was sent to subsets of the sampling frame in receipt of the Childcare Subvention (Early Years programme) and the Community Services Programme, both programmes being known to fund community based TSOs. Another follow-up email was sent to TSOs that had started but not completed the survey. On foot of these emails, a further 20 full survey responses were received. This tactic resulted in the final responses more closely resembling the overall sampling frame. Respondents that had completed the survey but missed an occasional question were included - the treatment of this missing data is discussed below.

5.3 The research instrument

The research instrument was constructed in three sections:

Section 1 collected categoric data which had not been possible to collect from desk research, focusing on resource mix (human and financial) and identity.

Section 2 collected data relating to governance, including replication of a set of questions asked by Coombes et al (2007).

Section 3 applied a “social entrepreneurial orientation” (SEO) scale, being an adaptation of the Miller/Covin and Slevin EO scale, with consideration given to the Morris et al (2011) “reconceptualised model”.

The tables below describe the data collected in sections 1 and 2 and the rationale for so doing.

Table 14 Survey section 1 - questions re identity and resourcing

(shading of rows is used to group related questions)

Question No.	Data collected	Rationale
Q1.1	Receipt of state funding	Question to check eligibility of respondent
Q1.2	Type(s) of state funding	Question to check eligibility of respondent and data collected via desk research
Q1.3	Association with a trading company or other organisation	Seeking to understand the respondent's operating environment and governance structures.
Q1.4	Identification with most relevant generic third sector organisational terms.	Link to ILP element “basis of identity” Includes social enterprise cognate terms: social enterprise, social business, community enterprise and community business
Q1.5	Secondary Identification – i.e. where respondents “could” identify with same list of third sector organisational terms	
Q1.6	Number of volunteers	Questions to understand the resources - and the combination of resources - available to the organisations. Link to the ILP element “basis of economy”
Q1.7	Number of work placements from government employment schemes	
Q1.8	Number of full time workers	

Question No.	Data collected	Rationale
Q1.9	Number of part time workers	
Q1.10	Number of casual workers	
Q1.11	Choice of types of non-state income.	Philanthropic, fund-raising, subscriptions, business sponsorship, fees and traded income included. Link to the ILP domain Market (and possibly to other domains e.g. Professional and Community) Link to the ILP element “basis of economy”
Q1.12	Trading/earned income as percentage of turnover	Respondents asked to indicate by band, the % of their turnover that comes from fees, rents, selling goods and services and subscriptions. Link to the Market Domain; and to the ILP elements “basis of economy”

Table 15 Survey section 2 - questions re governance

Question No.	Data collected	Rationale (shading is used to group related questions)
Q2.1	Name given to governing body	Question to understand possible influence of ILP domains as reflected in governance roles.
Q2.2	Organisation’s founder(s)	Question to understand founding influences as they relate to ILP domains.
Q2.3	Institutional background of members of governing body	Question to understand current influences on governance of organisation as they relate to ILP domains.
Q2.4	Presence of other units of governance e.g. management committees	Question to understand current influences on governance of organisation as they relate to ILP domains.

Question No.	Data collected	Rationale (shading is used to group related questions)
Q2.5	Decision making and influences in organisation	Questions replicated from Coombes et al (2007) study. Used to understand primacy of influences, especially of the state, on governance decision making in the organisation.
Q2.6	Relationship with clients/users	Question to understand where a market based relationship exists with clients/users (vs. e.g. referral).

Regarding survey section 3, the Social Entrepreneurial Orientation scale: in this study the Miller/Covin and Slevin EO scale was considered preferable to alternative methods of measuring EO, such as analysis of secondary financial data and computer aided textual analysis (Covin & Wales, 2019). The design of the SEO scale was informed by consideration of the following studies and papers: George & Marino's (2011) definition of EO as it relates to social entrepreneurship, Morris et al's (2011) reconceptualised model that seeks to take account of both the social and economic aspects of nonprofit EO, and the various manifestation of EO scales used in nonprofit and social entrepreneurship studies by Giraud Voss et al (2005), Pearce et al (2010), Davis et al (2009), Helm & Andersson (2010), and Coombes et al (2007). The conclusions were :

- To design a nine question bi-polar survey instrument based on the Miller/Covin and Slevin scale. Here the focus was on innovativeness in activities and services (i.e. to relate to the pursuit of the social mission and thereby to measure the organisation's *social* entrepreneurial orientation.) This was referred to as the 9-Question "classic" EO scale
- To operationalise the EO dimensions and the wording of the scale questions in the context of the Irish Third Sector population .
- To ensure a focus on the organisation as the unit of analysis.
- While it was not possible to align the Morris et al's (2011) reconceptualised framework directly with the classic EO scale, it was thought that it could be used to inform the survey instrument and the wording of some questions. This resulted in the construction of a second, variant SEO scale that comprised the nine question "classic" EO format described above, and a further three questions that aimed to reflect the economic aspects assumed

in social entrepreneurship. This is subsequently referred to as the “12 question SEO scale”.

- Of previous studies considered, to prefer the Helm and Andersson (2010) study as a model for this study, being the closest in purpose and population type.

From these considerations and conclusions, the following operational definitions of the SEO model were composed, using the Helm and Andersson (2010) definitions for the first three, with minor adaptations:

Table 16 Operationalising EO elements

EO elements	Operational definitions
Innovativeness	The internal creation and use of new activities, services, processes, policies and other organisational outputs in pursuit of the organisation’s social mission - including re-organisation of existing inputs and the application of an existing activity to a new area.
Proactiveness	The implementation of an activity, service, policy or process before other organisations in the sector and response to opportunities that cannot be proved in the present but are expected to influence change in the future.
Risk-taking	The willingness to engage in behaviour (financial or otherwise) that disrupts internal or external operating norms.
Social economic aspects	The pursuit of income streams and other economic inputs that act in concert with services and activities to achieve the social mission.

Adapted from Helm and Andersson (2010)

The resulting questions are set out below with commentary on their rationale and operationalisation. Some further observations are made below these tables.

Table 17 SEO scale innovativeness

Innovativeness questions	Q. no	Low end	High end
The innovativeness questions were drawn from the standard Miller/Covin and Slevin scale and Helm & Andersson with some re-wording to reflect the Irish TS e.g. “services /activities” and “users”.	Q3.1.2	Our organisation focuses on delivering the current range of services/activities	Our organisation places importance on developing new services/activities or extending services/ activities to new users
	Q3.1.3	In the past five years our organisation has introduced no new services/activities	In the past five years our organisation has introduced many new services/activities
	Q3.1.4	In the past five years any changes to services/ activities have generally been minor	In the past five years our organisation has made radical changes to services/ activities

Table 18 SEO scale - proactiveness

Proactiveness questions	Q. no	Low end	High end
The proactiveness questions reflect a mix of sources (discussed below). Q3.2.1 reflects a standard question. Q3.2.2 was designed by the researcher in light of known changes in the TS operating environment. Q3.2.3 was intended to reflect an external perspective and environmental scanning as noted in some NP EO studies.	Q3.2.1	When considering introducing new services/ activities, policies or systems, we have waited to see what other organisations in our sector have done before committing ourselves.	Compared to other organisations in our sector, we have been quick to try out new activities and services.
	Q3.2.2	In the past five years, any major changes to services, activities, policies or systems have been suggested or required by outside bodies e.g. funders, legislation or professional standards bodies.	In the past five years, any major changes to services, activities, policies or systems have been undertaken on our own initiative.
	Q3.2.3	Our organisation relies on funders, networks and support	Our organisation actively monitors developments and

Proactiveness questions	Q. no	Low end	High end
		agencies for news on funding opportunities and developments in our sector.	researches funding opportunities in our sector.

Table 19 SEO scale - risk-taking

Risk-taking questions	Q. no	Low end	High end
The three risk-taking questions used the approach suggested by Morris et al, in addressing the multiple risks of losses in social entrepreneurship: financial , social impact and stakeholder support.	Q3.3.1	Our organisation avoids actions which major stakeholders might disapprove of, even though those actions might advance our social mission.	Our organisation is prepared to take actions which major stakeholders might disapprove of in order to advance our social mission.
	Q3.3.2	Our organisation sticks to delivering tried and tested services/activities and ways of working	Our organisation is willing to experiment and try new services/ activities and ways of working even though there is a risk that these might disrupt existing activities.
	Q3.3.3.	Our organisation is reluctant to borrow funds (e.g. mortgage, loans, overdrafts) or to draw on financial reserves in order to pursue opportunities to develop services/ activities.	Our organisation is willing to borrow funds (e.g. mortgage, loans, overdraft) where this will assist the development of services and activities.

Table 20 SEO scale - economic-income

Economic (“income”) questions	Q. no	Low end	High end
Three additional questions were devised, drawing on proposals in Morris et al’s (2011) EO	Q3.1.1 (Q3.1 on form)	Our clients/service users never pay for our services/activities	Our clients/ service users pay a market rate for our services/activities

Economic (“income”) questions	Q. no	Low end	High end
framework. Two questions 3.1. and 3.1.6 attempt to link enterprise and mission elements. Q 3.1.5 is intended to explore new developments in income generation. The questions are labelled “income” in the survey output.	Q3.1.5	Our organisation concentrates on retaining existing income streams	Our organisation concentrates on developing new income streams
	Q3.1.6	Our organisation believes that time spent on income generation dilutes our ability to deliver our mission	Our organisation believes that time spent on income generation adds to our ability to deliver our mission

Of the scale questions, the section on Innovativeness was drawn from primarily from Helm and Andersson. More difficult to compose was the set of questions on Proactiveness. Questions in existing models tended to focus on competitive behaviours and it was felt that this language would not be relatable for Irish TSOs. Therefore the following approach was taken: the first proactiveness question was a fairly direct adaptation from other models. The second was worded specifically to respond to the Irish Third Sector environment where there has been significant change in the last ten years in response to multiple external initiatives including the promotion of the Governance Code, the introduction of a Charities Regulator, GDPR, and the introduction of watch-dogs and quality controls on childcare providers. The third question attempted to capture proactiveness in scanning of the external environment, picking up on questions in the Giraud Voss et al (2005) study.

The section on Risk-taking drew on the Morris et al (2011) model: as this seemed to capture both social and financial risk (the latter not addressed by Helm and Andersson). The financial risk question Q3.3.3 retains the idea of willingness to put financial assets at risk - in terms of borrowing or drawing on reserves - in pursuit of developing new activities and services. The wording that refers to drawing on reserves recognises that some TSOs, especially those with a high percentage of state funding, may not be able to access or repay a loan (bank interest is not usually “eligible expenditure” for EU or national grant funding) (personal information confirmed by Pobal informant).

Of the final section of three Economic (Income) related questions, the second and third were developed from the Morris et al framework; the first question relating to market rates was original.

5.4 Data synthesis and cleaning

The 138 respondents' phase I data was split off from the 506 sample into a separate database. The data from the survey responses were added to this to generate a single dataset for use in analysis. This process required careful cross-checking to ensure accurate alignment of cases from the different data sources.

Data was cleaned to take account of typographical errors and errors arising from transferring data from Qualtrics to Excel (diacritics often failed to download accurately). Where a survey question elicited multiple "tick all that apply" responses, the fields in question were split into separate columns for analysis.

Missing data for the SEO scale happened in isolated cases only and here the data was imputed from the median scores for that variable. In the case of one question respondents had been asked to select a band that represented the percentage of their income from trading sources. These were cross-checked with the figures already calculated for the percentage of income from state funding sources. Four cases were identified that supplied conflicting information. Of these, two correct responses could be imputed from the Benefacts data and two were left as null responses.

5.5 Method of analysis - EFA

Factor analysis requires a multiplicity of choices by the researcher in undertaking the analysis and judgement applied in arriving at these decisions (Watkins, 2018). Therefore an essential element of the researcher's account of the study is to report the protocol used in undertaking the analysis and the justification for each of the decisions made.

The EFA protocol in this study has drawn on the work *Using Multivariate Statistics* (Tabachnick et al., 2007) and on Hair, Black, Babin and Anderson (2019) which are the standard reference works on the subject, on practical guides produced by Hooper (2012) and Gaskin (2021), and on good practice recommended by Watkins. Other papers and guides have been consulted, mainly drawn from psychology and medical fields, where EFA appears to be more widely used.

5.5.1. Decisions required in undertaking exploratory factor analysis

Drawing on these authors, this study has identified 11 decisions required in order to develop an EFA protocol:

Decision 1: whether to use factor analysis

Factor analysis is used to help researchers confirm (or otherwise) relationships between variables and group them into dimensions. It is suitable for studies where no pre-existing hypotheses have been determined and where there exist multiple variables and no dependent variable. Other EO scale-based studies use various forms of multivariate analysis: Helm and Andersson (2010) and Alarifi et al (2019) used Principal Components Analysis; Coombes et al (2007) used Exploratory Factor Analysis followed by Confirmatory Factor Analysis; Pearce et al (2010) used Confirmatory Factor Analysis; Davis et al (2009) refer to GLM, generalized linear models. The articles in question do not explain the rationale for their choice of method analysis. However, it is noted that those studies are purely quantitative and an initial analysis is often followed by a subsequent quantitative phase of analysis.

Decision 2: which form of factor analysis to use?

The following types of factor analysis have been identified: Principal Components Analysis (PCA), Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) and Maximum Likelihood. The last of these makes various requirements of the data and does not appear to be much used. Confirmatory Factor Analysis is used, for example, to confirm a hypothesis arising from EFA. The purpose of PCA is to reduce a large number of variables to a smaller set and in so doing it aims to account for all the differences/variation among the variables in a data set. It is often used as it is the default setting on the SPSS "dimension reduction" tab. EFA seeks to understand underlying structures within a data set and, in contrast with PCA, does not try to account for all of the variance among the whole data set. It is useful when "exploring underlying theoretical constructs" (Hooper, 2012). EFA appears to be the best match with the objectives of this study.

Decision 3: how to treat missing data.

This is discussed under section 5.4, above.

Decision 4: how to assess if the data is suitable for the chosen form of analysis

EFA is reliant on the presence of multiple variables in suitable data, i.e. continuous or interval - not nominal - data. Views vary on the absolute importance of normality. For example some authors on statistics maintain that normality is not possible in a Likert type scale. The absence of outliers is required although Gaskin states that his practice is not to remove multivariate outliers as it is difficult to justify removing them. Further, it is also difficult to justify removing exceptional scores on a pre-defined and limited value scale, such as the EO scale. Bartlett's Test of Sphericity checks that the data is suitable for reduction to factors and needs to be "significant" at less than .05

Decision 5: how to know if the data will correlate into factors

EFA requires a linear relationship between all the variables. The usual recommendation for continuous data is to test this in a scatterplot matrix or to sample variables in a standard scatterplot. In addition, a preliminary analysis of the data, accepting default options, will generate a correlation matrix. The presence of correlation coefficients over .3 indicates that factor analysis may be appropriate. Variables with no correlation coefficients over .3 should probably be omitted from the analysis.

Decision 6: is the sample (number of respondents) adequate?

The literature is inconclusive on the subject of a minimum number of cases required for EFA. Hooper notes different authors citing 300, 150 and 100 (where there are few variables) as the minimum number of cases. A different approach, noted by Watkins and Gaskin, is to look at the ratio of cases to variables with at least five or 10 cases to a variable.

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy sets scores above 0.8 as “meritorious” and above 0.7 as “middling”. The cut off level is variously set at 0.5 and 0.6. Adequacy can also be assessed through examination of the Communalities table where variables should be in excess of .2.

Decision 7: how many factors to extract from the data?

The literature here is copious and inconsistent. Hooper “strongly” advises against choosing too few factors while Tabachnick and Fidell (p. 699) maintain that, if demonstrably reliable factors are sought, then “the fewest possible factors should be retained”. In any event, the guidance is that the results of the preliminary analysis should be inspected for “total variance explained” and Eigenvalues greater than 1 used as an initial basis for estimating the number of factors.

The guidance also indicates that while many studies do use Eigenvalues to determine the number of factors to use in the final analysis, this is not the optimal method owing to being simplistic and to the risk of overestimating the optimal number of factors (though some authors also mention underestimation). In order to arrive at the optimal number of factors Hooper recommends taking “a variety of approaches” and Tabachnick and Fidell (p. 645) advise experimenting with differing combinations of factors and options to reach a satisfactory solution. The various methods noted are:

- Eigenvalues over 1.
- Cattell’s Scree Test - examination of the scree plot generated in the preliminary analysis that shows a graph with eigenvalues in descending order and visually determining the point at which the line of points levels off.

- Some further statistical tests are in theory possible, two mentioned being parallel analysis and minimum average partial (MAP) correlation test but these do not appear to be available in standard statistical software packages.
- “A-priori theory” is noted by Hooper as being a valid element of the decision making, that is, if the factors reflect an existing construct associated with the variables under analysis.
- Some 60% is considered a satisfactory minimum cumulative level of variance in the social sciences and in some instances less (Hair et al, 2019 p142). Hooper recommends 60% . Gaskin maintains that 50% is “tolerable”.
- Tabachnick and Fidell (p. 697) provide a rule of thumb that the number of final factors should lie between the number of variables divided by 3 or 5.
- Finally the interpretation of the validity and the reliability of the resulting factors may also be a consideration in determining the final number of factors to retain; these are discussed further under Decision 10 below.

Decision 8: which form of rotation to use

All authors agree that where a correlation of variables is expected, a form of oblique rotation should be used with Promax being the default option. Where variables are not expected to correlate, a form of orthogonal rotation is used.

Decision 9: at what level should suppression of small coefficients be set

Different studies all suppress small coefficients but variously set this at under .2, .3 or .4, without explanation. Tabachnick and Fidell (p. 702) apply a “rule of thumb, only variables with loadings [in the pattern matrix] of .32 and above are interpreted”.

Decision 10: how to interpret the factors

The factors themselves should comprise at least three variables. Tabachnick and Fidell (p. 699) consider factors defined by one or two variables to be “hazardous”. Gaskin agrees with the requirement for at least three variables but maintains (without explanation) that two variables are “sometimes permissible”.

In the interpretation of validity and reliability of the extracted factors a number of considerations should apply. In terms of discriminant validity, has a simple structure been obtained? That is, do variables each load on to a single factor with no cross loadings? Additionally, a parsimonious solution with few rotations is desirable. Convergent validity can be checked by assessing how correlated the variables are within a factor. Hair et al (2019, p152) give a value of between .45 and .5 as a sufficient loading for sample sizes between 120 and 150. These authors also provide a rating for the value of loadings as follows:

Over .71 excellent

Over .63 very good

Over .55 good

Over .45 fair

Over .32 poor

Face validity can be ascertained by assessing whether the resulting factors make sense and whether they relate or correspond with any constructs or a priori theories informing the study. Reliability of the factors can be tested by applying Cronbach's alpha which should be above 0.7.

Decision 11: whether and how to capture the factor scores as variables

Once the factors are determined and evaluated, further decisions may be required. Interpretation may result in labels or names being appended to the resulting factors. It is usual that the factor scores may be captured as a variable and added to the data set for further analysis. The original variables in each factor may be summated and a mean calculated. Alternatively SPSS can generate a factor score to save as a new variable. The regression option saves factor scores as Z-scores, that is, their mean is zero. The Z-score presents advantages for further analyses and, it can be argued, provides clarity during visual inspection of data, for example where a median or mean value of summated scores might be higher or lower than the mid-point of a scale.

5.5.2. EFA protocol

Based on all of the above, the following protocol was developed and applied to this analysis:

Determination of method of analysis

Whether to use factor analysis

And if so, which form of factor analysis.

Check for the following:

Presence of multiple variables

Treatment of missing data

Suitability of data, i.e. continuous or interval - not nominal - data.

Apply the ratio of at least 10 cases to each variable

Correlation matrix coefficients in excess of 0.3

KMO in excess of 0.5

Communalities Table values in excess of .2

Bartlett's Test of Sphericity at less than .05

Initial assessment with Eigenvalues over 1

Estimate probable number of factors as lying between no of variables/3 and no of variables/5.

Apply the following:

Determine the number of factors by consideration of

- Eigenvalues over 1

- Scree chart

- Cumulative variance

- A priori constructs

- Quality (validity and reliability) of resulting factors

Apply oblique Promax rotation

Suppress coefficients below 0.32

Save factor scores as Z-score variables

Interpret the output:

Assess the match between the rule of thumb number of factors and those actually extracted

Assess for a simple structure

Assess for a parsimonious solution

Assess number of variables in each factor

Assess values of each variable in each factor and level of correlation e.g. above .45

Compare factors with the SEO construct - is there a good match?

Run Cronbach's Alpha for each factor

5.6 Exploratory Factor Analyses

5.6.1 Determination and application of exploratory factor analysis

The dataset comprised multiple variables and no dependent variable. The purpose of the analysis was to explore possible underlying structures among the multiple SEO variables. This seemed compatible with factor analysis. As several authors advised, trial runs were carried out using permutations of two forms of factor analysis – EFA and PCA - and different settings for extraction and rotation. EFA presented as the best theoretical match and provided the most parsimonious solution in terms of fewest rotations and provision of a “simple” solution with no cross-loadings. Three EFA “runs” are reported below and the SPSS output included in Appendix E. They comprise one EFA run using data from the 12 Question Scale and two EFA runs using data from the 9 Question Classic Scale, one of these extracting two factors and the other extracting three factors.

5.6.2. Twelve question SEO scale option

Here EFA was undertaken on all 12 variables in the Twelve Question scale, comprising innovativeness, proactiveness, risk-taking and economic-income. A preliminary EFA was undertaken to check for suitability and adequacy of the data for factor analysis using the following settings :

- Descriptive options: initial solution, coefficients and KMO and Bartlett's test of sphericity selected.
- Principal axis factoring (the form of analysis for EFA in SPSS software) was selected as the method of extraction; to extract on the basis of Eigenvalues greater than 1
- Promax was selected as the method of rotation as correlation was expected between the variables.
- Small coefficients with an absolute value below .32 were suppressed.

Table 21 Pre-EFA analysis check

Preliminary check analysis		Notes
A. Presence of multiple variables	Yes	
B. Suitability of data, i.e. continuous or ordinal - not nominal - data.	Yes	
C. Are there at least 10 cases per variable?	Yes	138 cases and 12 variables
D. KMO in excess of 0.5	Yes	.795 >.8 is meritorious >.7 is middling
E. Bartlett's Test of Sphericity less than .05	Yes	.000
F. Communalities Table all values in excess of .2	No	Values of Q333 and Q31 below 2
G. Correlation matrix - some coefficients in excess of 0.3	Yes but...	Two variables did not demonstrate any values in excess of .3: Q333 financial risk and Q31 income (market rates).

In light of the two variables in the communalities table and correlation matrix that did not have a value in excess of .3, they were removed from the analysis. A second analysis was run with the remaining 10 variables. These met the checks above and the remaining checks were:		
H. Initial assessment of extractions with Eigenvalues over 1	Yes	Three factors extracted with Eigenvalues in excess of 1
I. Estimate number of factors: between no of variables/3 and no of variables/5		Rule of thumb expects to find between 2.4 and 4 factors

The decision was made to extract three factors based on the following considerations:

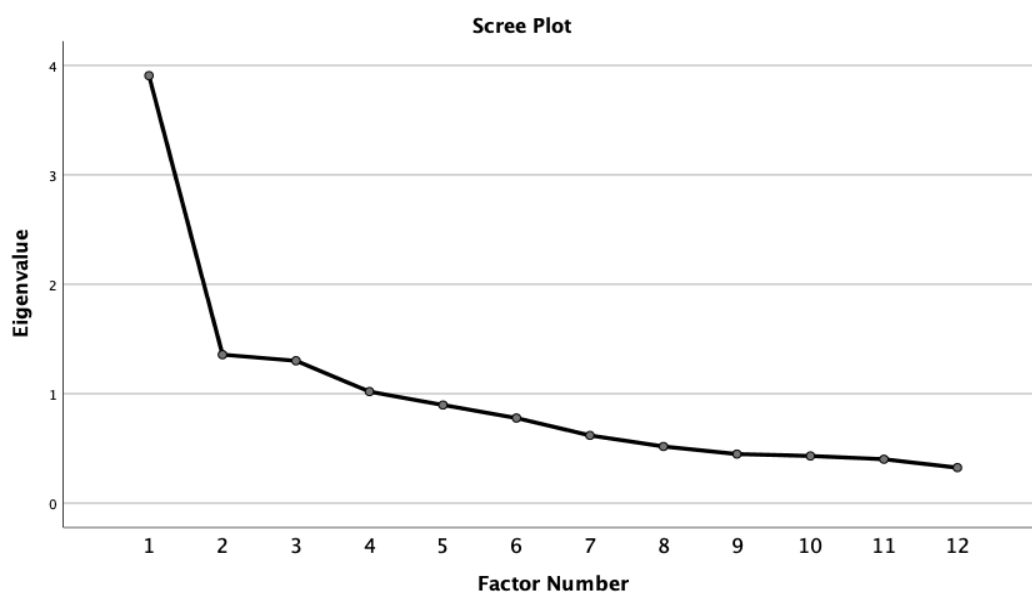
Three factors with Eigenvalues in excess of 1.

Their cumulative variance was approximately 63%.

Examination of the Scree plot suggested three factors

The EFA was run with settings as indicated above and a fixed number of factors for extraction specified as 3. This generated output (SPSS format output provided in Appendix E) with KMO at .809 and Bartlett's test of sphericity significant at .000 . All variables in the correlation matrix had at least some values over 0.3; and all variables in the communalities table were in excess of 0.3. Three factors were extracted, accounting for 62.87% of the variance.

Figure 2 Scree plot for 12 question option



The pattern matrix (Table 22 below) showed a parsimonious and simple structure with three clear factors and no cross loadings. The three factors can be summarised as follows:

1. Factor one comprises five variables: 2 income variables, 2 proactiveness variables, and 1 innovativeness variable; Cronbach's Alpha = .761
2. The 2 social risk variables. Cronbach's Alpha = .755
3. The 2 remaining innovativeness variables and a weakly correlated proactiveness variable. Cronbach's Alpha = .672

Table 22 EFA 12 question option extracted factors

Pattern Matrix^a			
	Factor		
	1	2	3
Q312INNOV	.481		
Q313INNOV			.860
Q314INNOV			.637
Q321PROACT	.449		
Q323PROACT	.556		
Q322PROACT			.351
Q331RISK		.975	
Q332RISK		.651	
Q315INCOME	.715		
Q316INCOME	.852		
Extraction Method: Principal Axis Factoring. Rotation Method: Promax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

This output is discussed in section 5.6.4 below.

5.6.3. Nine question classic SEO scale option

Here EFA was undertaken on the nine variables, comprising the classic EO elements of innovativeness, proactiveness and risk-taking. A preliminary analysis was undertaken with the same settings as for the 12 Question option, with results set out in the table below. As for the 12

Question option, the Financial Risk Q333 failed to correlate with other variables and was excluded from the analyses.

Table 23 Pre-EFA 9 Question scale analysis check

Preliminary check analysis		Notes
A. Presence of multiple variables	yes	
B. Suitability of data, i.e. continuous or ordinal - not nominal - data.	yes	
C. Are there at least 10 cases per variable?	yes	138 cases and 9 variables
D. KMO in excess of 0.5	Yes	.774 >.8 is meritorious >.7 is middling
E. Bartlett's Test of Sphericity less than .05	yes	.000
F. Communalities Table all values in excess of .2	yes	8 variables = yes but Q3.3.3 financial risk = no and excluded
G. Correlation matrix - some coefficients in excess of 0.3	Yes	
H. Initial assessment of extractions with Eigenvalues over 1	Yes	Two factors extracted with Eigenvalues in excess of 1; 55.6% of variance explained.
I. Estimate number of factors: between no of variables/3 and no of variables/5		Rule of thumb expects to find 2 or 3 factors

Analyses were run on SPSS extracting two and three factors. The two factor solution (pattern matrix, Table 24 below) presented the following criteria: both extracted factors had Eigenvalues in excess of 1. Their cumulative variance was approximately 55%. Examination of the scree plot (below in Figure 3) suggested two factors. The two factor solution was consistent with the a-priori construct in correlating innovativeness and proactiveness variables. As noted in the 12 Question SEO run, the financial risk variable was excluded and the remaining risk-taking variables formed a distinct factor, although here with a weakly correlating proactiveness variable. The two extracted

factors accounted for all remaining eight variables, with five loading on to one factor and three on to the second. Cronbach's alpha for the first factor is .725. And for the second factor is .675 (though perhaps perversely increases to .755 if the proactiveness variable is dropped).

Figure 3 Scree plot for 9 question SEO scale

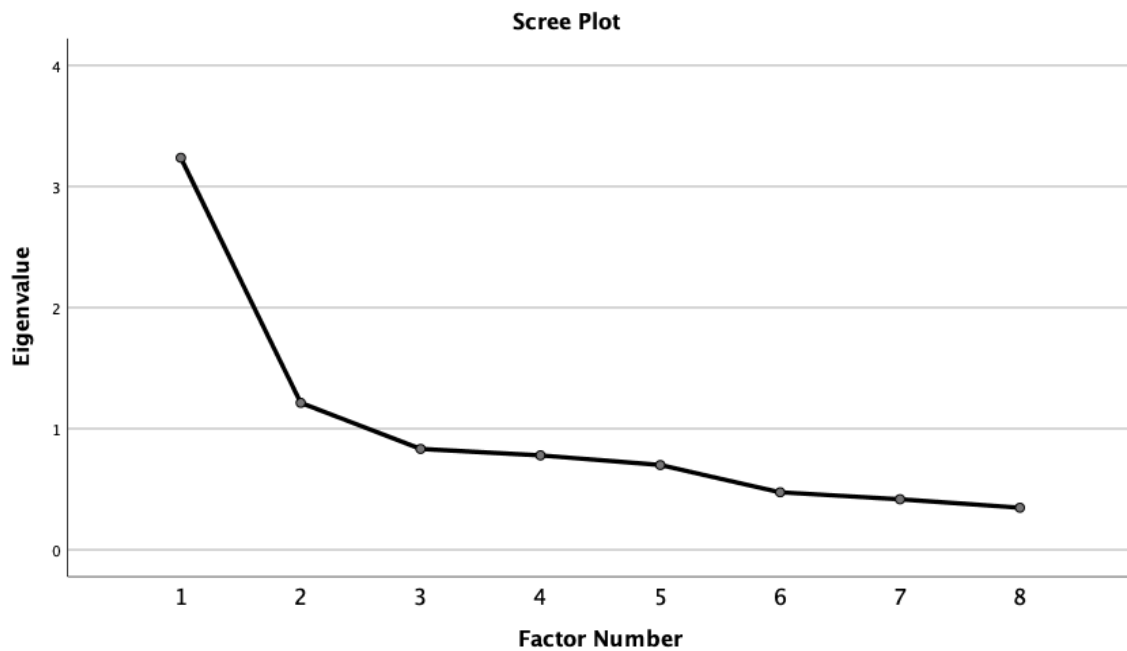


Table 24 EFA 9 Question SEO scale: two factors extracted

Pattern Matrix ^a		
	Factor	
	1	2
Q312INNOV	.425	
Q313INNOV	.698	
Q314INNOV	.705	
Q321PROACT	.371	
Q323PROACT		.339
Q322PROACT	.510	
Q331RISK		.922
Q332RISK		.655
Extraction Method: Principal Axis Factoring.		
Rotation Method: Promax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

In the second run of the 9 Question Scale SEO data, settings were specified to extract three factors in order to generate greater cumulative variance. The extracted three factors accounted for 66% of variance. The third factor had a low eigenvalue of .833 and did not appear to be supported by the scree plot (figure 3 above). Two of the three factors comprised only two variables each. The value of loadings was generally good with the exception of the weakly correlating Proactiveness variable Q3.2.3. There was a consistency with the a-priori construct as the three factors aligned with the three EO elements, however this solution excluded one innovativeness variable from the analysis. The Cronbach's alpha for the three factors were: first variable (risk) = .755; second variable (innovativeness) = .655; third variable (proactiveness) = .667 .

Table 25 EFA 9 Question SEO scale: three factors extracted

Pattern Matrix^a			
	Factor		
	1	2	3
Q312INNOV			
Q313INNOV		.775	
Q314INNOV		.680	
Q321PROACT			.877
Q323PROACT			.334
Q322PROACT			.526
Q331RISK	.852		
Q332RISK	.751		
Extraction Method: Principal Axis Factoring. Rotation Method: Promax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

5.6.4 Discussion of EFA analyses

First, some general observations are made regarding all three EFA analyses above. Compared with other studies discussed in the EFA literature, this study has relatively few - but not exceptionally few - cases and variables. Here all three EFA analyses produced parsimonious and simple factor structures even where one solution might not match the a priori construct. The literature expects rather more complication and other analyses often have one or two variables cross-loading on multiple factors but all three analyses seemed to be very clean.

In all three analyses, the two social risk elements were extracted as a distinct factor. And even though two-variable factors are not usually recommended, this factor holds up against the value ratings and Cronbach's alpha.

It is noted that in all three analyses Q311 Income (fee charging policy) and Q333 (financial risk) failed to correlate with other variables and were eliminated from the analyses. They are discussed at the end of this chapter.

Of the analysis of the 12 Question SEO option, it is scarcely surprising to find that variables for income generation and proactiveness correlate. However, this option extracted two innovativeness variables as a separate factor. It did not, therefore, appear to provide the means of measuring the integrated social and economic aspects of social entrepreneurship which was proposed by Morris et al (2011). There therefore appeared to be no reason to pursue this model and attention turned to the 9 Question scale. However the correlation of Income and Proactiveness variables was noted as a possible phenomenon of interest.

In the analyses of the “classic” 9 Question SEO scale data, EFA extracted a two factor solution and a three factor solution. Neither offered a perfect solution, with each offering strengths and weaknesses as set out above. These are set out in the table below:

Table 26 Summary comparison of 9-item EFA solutions

Preference criteria	Two Factor solution	Three Factor Solution
Eigenvalues in excess of 1	Both Eigenvalue in excess of 1	Two Eigenvalues in excess of 1; the third at .833
Scree plot (figure 3 above)	Suggests two factors	Suggests two factors
Cumulative variance	55%	66%
Fit with a priori constructs	One factor comprised five items: three innovativeness and two proactiveness variables; the second combined two risk and one proactiveness variables.	The three factors matched the three elements of the EO construct (but lost one variable entirely).
Quality of resulting factors	Stronger in having three or more variables in each factor; Two variables were below 4, of which one was 3.2.3	Weaker in having two factors with only two variables each. Two variables were below 4., 3.2.3 and 1.1.2 which was too low to be included.

The main advantage of the three factor solution was in the cumulative variance at 66%. However, as noted above, each factor comprised few variables and there was a substantial gap between the second and third factors with the latter accounting for a low level of variance.

The two factor solution was stronger in the quality of the factors and its fit with the a priori construct. By assigning a membership variable to this factor, an opportunity could be available to identify respondents where innovativeness and proactiveness could be found to act in concert and was more consistent with the aspiration to develop a SEO model. And that this could be more usefully explored in subsequent analyses and in the next phase of the study. There would also be an opportunity in the next phase of the study to explore the two weakly correlating variables and identify possible reasons for these scores. Consideration was given to exploring both two- and three-factor options but this was not possible within the time boundaries of the study. A decision was therefore taken to pursue the two factor solution.

With that decision made, several observations were noted for future consideration from the three EFA options. The first was the observation from the 12 Question EFA regarding the higher correlation of proactiveness variables with income generation than with innovativeness. Second, on closer consideration of the 9 Question two factor solution, the proactiveness question relating to acting on own initiative (Q322) correlated well with the innovativeness variables, while the first-mover question (Q321) correlated weakly. And in both of the 9 Question EFAs the environmental scanning variable (Q323) correlated only weakly in extracted factors ; in the case of the two factor option it is grouped with the social risk-taking variables.

5.7 Subsequent quantitative analyses

The purpose of the subsequent quantitative analyses was to contribute to answering the first two research questions regarding the extent and nature of social entrepreneurship in the population. This next stage of analysis used cluster analysis and visual inspection of frequencies and descriptives to examine the following:

- The two factors extracted by the EFA were explored using cluster analysis to understand the extent of the manifestation of each factor. The factors had been saved as a Z-score variable in the dataset. This is discussed in section 5.8 below.
- The two factor Z-scores were then subjected to Two Step Cluster analysis (TSC) with each categoric variable in turn in order to assess if any particular variables were associated with

higher (or, indeed, lower) SEO Z-scores and so help the understanding of any particular locations of social entrepreneurship within the population.

- Where useful clusters were not generated, further examination of the data was also undertaken using frequencies and Z-scores.

The methods used for these analyses are set out below.

5.7.1 Two Step Cluster (TSC) Analysis

While EFA specifically looks for latent commonalities in a data set, the purpose of cluster analysis is to segment a dataset into classifiable groupings, placing emphasis on the commonalities of group membership and distance between clusters. Of the forms of cluster analysis available on SPSS, Two Step Cluster (TSC) analysis was chosen as it enables both categorical and continuous data to be clustered. Two sets of decisions are required in TSC analysis in order to identify valid and significant clusters. The first relates to the setting used in SPSS TSC. The second set relates to the interpreting of the output. The guides used in conducting the TSC were Gaskin, Grande (n.d.) and Aryadoust (2020) (this last being the most comprehensive). The following settings were used:

Under **distance measure** Loglikelihood was selected as the analysis would include categorical variables.

Number of clusters was left to be determined automatically (and numbers could be subsequently specified if require).

“BIC” or Schwarz's Bayesian Criterion was recommended as the default option **clustering criterion**

Under **Options**, “noise handling” was selected.

Under **Output** “pivot tables” was selected

TSC output manifests as a complex model with multiple views. Viewing the model on SPSS is straightforward and, indeed, is one attraction of using TSC. However, the different views cannot be easily reproduced in a text document. After some trial and error, the clearest and simplest option seemed to be to reproduce the cluster view in the appendices and in the body of this thesis to transcribe the output to tabular form with, in some instances, the box plot element of the model, as shown below.

5.7.2 Descriptive statistics and frequencies

As TSC analysis resulted in relatively few valid clusters, further examination of the data was also undertaken using descriptive statistics, frequencies and visual inspection where Z-scores were summated for subsets of the data. This was possible owing to the relatively small number of

respondents. It should be noted that variances of Z-score were often slight. Observations are made where (and only where) the distribution of Z-scores was been considered noteworthy, with a rule of thumb being applied to +/- 0.2 variance. Other than this rule of thumb, Z-scores were treated as a general positive or negative indicator of SEO, rather than as a precise metric. These manual analyses are also listed in Appendix F and the output in Appendix H.

5.8 Cluster analysis of the two SEO factors

This section discusses the cluster analysis of the two extracted SEO factors and their potential measure of the extent of social entrepreneurial orientation. The conclusion of the exploratory factor analysis (EFA) was to prefer the classic entrepreneurial orientation scale (comprising innovativeness, proactiveness and risk-taking) over a more complex scale that sought to explore both economic and social/mission related aspects of innovation. And that within the classic EO model, the conclusion was that Social Entrepreneurial Orientation (SEO) could be better measured through a two factor solution.

As noted in section 5.5.1, a decision was required on how to capture the two extracted factors as variables for further analysis, with the options being to use Z-scores calculated by SPSS or summated mean scores from the 7 point SEO scale which in this instance were Factor 1: 4.82 and Factor 2: 4.38 . In this instance the decision was made to use Z-scores as these would be more easily used in cluster analysis and provide clearer output.

SPSS refers to these factors as REGR factor scores 1 and 2. In this study, therefore, the labels appended to the two factors can vary and are summarised below:

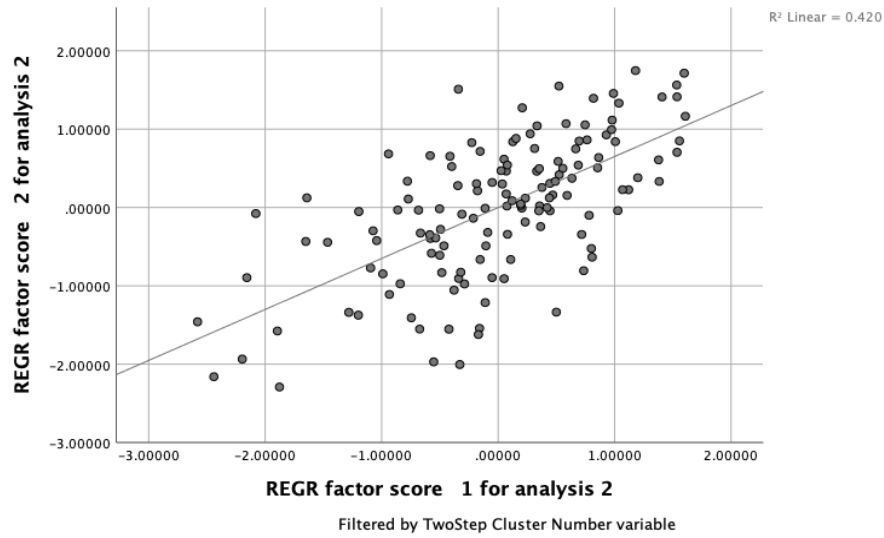
Factor 1 F1 Innov/Proact REGR factor score 1	Factor 2 F2 Social Risk REGR factor score 2

The two factors were first plotted on a simple scatter plot, as illustrated in figure 2 below.

Figure 4 Distribution of Factors 1 and 2

GGraph

Simple Scatter with Fit Line of REGR factor score 2 for analysis 2 by REGR factor score 1 for analysis 2

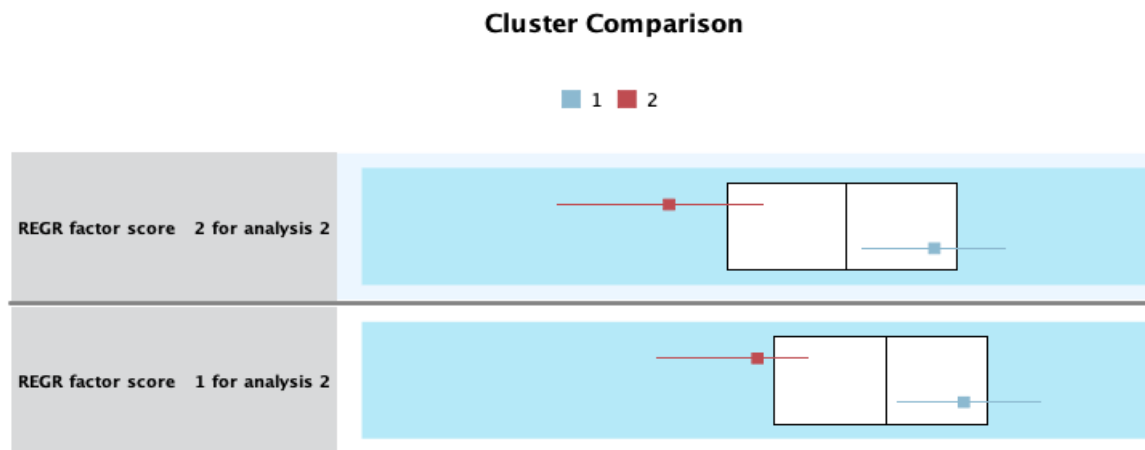


The two factor Z-scores were subjected to Two Step Cluster (TSC) analysis with the output as set out in Table 26 and Figure 3 boxplot below.

Table 27 TSC two SEO clusters

	Frequency	Percent	F1 Innov/Proact	F2 Social Risk
Lower SEO Cluster 1	54 cases	39%	-0.794	-0.821
Higher SEO Cluster 2	84 cases	61%	0.511	0.528

Figure 5 TSC boxplot comparison of SEO Factors

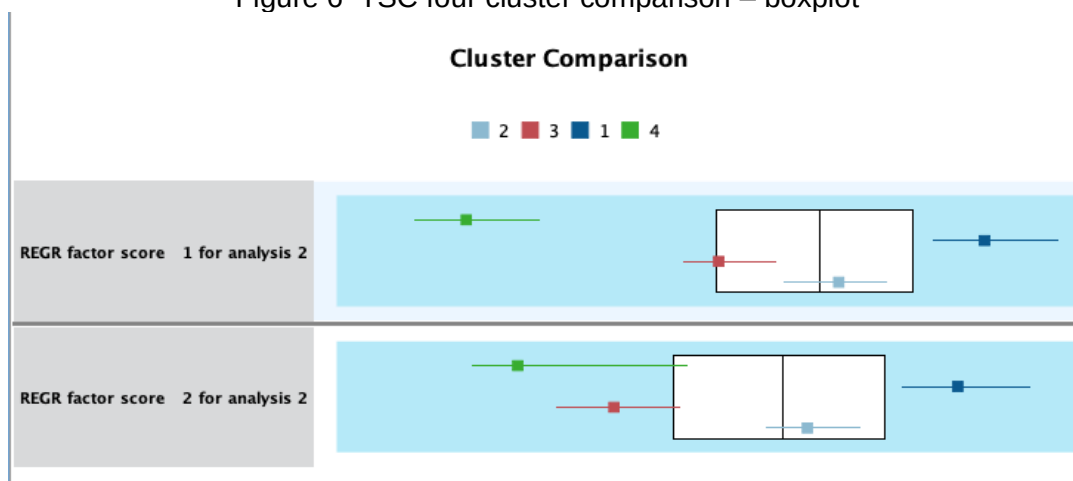


As this initial cluster comparison suggested a linear fit between the two factors, the cluster analysis was run again, this time specifying output of four clusters to see if a high-low four cell matrix would result. The four clusters however formed into very-high, high, low and very low:

Table 28 TSC four cluster comparison

Cluster scores	Frequency	Percentage	F1 Innov/ Proact Z- score	F2 Social Risk Z-score
1. very high	33	24%	0.96	0.88
2. higher than average	56	41%	0.14	0.22
3.lower than average	36	26%	-0.44	-0.86
4 very low	13	9%	-1.82	-1.07

Figure 6 TSC four cluster comparison – boxplot



The cluster analyses suggest a higher level of correlation in clusters 1 and 2 between the F1 Innov/Proact and the F2 Social Risk factors than one might conclude from the EFA. However in Clusters 3 and 4 (red and green in the box plot) there is a distinct difference in the factor scores with F2 Social Risk Z-scores respectively lower and higher than the F1 Innov/Proact. This is borne out by examination of the scatter plot, above, where the distribution of respondents is looser at the lower end of the fit line.

A visual inspection of the data was conducted in order to obtain a better understanding of the distribution of higher and lower Z-scores. After examination of spreadsheets, the most straightforward way to illustrate this appeared to be to assign respondents within a high/low matrix based on the positive or negative value of their Factor Z-scores as follows:

Table 29 SEO factors

SEO Factors higher and lower than Zero	
Higher F1 Higher F2	61 (44%)
Higher F1 Lower F2	16 (11.6%)
Lower F1 Lower F2	48 (35%)
Lower F1 Higher F2	13 (9.4%)

From these various analyses one can conclude that among higher Z-scoring respondents, there appears to be some level of association between Factors 1 and 2. However, among lower scoring respondents the link between Factor 1 Innov/Proact and Factor 2 Social Risk is less consistent

5.9. Analysis of the SEO factors with other variables

As noted in Section 5.7, this section presents the analyses undertaken using the Factor Z-scores and other variables, these being the categoric data obtained during Phases I and II, set out as SPSS descriptives and frequencies output in Appendix G. The two factor Z-scores were subjected to TSC with each categoric variable in turn. A majority did not cluster successfully, either failing the Silhouette test of coherence and separation or resulting in clusters dominated by a swamping variable. Therefore TSC analyses generated relatively few valid clusters and these (and only these) are reported (Appendix F). Given the limitations of the cluster analysis, the descriptive data and frequencies and their summated Z-scores were then explored. The full tables are set out in Appendix H with edited versions included below. To add structure to this output they are reported

below using, with slight adaptation, Billis' Third Sector organising principles¹ as a framework: Mission, Governance and Resources.

5.9.1 Mission

Several categoric variables were identified as relevant to understanding the nature of the mission undertaken by each TSO: Users/ clients, Sector/field of activity, Location and Identity.

Activities/sector

Activities of the 138 respondents were assessed in terms of their Benefacts subsector classification: 30 subsectors were noted from 53 possible categories. The subsectors of each Benefacts sector can be in themselves comprise multiple fields of activity. The Childcare subsector, for example, includes childcare providers, national early years charities, social service interventions, and County Childcare Committees. The diversity of activities proved too fragmented for cluster analysis.

A few observations were made based on frequencies and visual inspection of the data, summarised in the table below. Consistently higher Z-scores were observed in Local Development, Family Support Services, Education, and Health Services & Health Promotion. Of these Local Development has previously been discussed as being a catchall subsector for many community based organisations. Of five sports organisations, four were national sporting bodies (NGBs). The four NGBs, of varying sizes, all manifested lower levels of Factor 2 Social Risk Taking than Factor 1 Innovativeness/ Proactiveness.

Table 30 Activities - by sub-sector (five more cases only)

Q8 Benefacts sub-sector (n =n+/-5)	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	506 Sample %
Local development	27	19.6%	0.285	0.290	18.40%
Childcare services	17	12.3%	-0.547	-0.374	15%
Arts organisations	11	8%	0.235	-0.154	4.70%
Youth services	11	8%	-0.294	-0.480	8.70%
Health services & health promotion	10	7.2%	0.413	0.329	6.70%

¹ This categorisation by Billis was used here as a pragmatic set of headings that would be relevant and useful for the subsequent qualitative analyses

Q8 Benefacts sub-sector (n =n+/-5)	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	506 Sample %
Family support services	6	4.3%	0.266	0.602	4.30%
Professional or sector representative bodies	5	3.6%	-0.248	0.032	2.20%
Services for older people	5	3.6%	0.368	-0.089	3%
Sports organisations	5	3.6%	-0.026	-0.528	5.50%

Users/clients

No useful TSC clusters were generated and most categories of users had a mean Z-score around zero. Visual inspection showed above average Factor Z-scores only for TSOs working with a geographically defined community and two small client groups (animals and businesses/voluntary groups) with consistently lower Z-scores:

Table 31 User/client types

Q11. USER/CLIENT TYPES (n = +/- 3)	Frequency	Per- cent	F1 Innov/ Proact	F2 Social Risk
Geographically defined community	20	14.5	0.344	0.288
Businesses/voluntary organisation (includes representative associations)	8	5.7	-0.360	-0.483
Animals	3	2.2	-0.444	-0.885

The survey also sought to explore the market-based relationship between respondents and their users/clients: TSOs working with referred clients or with members of their own association averaged lower Z-scores for both factors.

Table 32 Initial relationship with clients

Q2.6 Initial relationship with users/clients	Frequency	Percent	F1 Innov/ Proact	F2 Social Risk
Clients are reached by some form of publicity	105	76%	0.098	0.067

Clients are members of the TSO's association	15	11%	-0.599	-0.463
Clients are referrals	9	6.50%	-0.199	-0.210
None of the above.	9	6.50%	0.055	0.196
Total	138	100%		

Location

Of the respondents 61% were understood to operate on a local, city-wide or county-wide basis, and 29% on a national or all-island basis – in line with the overall sample. Additionally, respondents had been classified as rural, urban or other (these being national/international/not possible to determine). Of these 29% were estimated to be rural, 28.3% urban and 42.8% other/indeterminable. Comparison of frequencies showed neutral Z-scores for rural respondents and negative F1 (-0.27) and neutral F2 scores for urban respondents.

Identity

As “source of identity” is one cross-cutting dimension in Institutional Logics Perspective, the survey sought to explore social entrepreneurial aspects of identity and asked respondents to “select one” generic third sector term that they thought best applied to their organisation from a list that comprised Charity, NGO, voluntary organisation, inter alia. Included in these were the terms social enterprise, community enterprise, social business and community business (the researcher had previously observed these as being used interchangeably in Ireland and being effectively cognate). Eleven respondents had selected one of the social entrepreneurial terms as their preferred generic identifier. This was too small a grouping to be captured through TSC analysis. A spread of Factor Z-scores were observed across the 11 TSOs – overall these were higher than average.

Table 33 Social entrepreneurial identities

Q1.4 Primary identity	Frequency	Percent	F1 Innov/Proact	F2 Social Risk
Social enterprise	7	5.1%	0.387	0.519
Community business	3	2.2%	-0.079	-0.071
Community enterprise	1	0.7%	0.666	0.748
Mean			0.285	0.379

The next question supplied the same list and asked respondents to “select all” that they thought *could be* applied to their organisation. A wider cohort of 30 respondents (the 11 above and another 20; in total 22% of respondents) selected one or more social enterprise cognate terms as being possibly applicable. Visual inspection of the data set showed a wide variation of Z-scores across the 31 respondents with mean values of F1 0.19 and F2 0.22.

5.9.2 Resources

Income

As already noted in chapter 4, it had been possible to collect financial data from Benefacts and the annual financial statements of sampled TSOs. Data on income, expenditure, net assets, sources of state funding, and evidence of borrowing were obtained. These are summarised below. Figures were also given that excluded one outlier respondent, this being a very large TSO with income of €183M. The following Table34 sets out income by band to illustrate the range the only noteworthy observation relating to the positive F2 Z-score in very large TSOs and the negative in very small TSOs.

Table 34 Income profile of respondents

	n	Mean €000s	Std Dev	Sample (506)
Q21 Annual revenue income	116	2835.05	17045.133	2636.72
Mean income less the €183M outlier		1263.77		
Median income		565.00		549.00
Q22 Annual expenditure	116	2738.83	16646.161	2539.34
Q23 Net Assets	127	1291.25	5977.165	1447.3
Median net assets		133		146.5

Table 35 Income range

Q21 Income range €	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	Sample 506 %
Under 100K	16	11.6%	-0.185	-0.307	10.90%
101K-250K	28	20.3%	-0.038	-0.006	20.40%

Q21 Income range €	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	<i>Sample</i> 506 %
251K-500K	27	19.6%	0.081	-0.059	17.80%
501K-1M	29	21%	-0.037	-0.044	16%
1.01M - 5M	30	21.7%	0.083	0.091	19.60%
Over 5M	7	5.1%	0.008	0.675	7.70%
Not possible to estimate	1	0.7	0.353	0.495	

State funding streams

Number of sources of state funding

Phase I desk research had drawn on TSOs' annual financial statements to estimate the number of state funding streams that each sampled TSO had accessed. This was recorded in bands, the smallest set at 1-3 funding streams. Funding streams were defined as being programmes and funds with distinct criteria so, for example, multiple contracts from HSE Section 39 were treated as one stream. In some instances it had not been possible to estimate the number of funding streams of TSOs in the sample, either because they were of a legal form (e.g. unincorporated associations, sports clubs) not required to submit annual financial statements to regulators or of TSOs whose accounts were abridged or lacking in detail. The Factor Z-scores suggest that TSOs with multiple state funding streams are more likely to be socially entrepreneurial.

Table 36 Number of state funding streams

Q28 estimated number of funding streams	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	506 Sample %
1-3 state funding streams	95	68.8%	0.000	-0.067	61.30%
4-6 state funding streams	15	10.9%	0.175	0.220	14%
7-12 state funding streams	13	9.4%	0.180	0.332	5.90%
13+ state funding streams	2	1.4%	0.251	0.422	1%
Not possible to estimate	13	9.4%	-0.422	-0.158	17.80%

State funding as a percentage of turnover

The mean of respondents' state income, expressed as a percentage of turnover, was estimated to be 66.5% with a median value of 73%. The percentage of state income was subjected to cluster analysis with the two SEO factors. The Silhouette test for the cluster quality was borderline Good; the cluster sizes were roughly equal. The main predictor of importance was the percentage of state funding; the two factors rated at around 50% each. This generated three clusters. Cluster 2 comprised respondents with a lower mean percentage of state funding at 34% and higher than zero Z-scores of 0.33 and 0.27 for Factors 1 and 2 respectively. The other two Clusters had state funding percentages above 80% of turnover and, combined, had Z-scores for Factor 1 of -0.08 and for Factor 2 of -0.03. One could conclude that this suggests that TSOs with lower rates of state funding are more socially entrepreneurial than TSOs with high rates of state funding. However there were several qualifications to this. First, examination of Z-scores of respondents in cluster 2 show wide variation, including cases with negative scores. Second, there was a further small cohort of respondents for whom it had not been possible to estimate the percentage of state funding but were believed to have low percentages of state funding: these had very low Factor Z-Scores - this is discussed further below. Third, there was considerable variation among the TSOs with high percentages of state funding with these forming two distinct clusters, one with TSOs with high levels of state funding and lower than average levels of SEO, and another with very high levels of state funding AND factor scores well above average. In summary, the state funding percentage clusters presented as:

Cluster 1: high level of state funding, high SEO Factor Z-scores

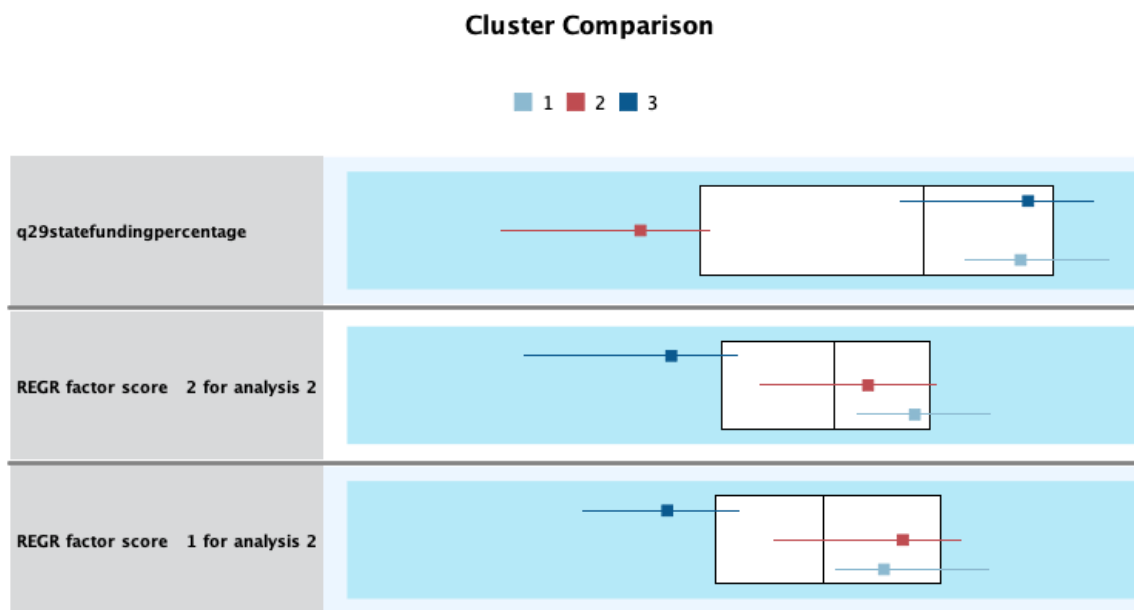
Cluster 2: lower level of state funding, overall higher than average SEO Factor Z-scores

Cluster 3: high level of state funding, lower than average SEO Factor Z-scores

Table 37 TSC percentage of state funding

Cluster no	Frequency	Percent	Mean state funding %	F1 Innov/ Proact	F2 Social Risk
1	43	39%	85%	0.45	0.61
2	37	33%	33%	0.30	0.25
3	31	28%	81.1%	-0.78	-0.91

Figure 7 TSC percentage of state funding



At this point the data set was split into the three clusters and descriptive statistics calculated for each cluster. A sample is set out below. One can see that Cluster 1 comprises larger organisations and is more likely to include TSOs with multiple sources of state funding; Cluster 3 exhibits similarities in terms of activity and clients but appears a little smaller and to have a less skewed income profile. Cluster 2 with lower levels of state funding comprises smaller TSOs that are more likely to provide activities and services for the general public and the community at large.

Table 38 Percentage of state funding clusters

	Mean employees	Mean t/o	Median t/o	Activities	Users	Year of inc.
Cluster 1: high level of state funding, higher SEO	32	€1425.8K	€610K	social services 42.5% development 25% health 15%	50% individuals	1998
Cluster 2: lower level of state funding, higher than average SEO	20	€1413k	€441K	development 29% arts 18% health 16% soc services 10.5%	39% individuals 50% general public / local community	1995
Cluster 3: high level of state funding, lower than average SEO	25	€995K	€542K	social services 45% development 21% health 6%	48% individuals	1998

Treatment of other respondents

As the percentage of state funding had been calculated using data from full sets of financial statements, it had not been possible to calculate the percentage of state income for those TSOs that had abridged accounts, no published accounts or poorly detailed full accounts. These cases were isolated in two separate groupings and the factor Z-scores examined for each grouping. Respondents with abridged or meagre accounts were found to be companies and had a mean Z-score of close to 0: it was therefore assumed that they were overall representative of the respondents whose percentage of state funding had been calculated. The eight respondents with no published accounts manifested mean Z-scores of F1 -0.97 and F2 -0.76. These were unincorporated and included two animal welfare groups, two creches and several sports organisations. Four had a turnover of less than €100K p.a., two were in the €101K-250K band and two in the €251-€500K income band. The only one with positive Factor Z-scores was a national youth organisation. While it had not been possible to estimate their state funding as a percentage of turnover, based on the grant values awarded to animal rescue and sports associations, the percentage was inferred to be low – probably below 50%.

Borrowings

From the financial statements the researcher had recorded any evidence of borrowing, usually mortgages, overdrafts and term loans. These were considered in the section below dealing with SEO question 3.3.3. Financial risk.

Non-state income

The survey also sought data on respondents' non-state income: fees, rental, trading, subscriptions, philanthropy, public donations and business sponsorship. Z-scores for respondents who accessed these types of funding averaged zero or higher on both factors. On average (median value) each respondent accessed two different types of non- state funding. Fee income was accessed by over half of respondents – with close to zero Z-scores, the lowest of any of the categories, followed by subscription income and trading in goods and services. The income type associated with highest Z-scores was business sponsorship, although it should be noted that the range of Z-scores across all types was narrow.

Table 39 Sources of non-state income

Q1.11 Non-state (independent) income	Frequency	Percentage	F1 Innov/Proact	F2 Social Risk
Fees	72	52.2%	-0.031	-0.052
Public donations	61	44.2%	0.146	0.194
Philanthropy	58	42%	0.101	0.194
Rental	50	36.2%	0.215	0.126
Business sponsorship	42	3.4%	0.270	0.207
Trading in goods and services	32	23.2%	0.046	0.067
Subscriptions	29	21%	0.055	-0.028

Earned income as a percentage of turnover

Respondents were asked to tot up fee, rental, trading and subscription income (these being assumed to represent some form of earned income) and state the percentage of turnover that these represented. As this was a slightly tricky request, bands were provided for respondents. Individual responses were compared against the respective estimate of percentage of state funding. Four responses to this question contradicted the figures calculated from Benefacts. Of the four, two were treated as non-responses and two responses were imputed from the TSO's

financial statements. Here, the responses show that the greater the percentage of earned income, the lower the Factor Z-scores (although, again, the range was narrow).

Table 40 Earned income as percentage of turnover

Q1.12 Trading income as percentage of turnover	Frequency N=132	F1 Innov/ Proact Mean Z-score	F2 Social Risk Mean Z-score
0%	21 (16%)	0.17	-0.04
1-10%	39 (30%)	0.05	0.12
11-35%	30 (23%)	-0.01	0.08
36-65%	22 (17%)	-0.09	0.13
66-89%	13 (10%)	-0.26	-0.23
90+%	7 (5%)	-0.32	-0.37

Sources of State funding

TSC analysis was run for each source of state funding and the two SEO factors. Only six such analyses generated valid clusters and these are listed below. As in other TSC and descriptive analyses, the mean variances were small. The highest overall Factor 1 score was for Arts Council funding, followed by the Community Services Programme (which funds community based TSOs that operate on a social enterprise business model) and the Scheme to Support National Organisations. This last funding programme and the Social Inclusion & Community Activation programme both fund well established long-standing organisations that typically source funding from multiple state sources.

Table 41 Sources of state funding

Q26 sources of state funding	Frequency	Percentage	F1 Innov/Proact	F2 Social Risk
Túsla	26	18.8	0.081	0.113
Community Services Programme	22	15.9	0.184	0.041
Arts Council	17	12.3	0.248	-0.074
Youth services programmes	13	9.4	0.126	-0.010
Scheme to Support National Organisations	9	6.5	0.182	0.543

Q26 sources of state funding	Frequency	Percentage	F1 Innov/Proact	F2 Social Risk
Social Inclusion & Community Activation Programme	7	5.1	0.033	0.281

Human resources

As noted previously, the number of employees cited by Benefacts seldom draws a distinction between full and part time employees, or between salaried workers and casual staff, or any of these and employment scheme participants. The survey therefore sought to better understand the type and number of human resources.

Respondents were asked to indicate, by band, the number of regular volunteers, work scheme participants, full-time employees, part-time employees and casual staff. It was assumed that not all respondent TSOs would undertake activities compatible with volunteering, for example those working with high risk client groups or requiring professionally qualified staff. Similarly, Community Employment (discussed in Chapter 104 Population) participants and other work placements are placed with “community hosts” – not all TSOs would qualify as these. The question was also asked about casual workers. The researcher’s experience is that this last question is seldom asked of TSOs. Of respondents 62 (45%) reported employing casual staff, with higher numbers being found in the performing arts, counselling and training.

Responses on the human resource questions suggest that size matters: organisations that use large numbers of volunteers had higher Z-scores than those with no volunteers. The few TSOs that make extensive use of casual workers manifested higher Factor Z-scores. Organisations without full time workers manifested lower Z-scores. As elsewhere, the pattern of Z-scores varied and conclusions remain tenuous.

5.9.3 Governance

This section considers a number of aspects of governance that were explored through the survey instrument. The intention of these questions was to identify institutional influences that might account for variation of SEO among the survey respondents and pave the way for greater examination of Institutional Logics in Phase III. The section below notes and discusses legal structures and date of incorporation; size, length of service and composition of boards; founders.

Legal structures

In terms of organisational structure and status, 94.2% of respondents were companies limited by guarantee (92.5% of the sampling frame were CLGs) and 84.1% were registered charities (79% of the sampling frame). TSC analysis generated clusters for legal forms with a spread of Z-scores across CLGs and a small cluster of eight unincorporated bodies scoring, as noted above, -0.97 for Innov/Proact and -0.76 for Social Risk.

The Phase II survey elicited information regarding the presence of trading or related companies: TSC analysis did not associate the presence of these with higher SEO Z-scores.

Date of incorporation

Regarding date of incorporation, one should first note that Irish TSOs are often older than their date of incorporation, with at least some companies limited by guarantee evolving from earlier unincorporated associations or being set up by parent organisations such as religious orders. The earliest date of incorporation among survey respondents was 1956, while two Phase III interviewees reported their parent organisations as dating back a century or two. Some funders require incorporation as a condition of funding, for example the Community Services Programme managed by Pobal. The sampling frame's mean age of incorporation of 1998 is consistent with the introduction of several such state funded programmes (personal knowledge).

Institutional influences on boards

With the objective of understanding institutional influences on governing bodies, various data were gathered to understand the size and composition of boards. From the Benefacts data it was possible in Phase I to record the number of board members in each TSO and to calculate the number that had been on each board for five or more years. TSC analyses of the number of board members and of the term applied to a governing body yielded no valid clusters.

Respondents were also asked to "select all" from a list of board backgrounds including community, business people, councillors and other elected persons, state employees, sector professionals, TS professionals, members of religious orders, service users, worker representatives and professional advisers - bearing in mind that some individuals could reflect more than one background. Those background types that related directly to a domain of Institutional Logics (e.g. Religion, Community, State, Market, Profession) were examined. It was not possible to align a specific background with higher or lower Z-scores. However it was observed that TSOs whose boards comprised members from a narrow range of institutional backgrounds manifested lower Z-scores

and those with institutionally diverse boards, manifested higher Z-scores. This is summarised in the table below.

Table 42 Institutional diversity of boards

Q2.3 Number of different institutional backgrounds across a board	F1 Innov/Proact	F2 Social Risk
1 or none	-0.48395	-0.26068
3 or more	0.23336	0.200597

Founders

One question was asked to identify the founder/s of the respondent organisations. Some 39 respondents selected the “other” response and 25 gave no response which certainly suggests a problem with the question. However, valid responses were aligned with Institutional domains and these were subjected to TSC analysis without useful output. It was noted that only one respondent (one of two respondent county childcare committees) selected “a public body”, e.g. a as a founder despite the researcher’s understanding that many respondents including drug and alcohol task forces, community training centres and some area partnerships would have been founded by or at the instigation of the state.

Several other governance questions were asked regarding the term used for the governing body and the presence of sub-groups to test the boundaries of governance and decision making. No useful output was observed from TSC or other analyses.

A set of governance questions was replicated from Coombes et al (2007). The purpose was to obtain a view of the TSOs’ perceptions of the role of various stakeholders, including the state, in governance decisions, that might inform the next phase of the study. The findings were that the state was perceived to be responsible for setting and achieving organisational objectives by only 4 (3%) of respondents. Similarly, the state’s needs and demands were perceived as influencing the TSOs mission by only 6 (4%) respondents. However, 51 (37%) respondents identified the state as having the greatest influence on potential funding, 55 (40%) respondents identified managers/staff and 19 (14%) respondents identifying the board. This was the most influence attributed to state across the four questions but it remained a minority response.

5.10 Treatment of excluded variables

The purpose of this section is to consider the EO financial variables that were excluded from the analyses above.

In the data from both the 12 Question SEO scale and the 9 question SEO scale, the financial risk variable (question 3.3.3) failed to correlate with other variables and was excluded from the EFA. A further variable was excluded from the 12 Question variant relating to fee charging at market rates (Q311).

5.10.1 Financial risk-taking

Social risk-taking manifested as a separate and distinct factor in all of the exploratory factor analyses conducted during this study. This comprised only two of the risk elements in the SEO scale questions. The third risk scale question Q333 related to financial risk-taking and was couched in terms of willingness to borrow or draw on reserves in order to initiate new activities or services. The mean score for this variable was 2.61 on the 7-point bi-polar scale and it failed to correlate with any other variable on the scale. It was therefore excluded from the exploratory factor analysis. Two interpretations are possible for this result: either that respondents were financially risk-averse or that the question as worded did not capture the nature of financial risk in the Irish third sector. It should also be noted that the Phase I Desk research had recorded TSOs whose financial statements provided evidence of borrowings (mortgage, overdraft or term loan). These respondents' survey data was cross-referenced: they had a Q333 Financial Risk mean score of 2.37 and scored close to zero for both SEO factors. This suggests that TSOs that have experience of borrowing money are not necessarily willing to do so to fund development of new activities.

On clustering Q333 financial risk with the two SEO factor Z-scores, the following results were obtained:

Table 43 Financial risk-taking

Cluster	Frequency	Q333 financial risk Mean value on 1-7 scale	Factor 1 Innov/Proact	Factor 2 Social Risk
1 st	43 (31.6%)	1.37	-0.79	-0.84
2 nd	51 (37.5%)	1.53	0.60	0.42
3 rd	42 (30.9%)	5.26	0.08	0.36

This indicates that the respondents that have a low Z-score for financial risk-taking have fairly equally spread Z-scores for both factors. The respondents who expressed willingness to borrow or draw on reserves to fund service development (3rd cluster) have neutral values for Factor 1 Innovativeness & Proactiveness but do have higher than average values for Factor 2 social risk-taking.

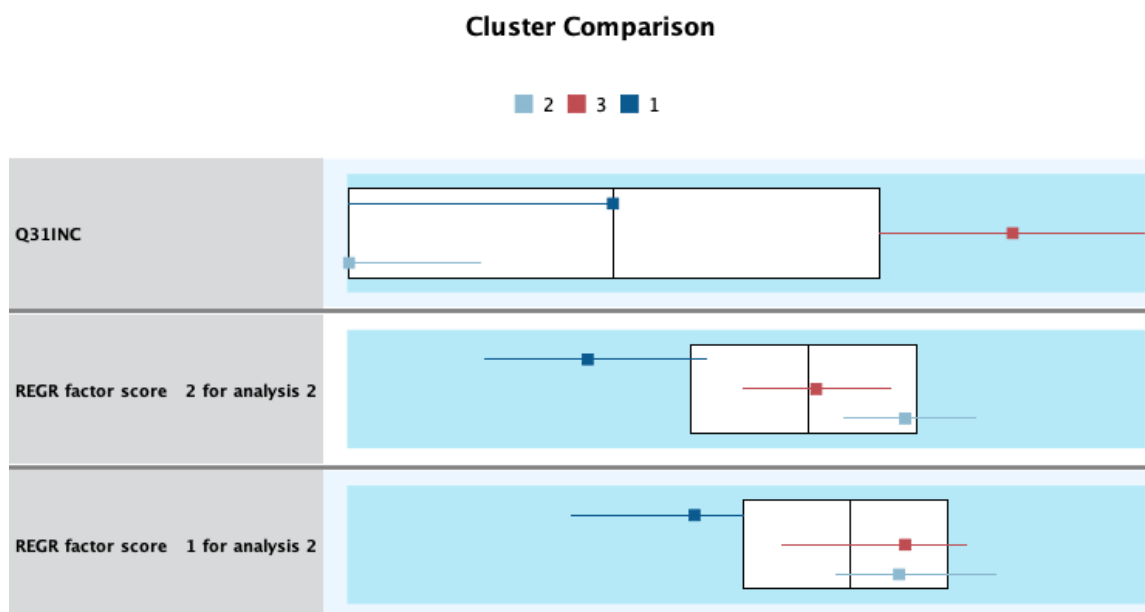
5.10.2 Market rates of fees

The income variable, Q311 (labelled Q3.1 in SPSS) that related to charging fees at market rates, failed to correlate with other variables and was excluded from the factor analysis. This variable was subjected to TSC analysis with the two Factor Z-scores. Three clusters were generated:

Table 44 Charging market rate fees

Cluster number	Frequency	Q31 fees Mean score on 1-7 scale	Factor 1 Innov/Proact Z-score	Factor 2 Social Risk Z-score
1	34 (25.2%)	2.65	-0.99	-1.05
2	55 (40.7%)	1.69	0.4	0.57
3	46 (34.1%)	5.76	0.24	0.11

Figure 8 Boxplot – charging market rate for fees



This suggests that 41% of respondents (cluster 2) manifest higher than average SEO but do not charge market rate fees. Indeed, as a cluster, they present a higher average level of SEO than the respondents who do charge market rate fees.

5.11 Conclusions of Phase II

5.11.1 Findings of the quantitative phase II

In summary, a variant of the Miller/Covin and Slevin scale of entrepreneurial orientation, adapted to focus on social mission, was applied in a survey instrument to a sample of 506 Irish TSOs in receipt of state funding with 138 usable responses received. The resulting data were subjected to exploratory factor analysis (EFA) in order to identify underlying or latent structures in the data. The preferred EFA solution extracted two “SEO” factors, the first comprising the innovativeness and two proactiveness elements, and the second comprising the social risk elements of the risk-taking questions and one proactiveness element.

These two Factors were saved as Z-scores and as membership variables in the dataset and subjected to further analysis, principally with Two Step Cluster analysis. The initial cluster analysis of the two Factors assigned some 60% of respondents to a cluster with higher SEO scores. This found instances where the two Factors do appear to be associated and could be considered to manifest the composite construct of entrepreneurial orientation (Lumpkin & Dess, 1996; Miller, 2011); instances where respondents had positive scores for both factors amounted to over 40% of respondents. Instances where the two factors appeared dissociated were more evident among lower scoring respondent and this, too, is consistent with the EO construct.

Some further observations from the analyses were noted to take forward for further consideration. These comprised the recurring EFA extraction of social risk-taking as a separate factor, the failure of the financial risk and fee-charging variables to correlate with other variables, the weak value of the Q323 proactiveness variable and its loading on the social risk-taking factor, and from the 12 Question scale option the apparently stronger correlation of proactiveness variables with income generation than with innovativeness variables.

A subsequent phase of analysis was undertaken applying the two Factor Z-scores to each categoric variable in turn using cluster analysis (TSC) and inspection of descriptives and frequencies. The major finding here related to the level of state funding of TSOs where it had been possible to estimate state funding as a percentage of annual turnover. Here, a third (33%)

had lower levels of state funding and higher SEO Z-scores; 39% showed both higher levels of state funding and higher Z-scores; 28% showed higher levels of state funding but lower Z-scores. Of TSOs where it had not been possible to estimate the percentage of state funding, a small cohort of eight unincorporated entities were found to have low SEO Z-scores and were also believed to have lower percentages of state funding. Additionally, TSOs with multiple sources of state funding had higher Z-scores, whereas higher levels of earned income did not correspond with higher Z-scores.

Additional findings were that there was evidence that SEO is somewhat higher in some fields of activity and funding programmes. With user/client types, there was also some evidence that TSOs working with a geographic community were more likely to have higher SEO; TSOs working in urban areas had overall lower Factor 1 scores. TSOs whose clients were referrals or members evidenced lower SEO than those who had to attract users and clients with some form of publicity. There was some small indication that TSOs who self-identify as social enterprises have somewhat higher levels of SEO. In terms of human resources, there was some association of high numbers of volunteers, scheme participants and casual workers with higher SEO and vice versa. There was some evidence that institutionally diverse boards might have higher Z-scores, otherwise the size and composition of boards did not appear to make a material difference.

5.11.2 Informing phase III interview selection

Phase III of the study was intended as a means of triangulating and explaining these findings. This would be achieved by a qualitative phase of data collection by interview from a quota based selection of survey respondents. The results of Phases I and II were used to develop criteria for interview case selection. The principal criteria identified were:

From the exploratory factor analysis, respondents with different combinations of the two extracted factors of F1 Innovativeness/ Proactiveness and F2 Social Risk-taking.

From subsequent Two Step Cluster analyses, examples of respondents that scored higher levels for both factors, lower levels for both factors, and higher/lower and lower/higher respectively for the factors.

From the TSC analysis of percentage of state funding, respondents with higher and lower levels of state funding and with higher and lower Factor scores.

From the observations above, the following areas were identified as possible further criteria when selecting interview cases:

Include a range of sectors/fields of activity including arts, local development, childcare.

Consider covering various income levels

Include recipients of major funding streams: HSE, Early Years, CSP, Arts Council and Tusla.

Include a recipient of multiple state funding streams

Include a respondent with a primary social enterprise identity

Give consideration to geographical remit, including urban vs rural - while this did not appear material in the analyses, it is the researcher's experience that the question of geographic location is often asked by practitioners and academics in the field.

5.11.3 Questions and topics to carry forward to qualitative phase

A number of questions arose from Phases I and II of the research to carry forward for exploration at the qualitative/interview phase III of the study in addition to the planned and structured programme of social entrepreneurship themes and institutional logics themes :

How well does the SEO scale measure the extent of social entrepreneurship in this population?

How does proactive behaviour in the third sector vary in relation to innovativeness and to income generation? And does the SEO scale, as worded in this study, measure certain types of proactiveness?

Does social risk-taking present differently in higher and lower SEO scoring TSOs? What can account for the variance in social risk-taking as measured by SEO?

What kind of fee charging policies are in place? How do these vary and why?

How do TSOs fund new services and activities if they are not borrowing or drawing on reserves? Under what circumstances do TSOs borrow money? What is their attitude to borrowing?

What financial vulnerabilities do TSOs in this population experience?

What contribution do non-financial resources make to higher and lower SEO scoring TSOs?

Is there a continuing influence of founders – and what is the relationship of their logic with a different prevailing institutional logic?

Chapter 6 Phase III Qualitative

6.1 Introduction to Phase III

As set out in Chapter 3 Methodology, the objectives of the third and final phase of the study were to validate the quantitative phase findings relating to the first and second research questions (what is the extent of social entrepreneurship in a population of Irish TSOs in receipt of state funding and how does social entrepreneurship manifest itself in this population), to explore that second question in more depth and to address the third question: what may explain the variance of social entrepreneurship in this population?

Therefore this chapter sought to explore the social entrepreneurial orientation of respondents to validate the SEO scale as a measure of social entrepreneurship; to understand better the manifestation of social entrepreneurship characteristics among state-funded TSOs, and to understand the institutional influences as they related to the development of new services and activities. To this end, the chapter sets out:

- The choice of qualitative method

- The selection of interview cases

- The recruitment of interview cases

- The interview protocol (including piloting)

- Ethics and consent

- Treatment of interview data

- Analysis frameworks

- The analysis of transcripts

- The thematic findings of Phase III as they relate to social entrepreneurial orientation, social entrepreneurship and the institutional logics perspective (ILP).

6.2 Choice of qualitative method

A number of considerations were made in arriving at the qualitative method which could achieve the objectives set out above. The following methods were considered

- Interviews

- Focus groups

- Ethnographic methods

- Content analysis of publications and websites

- Observation

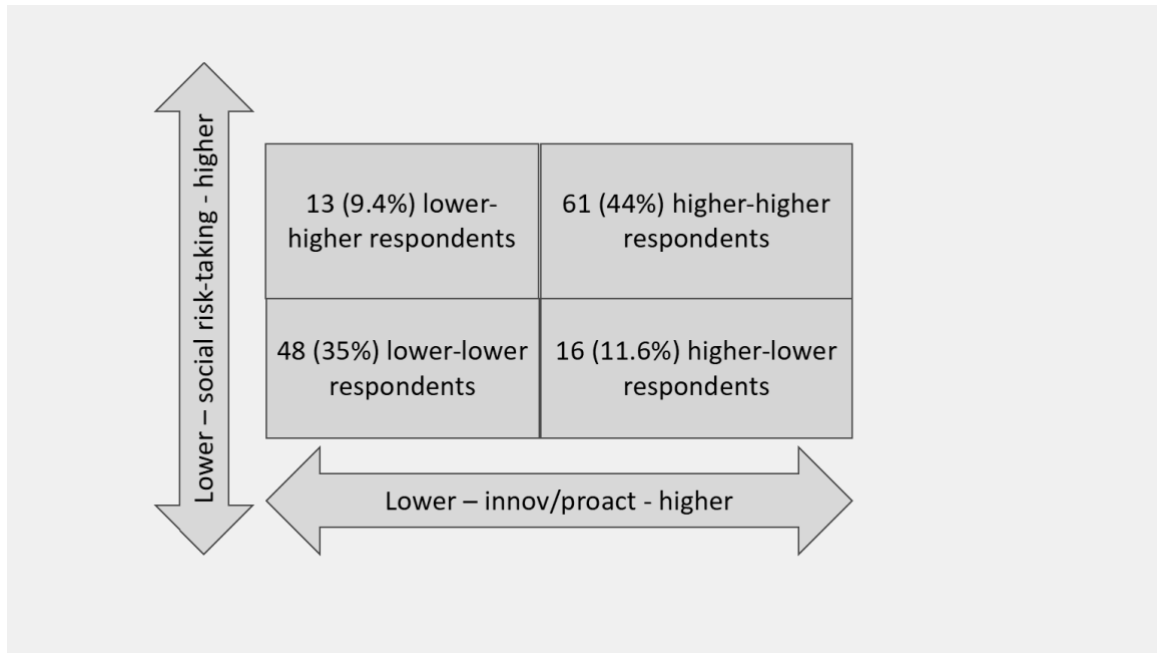
In this context the method required to be discursive in order to give the researcher the opportunity to probe and to enable subjects to speak in confidence. This ruled out collective activities such as focus groups. Given the extent of Phases I and II of this study, Phase III needed to be achieved in a short time. This ruled out ethnographic methods such as observation. Some consideration was given to content analysis. To this end, several TSO websites were sampled to assess the practicability of this approach. It was found that in these sites governance information could be patchy with arts organisations and other ticketing TSOs publishing minimal backroom content. Only one site sampled had published annual reports and strategic plans. Website content was also erratic with some static pages and out of date content. Some small organisations had no website and relied on a Facebook page. All this was more than sufficient to rule out the content analysis option. In light of all these considerations, a decision was made to undertake interviews with a quota-based sample of respondents and a planned roll-out date of June 2020. Covid Lockdown 1 in March 2020 halted the operations of many survey respondents; others moved their activities on line at no notice. Fundraising activities also ceased and anxiety was great across the third sector. This study therefore paused in quarter 2 of 2020 and plans to conduct interviews were put on hold. The possibility of a Plan B was considered and the above options were all revisited. The decision was made to persist with conducting interviews but to delay until Covid circumstances permitted.

6.3 Selection of interview cases

In order to achieve a quota based sample that reflected the pattern of responses to Phase II, the following selection criteria were devised and applied.

As set out in the conclusion of Chapter 5, the first criterion comprised the two extracted factors of F1 Innovativeness/ Proactiveness and F2 Social Risk-taking. Permutations of these two factors generated four sets of respondents: those that scored higher (that is, above the Z-score mean) for both factors; lower for both factors; and higher/lower and lower/higher respectively. These are mapped out on the matrix below with the frequency of each set:

Figure 9 Higher and Lower SEO distribution of responses



The second criterion relates to the Two Step Cluster (TSC) analysis of percentage of state funding and Factor scores, which identified the following clusters:

Cluster 1: high level of state funding, higher SEO Factor Z-scores (total: 43 cases)

Cluster 2: lower level of state funding, higher than average SEO Factor Z-scores (total 37 cases)

Cluster 3: high level of state funding, lower SEO Factor Z-scores (total 31 cases)

There remained a residual grouping of cases where it had not been possible to estimate the percentage of state funding and so could not be clustered. As noted in chapter 5, 14 responses were from CLGs that had abridged accounts or skimpy accounts with insufficient detail to estimate percentage of state funding. These had a mean Z-score close to zero, were well distributed across the three clusters above and were therefore considered to be probably representative of other CLGs. The balance comprised eight unincorporated bodies. These were believed to have lower percentages of state funding **and were treated as a separate cluster 4**. Their mean SEO Factor Z-scores were F1 -0.97 and F2 -0.76.

From these two criteria a selection grid was constructed. The 138 survey respondents were placed in their respective set in the grid and were subjected to the following further selection criteria. These criteria were drawn from categories of data collected during the survey and desk research (phases II and I):

Inclusion of a range of sectors/fields of activity

Inclusion of various income levels

Inclusion of recipients of major funding streams: HSE, Early Years, CSP, Arts Council, Youth Services and Túsla. If possible, to select these with varying SEO scores.

At least one recipient of multiple (7+) state funding streams

Consideration of geographical remit, including urban vs rural - while this did not appear material in the analyses, it is the researcher's experience that the question of geographic location is often asked by practitioners and academics in the field.

Based on these criteria and considerations, the respondents summarised in the figure below and set out in detail in the following Table 44 were selected and agreed to participate (this last point is treated in the next section).

Figure 10 Respondents selected for interview

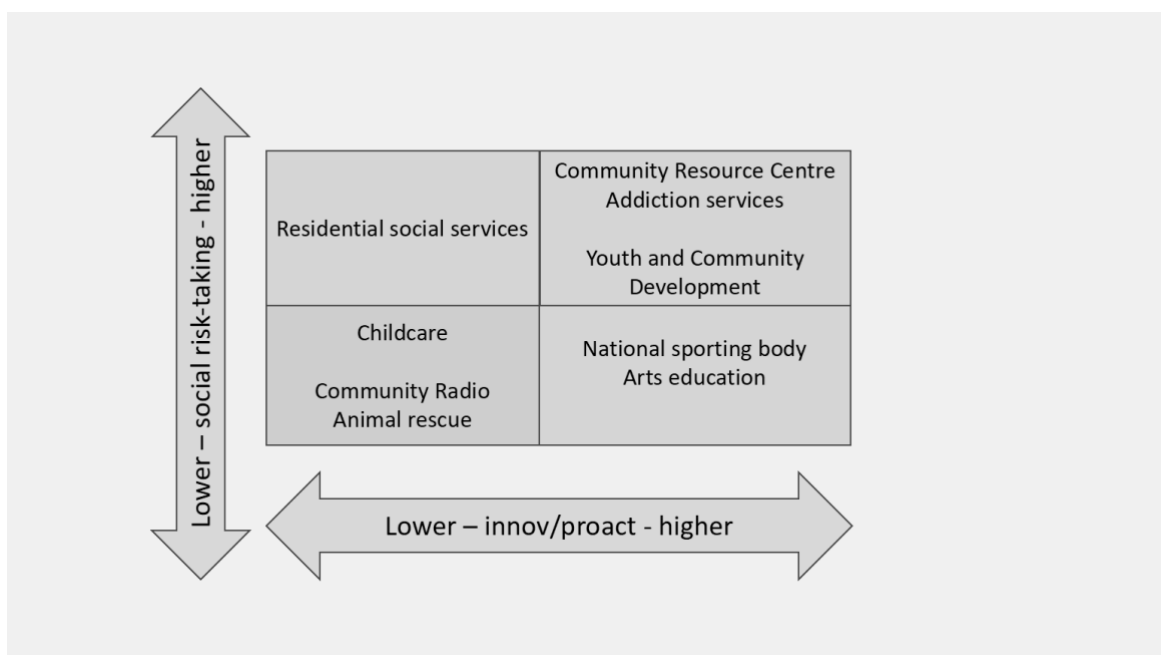


Table 45 Respondents selected for interview

Respondent type	Factor 1 Innov/ Proact	Factor 2 Social Risk	State funding cluster	% and sources of state funding (from audited accounts 2015/2016)	T/O P.A. latest year
Addiction services (provincial town)	Higher 0.38	Higher 0.26	1	98% HSE, Local authorities	€418K (2019)
Youth & Community Development (national)	Higher 0.36	Neutral 0.02	1	85% state funding 8-12 sources including youth services, ETBs, CSP	€1.1M (2020)
Residential social service (regional)	Lower -0.41	Higher 0.65	1	96% TúsIa	€2.3M (2019)
Community & family resource centre (provincial town)	Higher 0.33	Higher 1.04	2	53% HSE, TúsIa, Early years	€837K (2020)
Arts education (national)	Higher 0.8	Lower -0.5	2	10% Arts Council (43% at time of interview: DES, DCHG, Arts Council, Local Authority)	€488K (2019)
A national governing body of a particular sport (all island)	Higher 0.73	Lower -0.81	2	39% Sport Ireland	€2.5M (2019)
Multi-site childcare / early years provider (urban)	Lower -0.86	Neutral -0.03	3	69%, Early years, CSP	€1.1M (2020)
Animal rescue (rural)	Lower -0.23	Lower -0.98	4*	Estimated between 11-20%, DAFM	Band €250- €500K

Respondent type	Factor 1 Innov/ Proact	Factor 2 Social Risk	State funding cluster	% and sources of state funding (from audited accounts 2015/2016)	T/O P.A. latest year
Community radio station (provincial town)	Lower -0.2	Lower -0.14	3	78% BAI, CSP	€182K (2019)
Mean Z-scores of the above	0.09	-0.06			

- *Note: See page 125 re formation of “Cluster 4”.*

Some final observations are also made regarding the selection. The original intention had been to include a performing arts organisation. However, as noted in Chapter 3 Methodology, the interviews were carried in 2020 during Covid restrictions and the multiple Irish lockdowns. A view was taken that it would be futile to try to engage, or even contact, performing arts organisations; an arts education organisation was chosen instead. Second, of the list of activities to include among interviews, there had been a preference to include employment support services. With this in mind, two local development companies were approached which were also examples of multiple sources of state funding. These declined to participate in the interviews and interview B was then selected which provides youth services but also engages in employability and employment related activities.

6.3 Interview protocol

The interview protocol was designed in accordance with the TCD Good Research Practice guide. The following written elements were prepared and are supplied in Appendix I:

- Sample Invitation by email to participate in the interview
- Information “leaflet”
- Consent form
- Interview protocol

The invitation was sent by email and personalised to each recipient. One or two were sent at a time, to allow for revisions of the short list. The invitation contained the following elements: the recipient was invited to participate in an interview regarding development of new services and activities. No mention was made of entrepreneurial orientation or risk-taking in order to reduce the risk of response bias. The email endeavoured to convey that the sender was particularly keen to include that organisation among the small number of interview cases. This suggested genuine interest and commitment on the part of the researcher. Third, assurances were given regarding the anonymisation of data and that the conduct of the interview was governed by the standards of the Trinity Business School Ethics committee. Finally, acknowledgement was made of the difficult circumstances of Covid and the gratitude of the researcher.

A total of 14 invitations were issued to achieve nine interviews. Of the five invitations not pursued, two were organisations where the original survey respondent was no longer in the employment of that organisation. Three invitations were declined without reason, including the two mentioned above. Following a positive response, the information leaflet and consent form were forwarded

to the TSO and a date agreed. Interviewees were offered the choice of Zoom or Teams for their interview and informed that the interview would be recorded. Consent was obtained by email. The choice of Zoom and Teams was governed by the availability of these platforms from TCD's IT services.

Interview design

This was designed as a semi-structured interview - with a set of questions determined by the research question, but with enough latitude to allow the interviewee to talk about their organisations in their own terms. The design of the interview followed the guidance of Rubin and Rubin (2012) (p. 115ff), *Qualitative Interviewing, the art of hearing data*, specifically on the structure of introduction, tour questions, main questions, follow ups and probes. A first version was trialled with one of the pilot TSOs from phase II. Following this pilot, the interview script was re-ordered for conciseness, greater focus on development of new services and activities and to facilitate greater structure in the risk responses. The revised script was trialled with a second TSO from the piloting of phase II. Both versions were submitted to the TCD Business School Ethics committee for approval before distribution. The script is set out in Appendix I and comprises the following:

The first set of questions related to social innovativeness and proactiveness. It commenced with a general tour question about their organisation pre-Covid, continued to ask about new developments and major changes, about decision making processes that arrived at these, about other organisations active in the field and the means of funding new developments. The next set of questions related to risk-taking. Following the first pilot interview, it was decided to provide some structure for the response and respondents were asked to discuss the three most significant areas of risk. Subsequent questions looked at risk management, financial risk and policy on borrowing. A final set of questions looked at institutional influences where these had not already emerged during the interview. These comprised: the founder/s, the organisational identity and ethos, the background of board members, and the relationship with clients/service users and with the state (as a funder and otherwise).

6.4 Data collection and analysis

6.4.1 Data collection

Pilot interviews were conducted in September 2020. Preparatory to each interview the researcher revisited the respective survey response, Benefacts entry, audited accounts and each website. The first four interviews took place in early October 2020. A pause then occurred when Ireland went

into Covid Lockdown 2. During this enforced hiatus, the four interviews were reviewed and some further consideration given to how to approach the risk-taking questions. After a couple of weeks when it seemed that some level of societal equilibrium had been restored, the invitations and interviews resumed in early November 2020 and were concluded that month.

6.4.2 Treatment of recordings and transcripts

The interview recordings were treated in the following way: recordings were uploaded to Otter for transcription; transcripts were downloaded and the Otter recording was deleted. The original recording was retained pending the completion of the study. Each transcription was corrected and anonymised, that is, references to names, places and in some instances to identifiable services were removed. The anonymised transcripts were uploaded to Nvivo. A memorandum was drafted of each interview to capture the impressions left on the researcher.

6.4.3 Coding framework

In setting up the coding framework, an initial set of codes derived from the SEO scale was used and included innovativeness and proactiveness, risk, charging for services, Income = growth (that is, income discussed as an enabler of new service development).

From the literature on the Institutional Logics Perspective the Thornton, Ocasio and Lounsbury (2012) inter-institutional framework was adopted as a thematic structure for analysing institutional influences. This comprises a X axis of institutional domains: Family, Religion, Community, State, Market, Profession and Corporation, and a Y axis comprising institutional elements of sources of legitimacy, authority and identity, bases of norms, attention, and strategy, and economic system. The institutional domains required some level of interpretation to use in the context of Irish TSOs, and this is summarised thus:

Religion: was used to refer to an ethic grounded in a religious belief but not necessarily in reference to a religious order or formal church institution..

Community: was used in reference to geographic communities and to communities of identity and interest.

State: was used to include the state (and its agents) as funders, regulators, law- and policy makers, service commissioners and designers. Sub-codes were introduced to distinguish between different attitudes to the state.

Market: was used in the context of competitive, transactional approaches and relationships, as well as the more obvious trading in goods and services.

Corporate: in this study was generally used in relation to managerial practices by CEO or board members.

Profession: this was treated as relating to a recognised and specific occupation defined by specialist knowledge, formal training and qualifications.

While it was useful to use an existing framework as the basis for a codebook, this was countered by concomitant difficulties. For example, coding against innovativeness could refer to examples of innovation or lack of innovation. In addition some observations of the data fell outside the ILP and SEO related coding. Further and open codes were therefore added during the process of coding. Some of these related to the social entrepreneurship characteristics as described and synthesised in the literature review, for instance “opportunity” and “networks”.

After an initial coding, the frequency of codes was assessed and potential gaps identified. For example, coding from the first pass was strong on economic systems, sources of identity and bases of strategy and new service development but with fewer observations on risk-taking. So a second pass of coding was made with attention paid to identified gaps including sources of authority and legitimacy, and risk-taking. At this later stage the additional open codes were revisited and rationalised to remove duplication and to consolidate emerging themes. The working version of the codebook is set out in Appendix J.

Coding and transcriptions were then examined to identify recurring themes. The ILP inter-institutional framework was used to capture the ILP related coding, with one framework used for each interview. These are included in Appendix K and a summary table is set out below. Themes emerging from the SEO/social entrepreneurship codings were noted and in many instances mapped out using the 2x2 SEO factor matrix.

6.5 Phase III findings

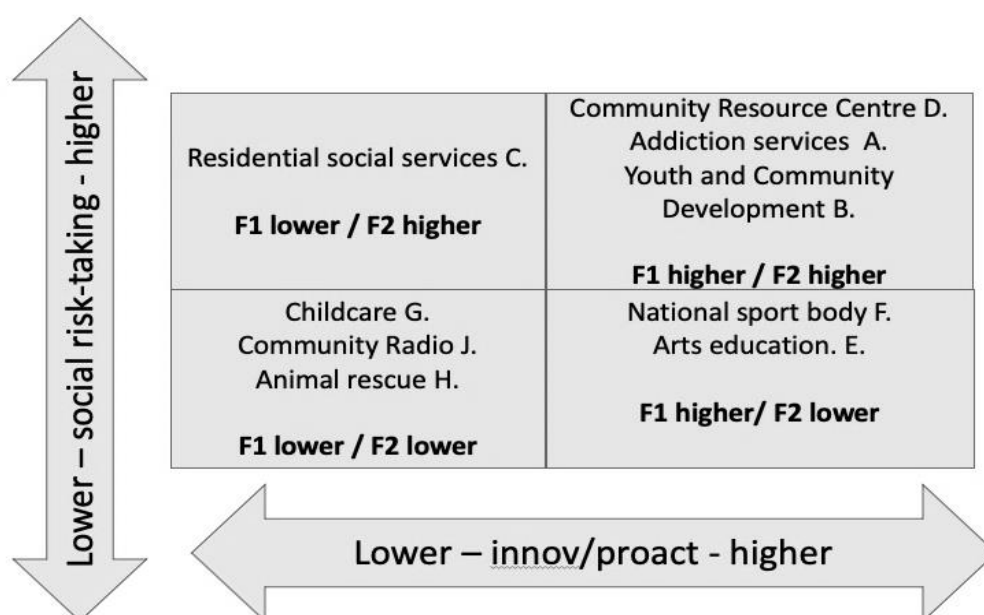
6.5.1 Introduction to findings

As a general observation, all interviewees participated obligingly and most of the interviewees were keen to discuss their work, some volubly so. Some were experienced interviewees and others probably seldom had a chance to discuss their work with a disinterested outside observer. As indicated above, it had not been flagged to interviewees that risks and risk-taking would be discussed, and when the interview moved to the subject of risk, it was noticeable in recordings and transcripts, that responses were generally more hesitant and less coherent.

6.5.2 Organisation of findings

The findings of the qualitative analyses are first discussed in terms of the SEO two-factor matrix. The interviews are then explored further against the social entrepreneurship characteristics described in Chapter 2, Literature Review. After this follows a discussion of income-related variables: financial risk taking and fee charging. The chapter then concludes with analyses and observations viewed through the lens of the Institutional Logics Perspective. To facilitate this discussion the matrix cells have been labelled by axes, thus:

Figure 11 Matrix labels



6.5.3 Social Entrepreneurial Orientation factors

Factor 1 Innovativeness / proactiveness

Of the nine interviews, five had higher Z-scores for Factor 1 Innovativeness/ proactiveness. Of these three described actively pursuing copious new activities and services, whether developing new ideas, delivering existing services and activities in novel ways, adding activities and services to meet demand or filling gaps in service provision in the sector. “We’ve tried to, I suppose, diversify a bit... to add more things...” (A). And, “somewhere the community [can] go for support, training, childcare and for whatever the current emerging needs [are]” (D).

The other two TSOs, the sports (F) and arts (E) organisations, both actively sought to grow their organisation in terms of extending their reach to new players/members/participants, with the potential to innovate in so doing (Abernathy & Clark, 1985). The sporting body was inevitably

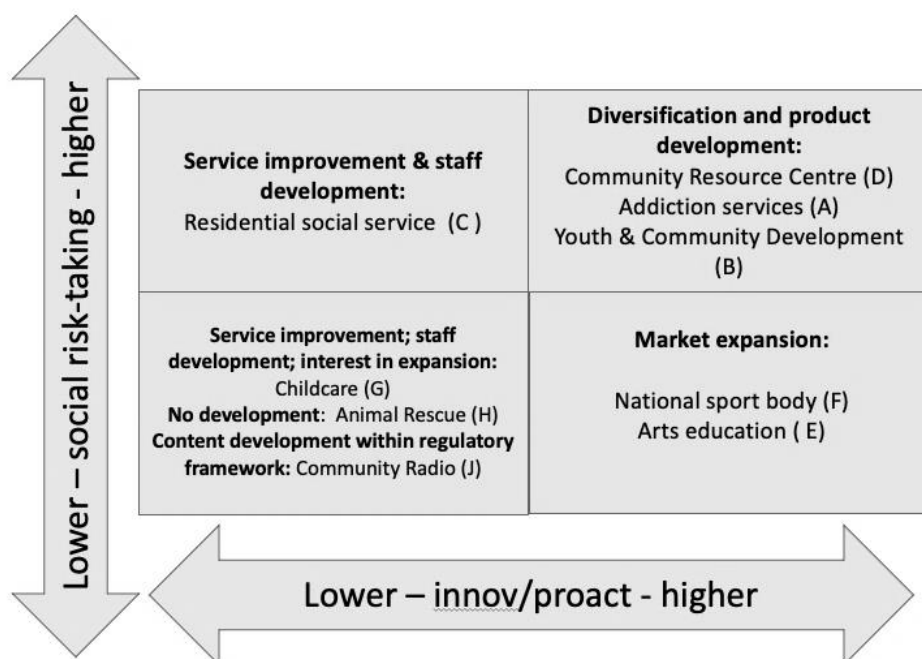
constrained to one sporting activity. The arts body was a relatively young organisation, still in growth mode and there was no indication that they were ready to develop more or further activities from the original model.

Of the four lower scoring interviews on Factor 1 Innovativeness/ proactiveness, the approach was less consistent and more nuanced. Much of the conversation was around constraints to growth or development whether these were professional norms, budgetary and financing, or regulatory. A description of each follows and a summary matrix concludes this section.

The residential social service [C] enthusiastically described developments in terms of therapeutic residential care of young people. An extensive account was given of the clinical model of therapy provided and the focus of development on training staff to Master's level. However in terms of actual change in service delivery, the interviewee concluded "*...in residential care we don't do major shifts that well... it's small shifts*". The fact of having previously set up an after-care service for young people exiting the residential care system was almost immaterial and the potential to develop this was unmentioned. The childcare provider (G) also focused on service improvement and staff development ("*we need to reinvest every year to build better quality, to build on skills and experience, ... to make progress and to be better for our children, provide better services and give our educators opportunity to ... upscale to degree level*"). The view was expressed that where the funder is interested in seeing a new childcare service being set up, that they would tender to deliver this but only where the level of state funding was assured. They had participated in a Pobal led "demonstration project" for new types of activity but with a lack of enthusiasm; this is discussed below under Opportunities. The animal rescue centre (H) discussed having to respond to increasing numbers of abandoned animals and thought that development would be impossible on the existing resources. Indeed, activity appeared entirely ad hoc ("*you cannot plan ahead in this sector*" and "*we've never budgeted in our lives because we cannot*"). Service development was discussed only in terms of improving physical facilities.

The fourth interview, the community radio station (J), described actively seeking new content from community organisations, especially where these are disadvantaged and were enthusiastic about the creativity and originality of some programmes. Overall programme content and the geographic area of broadcasting was specified by the regulator under the terms of their broadcasting licence. Some new developments appeared to be initiated and coordinated by the umbrella organisation, for instance in providing accredited media training or broadcasting public health messages during the pandemic.

Figure 12 Approach to developing activities and services



Nature of proactiveness

In terms of proactiveness, consideration was given to the observation from the previous phase 12 Question SEO analysis that proactiveness variables correlated more strongly with the income generation than with innovativeness. This was specifically the case of the ‘first mover’ question (Q321) rather than the ‘own initiative’ question (Q322). From the interviews it was observed that the cohort with higher F1 Innov/Proact Z-scores certainly appeared to behave proactively. They portrayed themselves as keenly acting on their own initiative in contrast with the lower scoring interviews. There was some evidence of their considering themselves to be in competition with peers for financial resources (B, D, F). However there was no element of competitive posturing in developing new services. Rather than being the first to develop a new activity or service, they considered that in doing so they were different and distinctive from their peers (A, B, D). One (F) specifically stated that they were not in competition with peer organisations.

Factor 2 Social Risk-taking

Risk was a more hesitant conversation with almost all interviewees. There was less fluency on the part of speakers and the transcriptions were peppered with umms and errs and ‘y’knows’. Many risks and risk management practices were mentioned. Financial, operational, strategic and mission-related risks were often intertwined and it was sometimes difficult to isolate ‘social risk-taking’ from the wider risk context. The observations below focus on responses relating to risk-taking in pursuit of the social mission.

Several interviews (B, D and F) acknowledged the risk of mission drift in pursuing new activities and variously articulated their organisational/mission boundaries. *"We need to keep an eye on our core [mission] and stay with our core. So that's the risk that you can kind of lose the run of exactly why you're there."* (F).

In terms of the F1 higher / F2 higher cohort (interviews A, B, D), these presented as TSOs prepared to take risks in pursuit of their social mission. *"You need to think about meeting [client] needs, as opposed to always thinking about the risk for the organisation..."* (A). One of these TSOs, (B) had only just scraped into the F1 higher/ F2 higher cohort with a Z-score for social risk-taking just above the mean of zero despite remarking *"I don't seek risk. I only see opportunities"* and decrying the futility of box-ticking risk registers. However their bravado was quickly tempered by a list of risk mitigation measures. Overall these TSOs expressed a willingness to experiment, to say no to some unsuitable funding opportunities and to behave differently from peer organisations. At the same, however, they talked about measures to manage and contain financial and HR risks, and expressed concern about the precariousness of state funding (discussed under financial risk below). In summary, the F2 Social Risk-taking factor Z-scores appeared to be a reasonable reflection of the readiness of this cohort to undertake social risks.

Of the interviewed TSOs that scored F1 higher / F2 lower, one was the sporting body (F) whose CEO presented during the interview as a distinct risk-taker. The wider organisation, however, operates in a "controlled [risk] environment" with multiple safety standards, child protection and risk assessment structures in place, and with governance standards specified by Sport Ireland, their oversight body. The arts organisation (E) also manifested a level of risk-aversion with a parsimonious business model, strong philanthropic and other funding commitments in place, and an extensive programme of volunteer training. This was a relatively young organisation whose founders, the researcher felt, were still thrilled that they had ever managed to get their organisation off the ground and took every precaution to protect their project.

Of the four TSO interviews with F1 lower Z-scores for innovativeness/ proactiveness, two also had lower Z-scores for F2 social risk-taking (H and J) and this was consistent with their behaviours manifested in the interviews. Two F1 lower interviews scored either F2 higher or neutral on Social Risk-taking: the residential social service (C) and the childcare service (G) respectively. Of all the interviews, C was the most confident conversation about operational risk, with a discussion of systems at all levels to manage the more extreme risk-taking behaviours of the children in their care. Interview G was very confident in their operational risk management to the extent that this

was almost dismissed as counting as a risk at all. However in terms of pursuing service development, the researcher detected little appetite in either interview for risk-taking. There are several possible reasons for these higher/neutral scores: first is the observation by Anderson et al (2015) that the EO model contains a nomological error in equating an attitude (risk-taking) with behaviours (proactiveness and innovativeness). This would support the possibility of a flaw in the overall EO scale construct and could be manifested in an apparent willingness to take risks rather than actually taking risks. A second possibility is that the two TSOs may be indeed prepared to take social risks in their development activities but that this needs to be seen in the context of a limited, quality-focused approach to any and all developmental activity. A third possibility is that of a flaw in the SEO scale as adapted for this study in that it picked up operational as well as strategic risks. These possibilities are not necessarily mutually exclusive but on the evidence of the interviews, a tentative preference is made for the second scenario.

SEO Conclusions

The Z-scores for SEO Factor 1 aligned well with the innovativeness /proactiveness (or lack thereof) manifested in the interviews. TSOs that scored more highly on Factor 1 had described either diversifying their activities - in changing methods of service delivery or adding to existing portfolios of activity - or by extending their user / client numbers in new and expanded markets.

TSOs with higher F1 Z-scores and lower F2 Z-scores seemed to be genuinely more risk averse than the TSOs that had scored more highly on both.

TSOs with higher F1 Z-scores did manifest proactiveness but this was not always evident or expressed as competitive positioning.

Of the four interviewed TSOs that had lower Factor 1 Innovativeness /Proactiveness scores, there was less consistency with F2 Social Risk-taking, with a variety of higher, lower and neutral scores across the interviews. However all four presented as socially risk-averse in the interviews. Several possible reasons are suggested for this including the location of social risk-taking in the context of constrained new service development.

6.5.4 Social entrepreneurship characteristics

The interview data was then reviewed against the six social entrepreneurship characteristics that had been identified from the synthesis in Chapter 2 Literature Review: presence of a social mission, performance measurement and value not found in commercial businesses (here termed “social value”), complexity of environment, context and stakeholders, opportunity recognition and

pursuit, innovation and related concepts, and resource mobilisation. As noted in the literature review, the six-set synthesis should be viewed as attributes that are complementary to – rather than separate from – the three behavioural EO elements. Lumpkin et al (2013) make an explicit connection where these characteristics form the antecedents and outcomes of EO in the social context. In this way, attributes and behaviours together form a coherent manifestation of social entrepreneurship .

The purpose of reviewing the qualitative data against the six social entrepreneurship characteristics was to triangulate the findings described in section 6.5.3 above and to explore more broadly the nature of social entrepreneurship among the interviewed sample. The match with social entrepreneurship characteristics was summarised in Table 45 below. A discussion on each characteristic then follows.

Table 46 Qualitative analysis - match with social entrepreneurship characteristics

	INTV A	INTV B	INTV C	INTV D	INTV E	INTV F	INTV G	INTV H	INTV J
Social mission	<i>Offers therapeutic approaches for a client group; open door to clients</i>	<i>Increase social inclusion and employability of a community of identity, especially young people</i>	<i>Focuses on a particular therapeutic approach for a specific, referred client group</i>	<i>Provides many different services to families and others in a local community</i>	<i>Provides a creative educational activity to children, young people and adults of need.</i>	<i>Promotes and facilitates one sport to as wide an audience as possible</i>	<i>Provides a service to a targeted grouping within local community - actual clients registered.</i>	<i>Specific actions to rescue and rehome a species of animal.</i>	<i>Provides a specific service to many groups in a local community</i>
Social value	<i>Meeting needs and improving experience of clients</i>	<i>Meeting developmental needs of the community</i>	<i>Uniqueness of the therapeutic approach</i>	<i>Regular community based services and new and different services to meet emerging needs</i>	<i>Self-expression and resilience of participants, especially those from disadvantaged background.</i>	<i>Social inclusion and participation by people of different backgrounds, gender and ability</i>	<i>Providing professional service to a client group whose needs are not met by commercial providers</i>	<i>Focus on unpopular animals, including those at risk from animal control authorities. Open door.</i>	<i>A voice to local marginalised groups; community resource that is not provided by commercial sector</i>

	INTV A	INTV B	INTV C	INTV D	INTV E	INTV F	INTV G	INTV H	INTV J
Opportunity recognition and pursuit	<i>Responsive within budgetary constraints</i>	<i>Responsive and proactive</i>	<i>Very limited - often at the suggestion of a third party.</i>	<i>Responsive and proactive</i>	<i>Responsive to outside approaches</i>	<i>Proactive in seeking opportunities.</i>	<i>Some interest in service expansion but reluctant to explore diversification</i>	<i>None evident</i>	<i>Opportunities actively pursued within the constraints of operating licence.</i>
Innovation, adaptation and experimentation	<i>Open and actively pursues; evidenced</i>	<i>Open and actively pursues; evidenced</i>	<i>Limited - follows lead of model organisation</i>	<i>Open and actively pursues; Evidenced</i>	<i>Still in expansion mode of novel activity</i>	<i>Focus is primarily on expansion with some novel approaches with new communities</i>	<i>Focus on quality improvement with reluctance to diversify</i>	<i>None evident</i>	<i>Some novel approaches to programme content and engaging particularly marginalised communities.</i>
Mobilisation of resources	<i>Willingness to explore new resources and income sources; flexible human resource</i>	<i>Treats public sector as a marketplace for their services Some evidence of harnessing</i>	<i>Narrow resource base; Parent organisation contributes resources in</i>	<i>Broad base of state, market, philanthropic and non-financial resources.</i>	<i>Parsimonious business model with reliance on volunteers and philanthropy/sponsorship;</i>	<i>Maximisation and diversification of financial income; Volunteers = central to organisation's</i>	<i>Formulaic state funding model; some fee income</i>	<i>Active fund-raising and some resource bricolage.</i>	<i>Financial, nonfinancial - good example of bricolage. Constrained in trading income.</i>

	INTV A	INTV B	INTV C	INTV D	INTV E	INTV F	INTV G	INTV H	INTV J
	<i>base.</i>	<i>nonfinancial resources</i>	<i>kind.</i>		<i>cap placed on state funding</i>	<i>activities.</i>			
Complex environment (multiple stakeholders)	<i>Multi-disciplinary teams in some more complex services; segmentation of clients and their needs. Close relationship to funder.</i>	<i>Multiple activities; work for external clients; and many service contracts with different parts of state</i>	<i>Small - niche - network and set of funding relationships</i>	<i>Multiple activities for different sections of community; multiple funders. Cooperative relationships with funders</i>	<i>Relationships with 1000 volunteers, venues, funders and state /university partners.</i>	<i>Extensive base of members (clubs, players, supporters, schools). International partners. Cautious relationship with state oversight body</i>	<i>Tight set of relationships within sector; narrow base of funders; possibly homogenous client base.</i>	<i>Presented as narrow set of relationships with supporters, peers; volunteers, adopters, animal control. Little contact with funder.</i>	<i>Extensive relationships within local community; more narrow at sectoral/ funder level. Remote relationships with funders</i>

Presence of a social mission

All the organisations interviewed manifested a societal remit. Points of interest are that even arts (E) and sports organisations (F) had a distinct focus on social inclusion in their work. Similarly, the animal rescue organisation (H) specialised with a no-kill policy in a breed that is difficult to re-home. Across the nine interviews, eight organisations were found to be working with children and young people to a greater or lesser extent, although this had not been a criterion in interview selection. In terms of the reach of the TSOs, this ranged widely. The residential social service (C) operated an intense service for a very few young people who have had to leave foster care (with capacity limited to 11 and currently housing eight) while the radio station (J) and the youth and community development organisation (B) broadcast or publish to an entire community.

A further observation concerns the nature of activity undertaken. Three of four F1 lower TSOs undertook service delivery with no further element of activity. Of the F1 higher organisations, the arts (E) and sport (F) organisations existed to promote and enable their respective activities but staff members did not engage in their direct delivery. Other TSOs engaged in a mix of direct service delivery plus activities that inform, educate or otherwise enable third parties: the radio station (J) trained volunteers and community groups to produce their own programmes; the youth & community organisation (B) published good practice toolkits and designed services for peer organisations; the resource centre (D) hosted other community organisations and training of professionals working in child development. These enabling activities were often those cited in interviews as new and novel developments.

Social value

All the interviews took pains to express their social value in terms of the unique nature of their activity or service offer. Most (seven of nine interviews) reported their beneficiaries in quantitative terms and seven interviews expressed social value in terms of the disadvantage of the community served. The residential social service (C) with only eight children in care also articulated an informal SROI type understanding of their impact, referring to the eventual cost to the public purse of not providing this level of therapeutic service. The arts (E) and sport (F) organisations evidenced their impact in terms of the social inclusion of disadvantaged or marginalised groups, the numbers involved in each activity and in the expansion of the activity outside Ireland. The arts organisation mentioned helping to start peer organisations in other jurisdictions; the sport organisation referenced success in establishing the Irish teams in international sporting competition and participation in European organising of the sport.

Innovation, agility and creativity

While the breadth of innovation is alluded to in section 6.5.3 above, some further observations are warranted on the nature of innovation in the population as evidenced by these interviews. Only one organisation interviewed was set up to undertake a radical innovation - that was the arts organisation (E) that had replicated an arts education model from the US and has since been instrumental in supporting its dissemination to other European countries. The three interviews with the F1 higher/ F2 higher were with service based organisations where innovative developments were either incremental and additional to a base of established activities (B & D), and where the TSO has the flexibility in their funding to deliver some services in different ways (A). Many of the innovations described, while incremental, also involved systemic change in developing new ways of working with client groups and supporting other organisations in their practices. In B, C, D and F interviews, change, innovation and growth were perceived as means to assure the survival and relevance of the respective TSOs.

Opportunity recognition and pursuit

One feature apparent among the F1 higher/ F2 higher interviews A, B and D was their responsiveness to opportunities. *"If there's a new need... I'll try it"* (A) and *"I don't seek risk. I only see opportunities"* (B). Examples were provided of filling sectoral gaps in service provision and of responding to approaches from third parties for example to tender for service delivery (B). This TSO also described an approach by a member of their community interested in improving access to third level education - with the organisational response being to bring this person onto the board to retain their potential to develop a project in the future. Another discussed approaches from existing state funders and other public bodies to pilot or run a new service. *"We set up a LGBT project which actually was really in partnership with the HSE. They were looking for it and we were willing to run it"* (D). And they responded to an opportunity from a group of psychologists with an idea for a novel service but who *"didn't know how to bring it to the community"*.

Outside the F1 higher/ F2 higher cohort, the radio station (J) described pursuit of opportunities and creativity within the constraints of the programme content that is specified by their broadcasting licence, citing an African news programme produced by an individual from a direct provision (asylum seeker) centre, and documentary programmes on menopause, Downs, and local industrial heritage.

The two TSOs with a focus on market expansion, F1 higher/ F2 lower, evinced some responsiveness to opportunity. The arts organisation (E) has set up new centres of activity in response to local demand. Their growth from a city-wide to a national organisation was facilitated

by an approach from the Departments of Education and Culture to evaluate the model and extend the service to other parts of the country. With the sports organisation (F) there was evidence of actively pursuing opportunities in fundraising and to improve their social inclusion, citing an instance of approaching minority communities to help them respond to the Black Lives Matter movement. Both TSOs however pursued planned activities and there was less evidence of the more nimble responses to opportunity described above.

The remaining TSOs with lower F1 Innovativeness/proactiveness scores manifested little recognition of, or interest in, opportunities, even where these existed. The residential social service (C) admitted with some ruefulness that stimulus for change comes from a therapeutic consultant who advises on their clinical development. The childcare (G) interview only became animated at the recollection of the funder trying to engage them in piloting different and additional services *“We’ve had these discussions when they’re looking at their funding model for the early years and changing all of this and looking to us to be ten other things that we’re not”* - regarding this as an imposition rather than an opportunity. The animal rescue organisation (H) expressed responsiveness in terms of turning no animal [of that type] away, no matter its condition, and manifested no apparent interest in extending the service other than assuring medical, basic care and rehoming.

As noted in Chapter 2, the literature review, George et al (2016) note various factors that influence opportunity recognition. In this context “social capital” appears to be predominant, in contrast with some other factors such as “systematic search”. This may explain the poor performance in this context of Proactiveness question Q323 that was predicated on environmental scanning as a characteristic proactive behaviour.

Resource mobilisation

This section considers resource mobilisation in terms of the overall mix of financial and nonfinancial resources accessed by interviewed TSOs, and of the financial agility and resources secured for new activities and services.

The F1 higher/ F2 higher TSOs (A, B and D) all expressed in various terms that they and their budgets were over-stretched in their day to day operation. Nevertheless all cited resource mobilisation actions to support new services and projects: approaches and pitches to public bodies and philanthropic funders; flexing budgets to find development time; tithing fundraised income to build up a contingency fund; working within existing budgets to change models of delivery; pursuing fundraising and grants. In terms of overall revenue mixes, the youth and

community development organisation (B) essentially treats the public sector as a market for its services and has multiple contracts with government departments and their agencies and with local funders including Education and Training Boards. The resource centre's (D) financial profile includes three state funders, fees and traded income, and philanthropic funding; the property is treated as a revenue generating asset; and there is a spread of human resources including volunteers, work placements and full and part-time staff with some specialist skills mentioned among individual staff members. The addiction service (A) has a relatively simple income profile with one principal state funder and some smaller grants; their human resources are more complex with multi-disciplinary teams working on some projects, contractors and freelancers, volunteers and work placements as part of the overall resource mix.

The two F1 higher/ F2 lower TSOs that pursue a growth/scaling strategy had lower percentages of state funding and complex overall resource profiles. However for both TSOs the bricolage pattern of financial agility, budget flexing and pursuit of funds to pilot and initiate new projects was not evident. The arts organisation (E) was set up on a parsimonious business model whereby the company is primarily a facilitator and activities are delivered on the ground by trained volunteers (numbering 1000) operating from arts centres and local authority venues. They have placed a cap on state funding at 50% of turnover to assure their independence. The sporting body (F) described an aggressive income generation strategy following a financial crisis a decade previously. Accordingly, they have a complex budget comprising a core grant from Sport Ireland, other capital and sports grants, a multi-level membership subscription, business sponsorship, and earned income. Human resources included salaried staff, volunteers, casual workers and employment scheme participants.

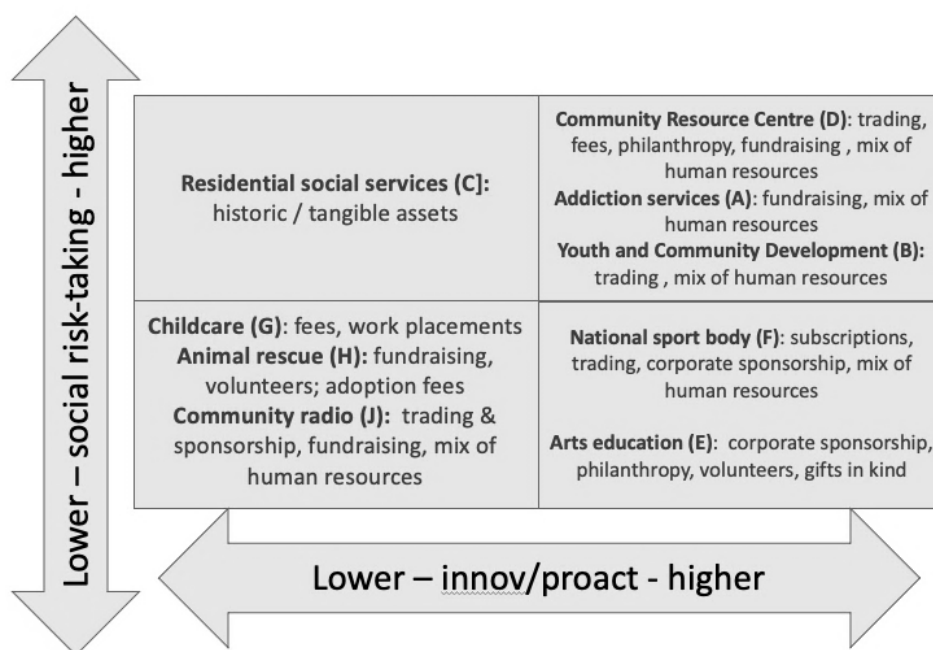
Of the TSOs that scored lower on F1 Innovativeness/Proactiveness, the radio station (J) manifested a complex resource profile comprising two different sources of state funding, public donations and fundraising, commercial training, advertisers and programme sponsors. In addition to cash resources, the station runs on a mix of human resources including paid staff, work placements, volunteers and trainees; this is understood to be a business model that is standard for community radio stations and is supported by the industry umbrella body. For the animal rescue centre (H), the Department of Agriculture grant amounts to perhaps 15-20% of turnover and is consumed by the veterinary bill. The balance of turnover is obtained from public appeals, legacies and regular donors. The balance of resources in the organisation are the personal assets of the manager in terms of premises and their work on a reduced salary. They employ four staff but it was only at the end of the interview that casual mention was made to regular volunteers and student

placements. In both of these organisations the interviews indicated that the manager spends considerable time and energy fundraising - but income in each case barely covers operating costs and both essentially run on a subsistence basis.

The residential social service [C] manifested a simple resource profile with a major public funder and their own properties as asset base. They profess to be “resource-led” and had reduced the service offered to housing eight children (physical capacity 11). The childcare (G) has two sources of state funding and fee income. The staff of both these TSOs comprise a majority of full-timers with the childcare provider’s survey response noting access to some work placements, casual and part-time staff across the five locations.

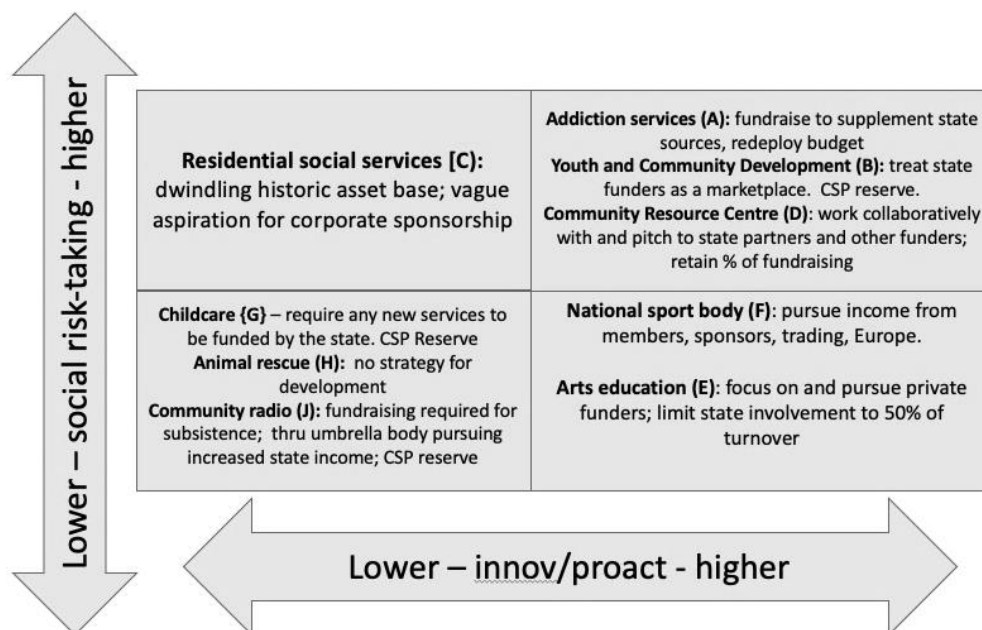
The matrix diagrams below capture approaches to resourcing in addition to state funding and resource mobilisation to develop new activities and markets.

Figure 13 Resources additional to state funding



Note that “mix of human resources” refers to a mixed profile comprising multiple types of full, part-time and casual workers, employment scheme participants and volunteers.

Figure 14 Mobilising resources to develop new services & activities



Note: a “CSP reserve” refers to the requirement of the Community Services Programme for funded organisations to develop a contingency reserve.

Complexity of environment and stakeholders

All of the interviews manifested evidence of operating within peer-based, local and/or professional networks, of developing relationships with funders and of course, with clients and service users. TSOs with F1 higher Z-scores discussed relationships with some or all funders based on personal contacts on what would have once been called “first name terms”. This is not to suggest over familiarity or cosiness - indeed most interviews appeared guarded on the subject of funders - rather that funding relationships were based on small chains of communication and decision-making. Similarly interview (C) described a small, tight contractual relationship. The other Interviews described more remote, top-down funding with little or no opportunity to negotiate terms of funding.

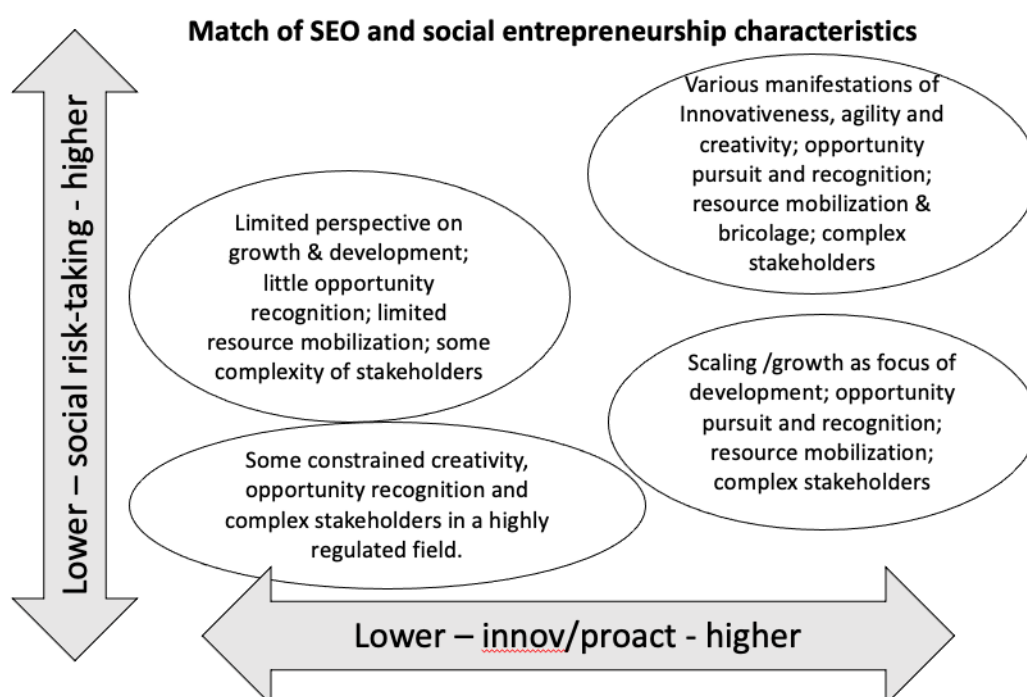
It was evident from the interviews that scaling and diversification (F1 higher) strategies increased the complexity of an organisation’s stakeholder base exponentially. The cited examples of new activities might involve new users or clients, or work with a targeted segment of an existing client base. They might involve new networks: at least two discussed setting up advisory groups with external partners on working with a marginalised community (B and F). Several examples of new activities also required additional skills to be brought into a staff team or contractors/freelancers working with the organisation. One instance was cited of a new service delivered through a multi-

disciplinary team. And new work inevitably required more and different relationships with funders and donors.

Conclusion regarding social entrepreneurship characteristics

The comparison of the interviews against the six social entrepreneurship characteristics modelled well against the findings of the SEO survey. All interviewed TSOs demonstrated a fit with the three social characteristics, especially “presence of a social mission” and “social value”. The third social characteristics of complexity of environment and stakeholder base was also present across all interviews but did increase with higher SEO factor scores. The three entrepreneurial characteristics of innovation, agility and creativity, resource mobilisation and opportunity recognition and pursuit matched well with those interviews that scored more highly on Factor 1 innovativeness and proactiveness. The overall fit is modelled against the two factor axes in the figure below.

Figure 15 SEO & social entrepreneurship characteristics



6.5.5 Regarding other findings of the Phase II SEO survey

The interviews touched on some of the more anomalous findings of the SEO survey and these are considered below:

Financial risk-taking

The financial risk-taking question on the SEO scale had been expressed as willingness or reluctance to borrow funds or to draw on reserves for new activity development. There had been no correlation between this and other responses, with a mean of only 2.6 on the scale of 1-7. When asked to identify financial risks facing their organisations, some interviewees leapt to discussing fears and uncertainties: the precarious nature of state funding, perceived as subject to the whim of public policy (*"we're dependent on one or two government departments and they can quite easily come up with a new direction"* (B)), to changes at senior departmental levels, or to arbitrary changes in terms and conditions of funding. Only one, the childcare service (G) expressed an expectation that the funder might bail them out in the event of a financial crisis. All but one interview respondent (E) expressed reliance on state funding, no matter how small a proportion of turnover. In addition to the risk of complete loss of funding, recurring issues included the need for financial management, controls and governance, and the continuing insufficiency of state funding following cuts implemented during the national financial crisis and/or precariousness of having to continually fundraise to meet basic overheads and payroll (with consequent implications for recruitment and retention of staff).

Of the nine interviews the financial statements of three organisations indicated an arrangement in place to borrow funds. All three had state funding of less than 70% of turnover: the sporting body (F), the childcare service (G) and the community resource centre (D). These three and interview A, addiction services, indicated (albeit with no great enthusiasm) a readiness to borrow funds if necessary and then probably for a physical asset. Interview H indicated a reluctant willingness to borrow for working capital. Only interview D expressed a readiness to borrow funds for service development but this was hypothetical owing to their evidenced track record of approaching public and philanthropic funders. Indeed the TSOs that were most active in pursuing opportunities for innovation did so through various forms of financial bricolage and resource mobilisation. Where TSOs had a financial reserve this was treated as an emergency fund and several noted that it had been a condition of funding (i.e. rather than an internal policy of the organisation).

Fee Income

As noted in the previous chapter, the survey results did not correlate the charging of fees at a market rate with SEO. Within the interview sample the following patterns were observed: two interviewed organisations, both delivering childcare (D and G), earned fee income as a significant income stream. Irish government childcare subvention policy provides a partial subsidy to low income families with the balance of fees paid by parents. In other words, fee income is structured into the programme, regardless of the inclination of the service provider to charge fees at all or at a market rate. One of the interviews (G) rejected a suggestion that their service users could be described as clients and described a more needs-based mutual relationship of supply and demand. Fee income was also present across other interviewees regardless of their SEO score (B, H and J) and absent across other interviews similarly regardless of SEO score (C and E).

6.6 Through the lens of the Institutional Logics Perspective

As noted above (section 6.4.3), the Nvivo codings of the Phase III interviews included the Institutional Logic domains and dimensions. The coded transcripts were reviewed for evidence of manifestations of institutional influences. The patterns of responses were captured in the interinstitutional framework (Appendix K and summarised below). Thornton et al (2012) present this as an ideal types framework but, as noted in Chapter 3 Methodology, it proved difficult to apply their model to this study. This was especially true of the “root metaphor” elements which, it was eventually decided, not to include. However the overall framework was useful as a template for capturing different institutional influences in an organisation and for providing a basis of comparison across interviews.

As a working tool, the framework proved to have limitations. For instance, it was difficult to represent the weight and/or recurrence of different institutional influences. Second, some Y axis dimensions seemed to overlap: “basis of norms” was often close to “source of legitimacy” and “basis of strategy” close to “economic system”. Some repetition therefore occurred in filling out the framework template – and sometimes suggested greater weight of an observation than warranted. Some ILP dimensions matched social entrepreneurship characteristics already discussed above: economic system with mobilisation of resources; basis of strategy with SEO; basis of norms with social value, while few observations were made under the element heading of “informal control mechanisms”. In summary, the interinstitutional framework was a useful starting point for analysing institutional logics but findings required further consideration as set out below.

Within these constraints, an ILP framework was produced for each interview drawing on the Nvivo data. The nine frameworks are provided in Appendix K. The nine individual frameworks were compared following the analysis of interview data against SEO and social entrepreneurship characteristics. And from this comparison, a summary table 46 was elaborated, setting out the main institutional influences in each interview; this is set out below together with a summary matrix figure of dominant institutional logics.

Table 47 Summary ILP analysis

	Overall	Community	Profession	State	Market	Corporation, Religion or Family
A	Primary community logic; professional logic as the basis of some norms	Community ethos in serving clients and developing services	Clinical and therapeutic standards in operations	Reliant on the state as the basis of economic system..		
B	Primary community logic; market logic in transactional relationships including with the state.	Strong community ethos in serving a specific community, in sources of authority, legitimacy, identity.	Professional background of founder and original educational purpose of organisation directs and bounds the mission	Reliant on the state as the basis of economic system..	Treats state as a marketplace for their services	
C	Primary professional logic. Moral /religious ethos of founder still apparent in the identity and resource base.	“Community” cast in the profession context of a “therapeutic community:	Overwhelmingly profession logic in almost all IL dimensions	State as basis of economic system		Religious ethos of founder sustained in identity and governance
D	Primary community logic with little influence apparent from interaction with	Strong community ethos in founder, mission, authority, legitimacy and	Work with multiple professions.	Explicit assertions of independence from state Partnership approach	Element of market activity in basis of economy and strategy	

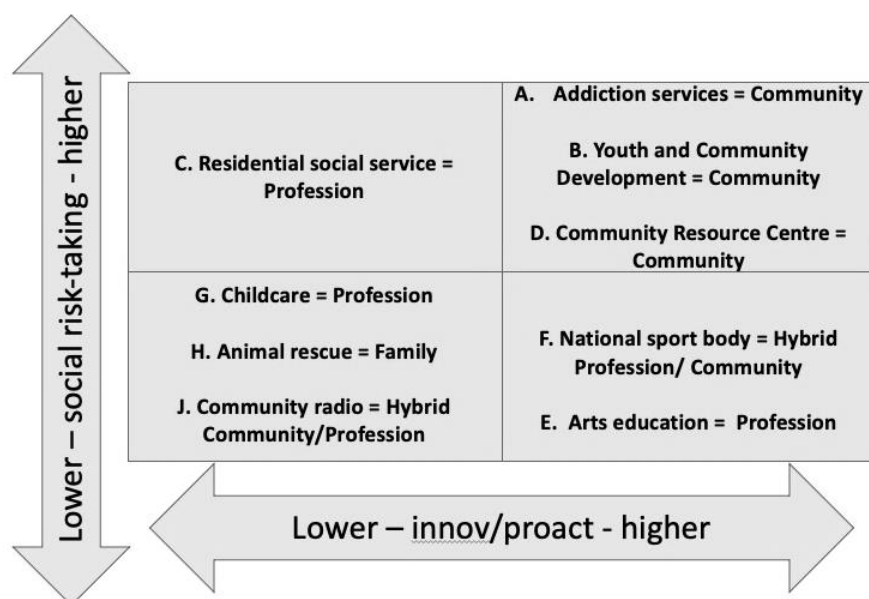
	Overall	Community	Profession	State	Market	Corporation, Religion or Family
	actors in other domains	identity.		to working with funders		
E	A hybrid profession logic of education and the creative art form with few other logics at play.	Strong commitment to benefitting disadvantaged children but only through the medium of the activity of the profession logics	Authority, legitimacy and identity derived from the professional backgrounds of founders and mission of organisation.	Explicit assertions of independence from state Partnership approach to working with funders		
F	A hybrid logic where the profession (the sport) creates a community of players and supporters	The community of players and supporters give the organisation legitimacy and form 50% of the basis of attention in growing membership numbers	Professional standards and performance form the bases of norms and identity	The state exerts authority in accrediting national governing bodies of individual sports		
G	Dominant profession logic with a strong interest in serving a community through the medium of the	Strong commitment to benefitting disadvantaged families but only through the medium	Professional standards (expressed as “quality”) are focus of legitimacy, identity and basis of	State has leadership role in shaping professional standards and service delivery.	No market logic evident even though clients pay for service: any market relationship denied.	Some evidence of corporate logic in management processes.

	Overall	Community	Profession	State	Market	Corporation, Religion or Family
	profession. Multi-faceted relationship with the state; tensions.	of the activity of the profession logic	norms.	Reliant on, and expectations of, the state as forming the economic system.		
H	Dominant family logic					Family logic dominant in almost all IL dimensions
J	Compatible community and professional logics with tension between community and state logic	Commitment to serving the community – through the broadcast medium	The broadcast medium discussed in operational terms; main institutional logic manifested in influence of umbrella organisation	State has multiple roles, primarily as regulator and specifier of content, income mix, broadcast area, inter alia. Reliant on state as the basis of economy.	No market logic evident even though advertising and sponsorship are small but essential income streams.	

Dominant logics

One of the main points of difference among eight interviews was the dominance either of the Community or of the Professional institutional logic.

Figure 16 Dominant Institutional Logics



The matrix illustrates the dominance of the Community logic in one cell - F1 higher/ F2 higher cell, a wandering “Profession” logic, and an absence of the State and Market as dominant logics. Of the five TSOS with a strong Profession logic, two manifested a hybrid logic: the sporting body (F) presented as an organisation that has built a community around the sport (the profession) in question. The radio station (J) presented with a strong community logic, bound by the limitations of broadcasting regulation and under the leadership of the professional association /umbrella organisation. The Family logic was manifest in one interview and that is discussed below.

An initial attempt was made to compare the TSOs with dominant Community and Profession logics. This foundered because of the variation within the Profession cases. The first attempt at a comparison table is set out below to illustrate. Consistency can be observed in the Community Logic but considerable variation in the Profession Logic.

Table 48 Comparison of Profession and Community Logics

	Dominant Profession Logic	Dominant Community Logic
Source of authority	Variously, status within the Profession; the state; the mission.	Mission to serve the community
Source of legitimacy	Variously, quality standards derived from the Profession; Need of beneficiaries as expressed by the social mission.	The needs of beneficiaries as expressed by the social mission.
Source of identity	Profession / activity related to profession.	Community roots or profession
Basis of norms	Professional standards;	Professional standards to some degree.
Basis of attention	Professional standards applied to service offered and qualifications of staff. Development role focused on quality/service improvement or ... expanding / increasing numbers engaged in service/activity	How to meet the needs of the community Development function focused on new services
Basis of strategy	Either focus intensification or improvement (expressed as "quality") of service/ activities OR Growth represented in terms of increasing the numbers of clients/users benefitting from the TSO's activities or adding more of the same services..	Diversification - adding new activities and services to benefit the community
Economic system	State funding and mix of other income streams OR State funding as principal source of income Varying use of nonfinancial resources .	State funding supported by other financial and/or nonfinancial resources

The Community logic was dominant among the F1 higher / F2 higher cohort - with significant levels of consistency across most of the ILP dimensions. It will be noted that these three TSOs work within a specific community - but these could be communities of place (D), identity (B) or interest (A). There was also evidence of a Community logic in the F1 lower F2 lower interviews, where innovation (in the radio station, J) was contained, as already noted, within an environment bound by State and Profession logics.

Among TSOs with a dominant Profession logic, there was a difference between those that are well resourced and aim to scale up the existing set of activities, those that operate in constrained financial circumstances on a subsistence level; and those that focus on service improvement of existing activities.

Of the five interviews with higher SEO scores, it would be too easy to assume that a major difference was the geographical scope of activity. Of the three Community organisations: two were based in rural towns (A, D), while the third, the Youth and Community Development organisation (B) is a national body operating in various locations. Of the arts (E) and sports (F) organisations which scored F1 higher / F2 lower both now operate nationally (the sporting body on an all-island basis) but the arts organisation had started up on an area basis and expanded their geographic scope.

Influence of the state

Relationships with the state ranged from “warm partnership” to “tension”. Across the SEO scores there were examples of TSOs actively approaching (and being approached by) the state to discuss allocation of resources and to request or pitch for new funding. They present a relationship with the State of mutual benefit and in some instances partnership. At the same time in all instances there were expressions of wariness about the State and, as discussed under Financial Risk-taking above, there was little evidence of complacency or trust.

By contrast, two TSOs (G) and (J) described an environment where the state has a leadership role in their respective occupational sector, shaping and directing the professional activity. In both organisations tensions with the state were expressed. However in one instance the State was understood to be constraining growth, in the other the State was proposing (and possibly imposing) unwelcome diversification that ran counter to the prevailing professional logic. Therefore, while the State sometimes plays a part in suppressing innovativeness and proactiveness in the Third Sector, this seems to be restricted to a specific industry, while the

influence of the Profession appears to be more instrumental. This is supported by the contrast apparent between the two interviewed organisations which both access early years funding and deliver childcare services: the community resource centre (D) (F1 higher) and the childcare provider (G) (F1 lower). The latter with a prevailing Profession Logic focuses exclusively on childcare, stresses the early years formative agenda and refers to staff as “educators”. The former with a dominant Community Logic delivers childcare as one of a suite of services, cheerfully acknowledges the inflexibility of the funding model and looks elsewhere for development opportunities, and referred to staff as “childcare workers”.

The residential social service (C) was the one TSO that most explicitly described itself as an agency of the state and expressed a wish to develop a closer relationship with the state. However, there was an element of insulation from the authority of the State by positioning themselves as having expert and highly specialised clinical knowledge, by aligning themselves with a role model organisation overseas, by bringing their historical tangible (property) assets to the table and by the enduring ethos of the mid-19th century founder.

The three F1 higher / F2 higher TSOs all, as noted, have a dominant Community logic. One can note that where organisations draw their source of authority from their communities, it is difficult for the State (or indeed a single Profession) to assume a leadership or dominant position. Similarly the sporting body (F) marries a Profession Logic (i.e. with a focus on performance, competition and skills) with a Community Logic (i.e. with a focus on the ownership of the sport by membership) – endowing the organisation with an authority and legitimacy which the state, as the controller of national governing body status, cannot supplant.

Regarding the other institutional domains

The Market logic as applied to activities in pursuance of the social mission was evident in two cases – both in the higher-higher cohort but both manifesting the Market as a minor or limited Logic. In interview (B) the organisation tenders for contracts and essentially treats the state as a customer for its services *“It has been quoted to me from the [government body] Youth Affairs unit, affectionately so, ‘there’s the salesman coming in’”*. Interview (D) had been selected for interview as self-identifying as a social enterprise. However in conversation they identified primarily in terms of their client group and when pressed on their social enterprise identity, explained it as a funding strategy. The childcare organisation (G) rejected any suggestion of a market-based transactional relationship with client families.

There was some evidence of corporate practices, for instance strategic planning (G) and business perspectives (A), but the Corporation was not a significant influence among the cases. The vestiges of a religious ethos were evident in the antecedents of (C).

The Family logic was dominant in one organisation (H) which essentially operates as a family business. The animal centre was founded by family members, is now managed by and located on premises owned by a family member, and is subvented by this person who works on a reduced wage. A parentalistic attitude was expressed regarding staff members: risk was discussed almost only in the context of their employability. Other family members were gratuitously mentioned at multiple points in the interview. The role of the state and the community was dismissed or downplayed, with volunteers from the area being treated as a postscript in the account of resources. Trustees were discussed as providing an element of stewardship and oversight in terms of compliance with registered charity status, but seemed to be without a strategic role. A cursory check was carried out of other small animal rescue websites and an initial conclusion was reached that a Family logic was not universal in this field. This presented as an outlier among the interviews but served to illustrate that a variety of logics may be at play in the third sector and that the Community vs Profession dominance is not an exclusive phenomenon.

A final consideration was made regarding the influence of key individuals in these TSOs. This principally concerned the interviewed manager/CEO, their personal institutional preferences and their role as a social entrepreneur. Some managers did present as entrepreneurial (and one self-described as such) but all – with the possible exception of the animal rescue centre - also presented as operating as part of a wider collective. Many interviewees volunteered their professional backgrounds in conversation, however it was not possible to reach a conclusion about the extent of any personal influence. On the other hand, the enduring institutional influence of founders in shaping organisational ethos and direction was apparent in several organisations including in two older TSOs where the founder was long since deceased.

Chapter 7 Study findings and conclusions

7.1 Introduction

This chapter brings together and discusses the findings of each phase of research undertaken in this mixed methods study to address the research questions. As set out in Chapters 1, 2 and 3, the research questions are:

1. What is the extent of social entrepreneurship in a population of Irish third sector Organisations (TSOs) in receipt of state funding?
2. How does social entrepreneurship manifest itself in this population?
3. What may explain the variance of social entrepreneurship in this population?

7.2 Summary of methodology

To answer these questions, this research undertakes a mixed methods study of a randomly sampled population to the body of empirical studies on social entrepreneurship, a field where such studies continue to be rare. The study provides both breadth and depth in sampling a mainstream segment of the third sector across the state of Ireland, and in comprising quantitative and qualitative elements to find the incidence of social entrepreneurship, its manifestation and variation in this context and possible reasons for this variance.

This is believed to be the first time since the Donoghue et al study (2006) *“The Hidden Landscape: First Forays into Mapping Nonprofit Organisations in Ireland”* that an academic study has sampled widely and systematically across the Irish third sector. Searches online and communication across the Social Economy Research Network of Ireland (SERNI) suggest that Irish academic research in this field tends to be on a smaller scale or limited to one industry or field of activity. The specific phases of the study are set out below:

7.2.1 Identification of a population of Irish TSOs funded by the state

The websites of government departments and their intermediary agencies were systematically trawled to find funding streams and programmes that provide grants, service contracts, wage and childcare subsidies to TSOs, and to locate their published lists of the TSOs in question. This exercise identified 30 programmes across 13 government departments and agencies. Over 3600 funding awards and contracts were identified. Twenty percent of each funding stream was sampled with the final sample amounting 506 cases once repeated, ineligible, untraceable and uncontactable organisations were removed.

7.2.2 Phase I desk research

The purpose of Phase I was to use online sources to obtain contact information and published data. Phase I of the study comprised desk research using the Benefacts Database of Irish Nonprofits and TSOs' audited accounts. Individual websites were visited to obtain contact information. From this, the study database was constructed and descriptive statistics obtained to profile the sample.

7.2.3 Phase II Quantitative Survey

The purpose of Phase II was to apply a measure of social entrepreneurship across the sample and to obtain categoric data that could not be obtained from publicly available sources. It was concluded from the literature review that the multidimensional construct of entrepreneurial orientation (EO) could be refined to form "social entrepreneurial orientation" (SEO) as a measure of social entrepreneurship. That to do so, the EO construct would consider entrepreneurialism in pursuit of an organisation's social mission and that the Miller/Covin & Slevin EO scale could be adapted to create a SEO scale for use in a survey. An online survey was designed, trialled, and distributed to the sample of 506 TSOs. A total of 138 usable responses were received, being a response rate of 27%. A comparison of descriptive statistics of the 138 responses and the sample of 506 TSOs showed consistent organisational profiles.

The data from the SEO scale survey were analysed using multivariate factor analysis, the preferred form of which was Exploratory Factor Analysis (EFA). This was applied to a nine item ("classic EO") version of the scale and a 12 item variant. A solution was preferred that extracted two SEO factors from the 9 Question data. Z-Scores were obtained for each respondent for each factor. The Factor Z-scores and the categoric data collected in Phases I and II were then subjected to descriptive and cluster analysis, using the SPSS Two Step Cluster (TSC) function, to identify underlying structures and patterns in the data.

7.2.4 Phase III Qualitative - Interviews

The purpose of Phase III was to triangulate findings of Phase II, to explore the manifestation of social entrepreneurship in more depth, and to consider these findings through the lens of Institutional Logics Perspective. A quota based sample of nine interviews was selected to reflect the distribution of SEO Factor Z-scores, membership of some cluster findings and organisational demographics including percentage of state funding, funding streams, activity types, organisation size and locations. Interview transcripts were analysed using a coding framework constructed from the SEO elements and the domains and dimensions of the Institutional Logics Perspective

and by examination of the manifestation of the social entrepreneurship characteristics identified in the literature review.

7.3 Findings

7.3.1 Phase I findings - Irish TSOs in receipt of state funding

From Phase I of desk research, a profile was obtained of the sample of 506 TSOs. Of these 92.5% were companies limited by guarantee and 79% registered charities. The mean date of incorporation was 1999. Two thirds of the sample operated on a local, city-wide or county basis, with 22% operating at a national level. Given the breadth of identified funding streams, the activities ranged widely and included childcare, community and local development, youth services, social services, health promotion, arts, sport, international development and animal rescue. In terms of a financial profile, a few organisations in sport, international development and disability services accounted for very high levels of turnover (each over €50M p.a.) and skewed the mean turnover figure; therefore median figures were also used, which for the sample was €549,000 p.a. State funding as a percentage of turnover had a mean value of 66.5% and a median of 71%. Of the sample where it had been possible to impute the percentage of state funding, 22% were estimated to receive funding from four or more different sources of state funding.

7.3.2 Findings relating to the research question: what is the extent of social entrepreneurship in this population?

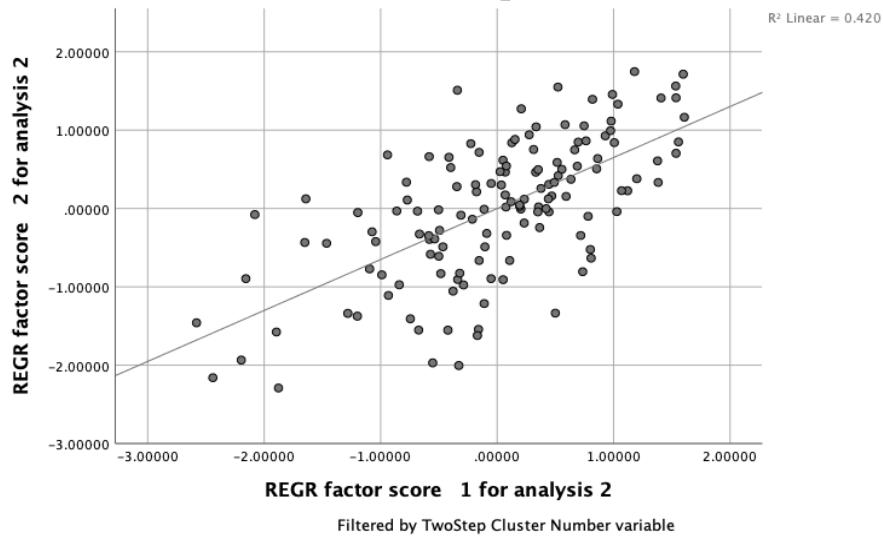
Entrepreneurial orientation (EO) captures three related organisational behaviours: innovativeness, proactiveness and risk-taking. The literature is divided as to whether the three elements can be considered independently or as an intrinsically composite construct. This study prefers to consider these as an integrated construct and focuses on these three behaviours as they relate to the pursuit of the social mission. This refinement of EO has been defined in this study as social entrepreneurial orientation or SEO and is intended to provide a measure of social entrepreneurship.

The two SEO factors extracted from the dataset were labelled Factor 1 Innovativeness / Proactiveness and Factor 2 Social Risk-taking. Plotting the two factors on a simple scatterplot (figure 15 below) suggested a linear relationship between the two factors. The tighter fit at the higher end of the scatter plot was consistent with the EO construct that aligns all three constituent elements.

Figure 17 SEO Factor scatter plot

GGraph

Simple Scatter with Fit Line of REGR factor score 2 for analysis 2 by REGR factor score 1 for analysis 2



Two step cluster analysis (Table 48 below) indicated that some 60% of TSO survey respondents manifested some level of social entrepreneurship as measured by this social entrepreneurial orientation scale.

Table 49 TSC two SEO factor clusters

	Frequency	Percent	F1 Innov/Proact	F2 Social Risk
Lower SEO Cluster 1	54 cases	39%	-0.794	-0.821
Higher SEO Cluster 2	84 cases	61%	0.511	0.528

In order to refine this general finding and identify respondents where the two Factor scores diverged, the TSC analysis was repeated to generate four clusters with a view to obtaining a 2x2 high/low matrix. However this generated four clusters of very high, higher, lower and very low scoring responses across both factors, which continued to suggest some level of correspondence between the two factors, especially in the higher scoring TSOs. A manual sorting was undertaken of respondents into groupings with Z-scores higher and lower than zero. In this way some 44% of respondents were found to have positive Z-scores and 35% negative Z-scores for both factors.

While there appeared to be a substantial percentage of respondents with positive SEO Z-scores, there was not a clear correspondence of SEO scores and social entrepreneurship characteristics with an identifiable organisational demographic. In other words higher scoring respondents were located across the country, in different sizes and types of TSOs. Some activity types appeared to show higher SEO scores, including some arts, local development and health promotion organisations; lower scoring SEO scores activity types included childcare related organisations and youth services. However disparity between scores of individual organisations was evident and margins of mean positive and negative scores often slim.

It was not possible to locate SEO within a specific income profile. SEO scores indicated that very small organisations (turnover less than €100K p.a.) and large TSOs (t/o in excess of €5M p.a.) were respectively lower and higher than the mean but no variance was detected for TSOs (80% of the sample) with turnovers within those bands. Cluster analysis found a large cohort (39% of TSOs) with both high levels of state funding and higher SEO scores and a further grouping (33% of TSOs) with lower levels of state funding and above average SEO scores. However in the latter case the source of the balance of income did not appear material: TSOs with earned income from fees and trading, did not manifest higher SEO scores than other TSOs. Subsequent interviews supported this finding. TSOs with multiple sources of state funding evinced higher SEO scores.

7.3.3 Findings relating to the research question: what is the nature of social entrepreneurship in this population?

To answer this question, the study draws on further findings from Phase II and the findings of qualitative Phase III. The first observations on the nature of social entrepreneurship in the population relate to the three elements of entrepreneurial orientation: innovativeness, proactiveness and risk-taking:

Innovativeness and proactiveness were observed as a clear set of conjoined behaviours among interviewees generating incremental but systemic innovation related to strategies that sought to diversify or scale an existing set of activities.

Proactiveness elements of the SEO scale were observed to correlate more closely with income generation than with innovativeness. From interviews it was observed that income generation was sometimes associated with competition for funds, whereas the development of new activities and services was not described in competitive or first mover terms. Rather, in pursuing innovation proactiveness was distinguished by difference from the pack. It was concluded that the

competitive wording of proactiveness in typical EO scales, from which the SEO scale questions were derived, might account for the observed scale findings.

Social risk-taking, here expressed as the willingness to disrupt stakeholder relations and existing operations in the pursuit of new services and activities, manifested as a distinct element in the analyses of the SEO scale data. It often corresponded with the Innovativeness and Proactiveness elements among TSOs with higher SEO factor scores which was taken as evidence of social entrepreneurial orientation in the population. Social risk-taking was distinguished, for example, by a willingness to experiment, to risk upsetting funders by declining funding opportunities where deemed unsuitable, and to behave differently from peer organisations.

Financial risk-taking, as expressed in the SEO scale by borrowing or investing of surplus for new activity development, did not present as a characteristic of this population. The mean response score to this question was 2.6 on the 7-point scale, compared with the mean scores for the social risk-taking scale questions of 4 and 4.6 respectively. It was initially unclear whether that was due to risk-aversion or whether financial risk presents differently in this population. In this latter regard all but one interviews expressed a reliance on state funding: even relatively small percentages of state funding were considered indispensable and irreplaceable. Additionally, state funding was seldom seen as reliable, variously expressed as subject to the whim of public policy, politicians and civil servants. It was usually described as insufficient to provide the service in question. Overall among the population there was a perception of living with financial risk. While several TSOs expressed readiness to borrow funds to develop a tangible asset, only one expressed a willingness to borrow to develop new services.

The nature of social entrepreneurship in the population was also explored through the set of six social entrepreneurship characteristics, described in chapter 2. All TSOs interviewed manifested the presence of a social mission, expressed a commitment to serving disadvantaged and marginalised client groups, and were able to articulate the social value of their activity or service. The discussion below therefore focuses on the other social entrepreneurship characteristics from the six-set synthesis that varied across the interview sample. These were: innovation, agility and creativity; resourcefulness and resource mobilisation; opportunity recognition and pursuit; and complexity of environment and stakeholders.

Innovation, creativity and agility

In higher scoring cohort of TSOs, innovation and agility were evident in creating new activities and services that were incremental to and diversified an existing portfolio of services; this was not about radical innovation. New services were often systemic in nature - seeking new ways to address the social mission - rather than be simply additional to an existing portfolio. Of the survey respondents, a minority was found to have higher Z-scores for Factor 1 but lower Z-scores for Factor 2. In terms of their pursuit of the social mission, these interviewed TSOs pursued growth strategies to extend their reach to new users or clients. In so doing, there was evidence of novelty in engaging disadvantaged and marginalised sections of society but within the same base of activities. Within the lower scoring interviews “development” was discussed in terms of quality, staff development and service improvement rather than in terms of developing new or novel services and activities. There was no aspiration to develop additional or complementary activities - with the exception of a TSO that operates in a creative but heavily regulated industry.

Resourcefulness and resource mobilisation

Higher SEO scoring TSOs described resourcefulness and resource mobilisation of various kinds ranging from a bricolage approach to managing existing financial and human resources, to pursuit of earned income, fundraising and philanthropy. These TSOs were also likely to approach and pitch to funders in the public sector. Their revenue profile was often distinguished by the presence of multiple sources of funding. These forms of resource mobilisation were observable in TSOs with lower and higher percentages of state-funding. Earned income, for example fee income and trading in goods and services, was evident across the interviews but appeared not to be associated with higher or lower SEO factor scores.

A personal relationship was often in place with key individuals in principal funding bodies. Some of the funding sources available to these TSOs would not be available to commercial entrepreneurs. Where a financial reserve was mentioned, it was treated as a contingency fund rather than a development fund.

Of TSOs that scored higher on Factor 1 but lower on Factor 2, deployment of complex patterns of resources was noted including philanthropic and commercial financial resources, paid staff, casual labour, volunteers and work placements. However this was a planned business model with little evidence of the financial or social bricolage evident in the higher-higher SEO cohort. Lower scoring TSOs relied on fewer income streams, with some but limited human and financial resource mobilisation.

Opportunity recognition and pursuit

All the interviewed TSOs with higher Factor 1 scores presented an openness to opportunities to do new and different things or to reach new client groups. Opportunities were discussed both in terms of external opportunities, sometimes on the proposal of a state funder, and those that arose from internal discussion and reflection. Of the George et al (2016) cited factors of opportunity recognition, these TSOs relied on social capital and to a lesser degree environmental conditions and personality traits rather than systematic search. Among the lower scoring TSOs there was little evidence of pursuit of opportunities and even some evidence of resistance to these.

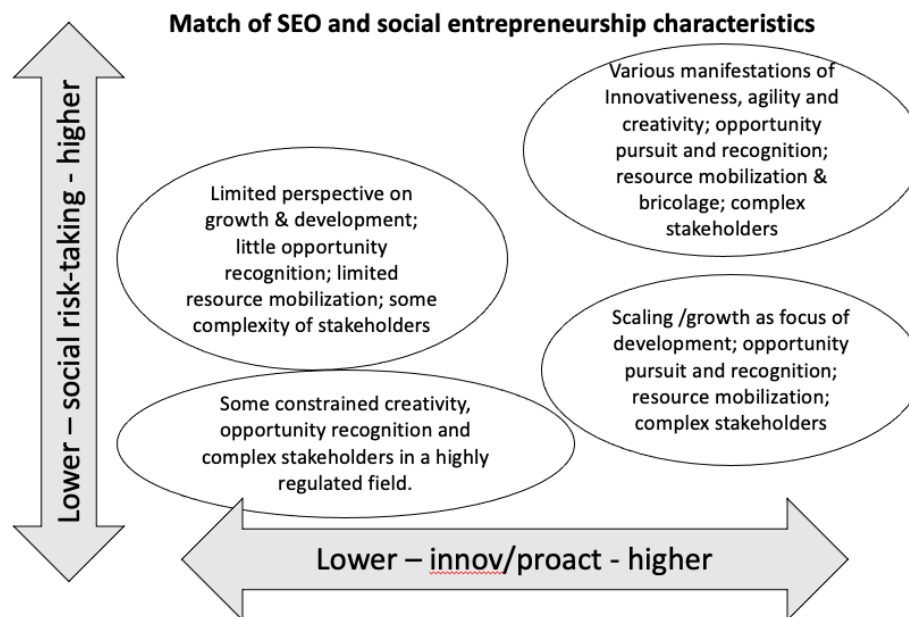
Complexity of environment and stakeholders

As higher scoring TSOs' activities became more diverse, there was evidence of increasing variety in the types of users, funders and donors, and varying skillsets of staff needed to deliver different activities - all rendering their operating environments more complex and stakeholders more numerous. The nature of funding environments also varied, with some funders making decisions at local levels and with closer relationships with contracted TSOs, while others operated remotely with minimal communication. The former created an environment where it was easier to approach funders with proposals to vary or introduce new services.

Match between SEO and social entrepreneurship characteristics

Overall the six set synthesis of social entrepreneurship characteristics demonstrated a good match with SEO factor scores, as illustrated below. SEO factor scores were found to be an indicator of social entrepreneurship in the population.

Figure 18 Match of SEO and social entrepreneurship characteristics



7.3.4 Findings related to the research question: what can account for the variances in social entrepreneurship across the population?

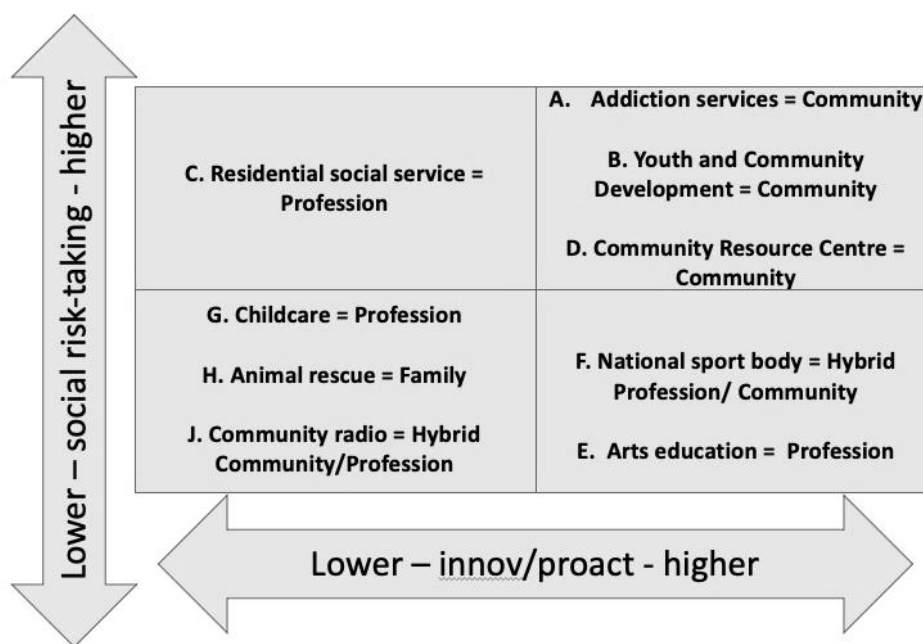
It was observed above that social entrepreneurship is present across the population. And that where social entrepreneurship is present, some characteristics manifest in ways that are distinctive to the sector, specifically resource mobilisation, opportunity recognition and innovation. The meta-theory of the Institutional Logics Perspective was used as a theoretical framework to explore, and potentially to account for, the variances of SEO scores and the social entrepreneurship characteristics described above. While many observations were made, the main conclusions were as follows:

The study identified two significant institutional domains that have respectively enabled and constrained social entrepreneurship in this population: the Community and the Profession Logics. Higher levels of social entrepreneurial orientation were found to correspond with a dominant Community logic. In these TSOs a Community logic focused the organisational strategy on the needs of the community in question and facilitated an open attitude towards different means of serving that community with TSOs demonstrating a willingness to diversify and experiment, to exploit opportunities and engage in financial bricolage. The Community logic both facilitated diversification in response to community needs and at the same time provided a source of

authority which other logics would not be able to supplant or dominate. So, while the State was evident in a leadership role in several occupational and professional disciplines, it appeared impossible for the State to assume authority in the Community context.

The Profession Logic was shown to be dominant in many Irish TSOs that did not manifest social entrepreneurship or where the phenomenon is limited. These ranged from TSOs that were well resourced and sought to grow the reach of their activities (one for example had expanded from a local to a national organisation), to those that were moderately resourced and pursued development in terms of quality improvement of existing services, and those that operate on a subsistence basis in constrained financial circumstances. In all of these TSOs the idea of new development was construed solely in terms of the existing profession or occupational activity.

Figure 19 Dominant Institutional Logics



While this study found a prevalence of the Community and Profession logics, it also identified the possibility of TSOs with other dominant logics (here a Family logic but other logics such as Religion cannot be discounted in the wider population) in a minority of TSOs - perhaps those at a different stage in their development or where a founder continues to exert the main institutional influence.

In the analysis the State logic often featured as the basis of the economic systems of Irish TSOs in receipt of state funding but in relatively few instances did it seem to carry weight in other institutional dimensions. This compartmentalisation of the State logic could explain the apparent

compatibility of this with other logics, a phenomenon suggested by Besharov & Smith (2014). Tensions between logics were observed but primarily when the State Logic encroached on the prevailing logic's source of authority. The State as a source of authority or legitimacy was primarily evident in TSOs where the state has a leadership and regulatory role in a profession or occupational discipline. There was evidence of some tension in these TSOs' attitudes towards the state and of TSOs taking steps to counterbalance the authority of the state by, for instance, emphasising the extent of their community membership or their professional expertise. As noted above, the State's inability to take a leadership role within a community appears to provide a degree of insulation to the Community-led TSOs. The conclusion was that the State as a funder does not constrain social entrepreneurship unless the State also exerts authority in a regulatory role in a specific field of activity. While the funding mix of many TSOs in the population included market related activities, that is in selling goods or services, the Market logic was generally absent. Where present it was observed as a minor logic, as an element of an economic system subordinate to the dominant Community Logic.

7.4 Discussion of study findings

7.4.1 Understanding of social entrepreneurship in this population

Using social entrepreneurial orientation as a metric, the study has empirically demonstrated that social entrepreneurship is evidenced as a widespread (but far from universal) phenomenon in a random and systematically identified sample of Irish third sector organisations that receive funding from the state. Standing back from the detail of the study, one can observe a typological consistency with the community-needs driven social entrepreneurship described by Thompson et al (2000) and other early authors in the field.

The study has explored how social entrepreneurship presents in this population and identifies context-specific manifestations of some social entrepreneurship characteristics. This presents new knowledge about a significant part of the Irish third sector, about social entrepreneurship, and about possible enablers and constraints of socially entrepreneurial behaviours. It is recalled that social entrepreneurship is little discussed in Ireland in academic or public policy studies.

While previous EO studies have been undertaken in the nonprofit context, some of which have worked with the Miller/Covin & Slevin EO scale, this study includes a subsequent, novel validation of the EO scale findings. Quantitative studies using factor and cluster analysis usually validate data

by subsequent quantitative methods, such as Anova. In this study SEO data was validated through subsequent qualitative analysis using a complementary set of social entrepreneurship characteristics.

The study takes an inclusive approach to understanding and articulating the nature and character of social entrepreneurship, and refuting protestations of dissent, confusion or ambiguity found in some other studies. The study, to apply the phrase used by Morris et al (2020), seeks out the “common ground” by acknowledging and embracing the multidimensional nature of social entrepreneurship and by focusing on points of agreement and commonalities in the literature. This approach was central to the methodology of the study but also supports the theoretical validity of the “big tent” view of social entrepreneurship (variously expressed by Young and Lecy, 2014 inter alia) in a way that applies coherence and structure.

A further feature of the study lies in its treatment of social entrepreneurship as an observable phenomenon that is separate from the associated terms social enterprise and social entrepreneur. There is a clarity of distinction in this study that treats social entrepreneurship as not invariably coterminous or interchangeable with these other terms. This theoretical distinction demands better recognition and application in the research field in order to assist the comparability of studies and clarify their respective contributions.

7.4.2 Understanding of social risk-taking in the third sector

The study supports and refines the knowledge generated by recent studies (Alarifi et al., 2019; Lurtz & Kreutzer, 2017) that risk-taking generally and financial risk in particular present differently in the social entrepreneurship context. The study builds on the risk-taking elements of the Morris et al (2011) reconceptualised model of social entrepreneurial orientation, specifically social risk-taking, that is risk-taking in pursuit of an organisational social mission and relating to disruption of stakeholder relations and existing mission-related activities. And finds that such social risk-taking is present in the population as a distinct element of social entrepreneurial orientation. The study also tentatively finds that some financial risk-taking is observable in the population although this presents differently from financial risk as applied by Alarifi et al (2019). Both these findings signal under-developed area of research in the third sector.

7.4.3 Characteristics of social entrepreneurship in the Irish state-funded third sector

The study illustrates how socially entrepreneurial behaviours adapt to a third sector environment where the state continues to be a major funder. This includes that “innovation” in this context is

mainly represented by incremental, if systemic, innovation, being one form of innovation described by Abernathy and Clark (1985) and consistent with the form of cooperative social innovation, achieved by multiple agencies working in partnership described by Caroli et al (2018), This latter point is consistent with the finding that, while TSOs generally operate in an environment of multiple stakeholders, the environment grows more complex with the increasing levels of activity enacted by social entrepreneurship. The study finds that opportunity recognition and pursuit are often dependent on a TSO's relationship with state funders; and that resourcefulness and resource mobilisation need to be understood in terms of both financial and non-financial resources, financial agility and bricolage, and flexibility in deploying and accessing state funding. This last point has already been noted as a finding by Dwivedi & Weerawardena (2018), *inter alia* but it is noteworthy here as being an empirically demonstrated counter to the assumption of "economic value creation" as an intrinsic characteristic of social entrepreneurship by some authors including Bacq et al (2016). Further, while the findings generally associate multiple sources of funding with social entrepreneurship, this is not invariable and earned income and levels of state funding are not necessarily associated with either higher or lower levels of social entrepreneurship.

7.4.4 Development of the "social entrepreneurial orientation" concept

For some time academic studies have explored entrepreneurial orientation in nonprofits. In more recent years research has been undertaken that focuses more specifically on EO in the context of social purpose (Alarifi et al., 2019; Dwivedi & Weerawardena, 2018) and social venture creation (Lurtz & Kreutzer, 2017) and on developing the dimensions and characteristics of EO in the context of social entrepreneurship. In so doing these authors have adopted a position of adding new facets and elements to the traditional three EO elements. This study takes a different approach to refine entrepreneurial orientation as "social entrepreneurial orientation" scale. The methodological implications of this are discussed in section 3.5.4. This study finds greater theoretical utility in retaining the three element construct of innovativeness, proactiveness and risk-taking and in understanding how these manifest in the context of social entrepreneurship. In this way, the study concludes that it is more relevant to understand innovativeness and proactiveness in the pursuit of a social mission, than to identify social mission as a separate EO element. This makes an important finding relating to the nature of proactiveness in a non-commercial context. The study likewise concludes that social and financial risk-taking should be treated as present but different in social entrepreneurial orientation rather than treated as separate or absent dimensions. This approach, as well as making a significant contribution to the EO concept, does so by sustaining its construct validity and enables comparison across EO studies

even where these occur in different sectors and industries. To use the metaphor employed by George and Marino (2011), SEO enables the “stretching” of the EO construct without it “travelling” outside its conceptual bounds.

7.4.5 Identification of influences enabling and constraining social entrepreneurship

The study identifies Institutional Logics that have enabled and constrained social entrepreneurship in this population. It has, for example, found that the Community and Profession Logics are prevailing influences in this part of the Irish third sector, that the State’s influence on social entrepreneurship is usually limited or contained in an economic dimension unless the State has a regulatory role in an industry or occupation, and that the Market Logic is not a principal determinant. These last two points regarding the minor roles of State and Market logics appear to fly in the face of much of the literature on hybridism in social entrepreneurship – Battilana and Lee (2014) for example and, indeed, received wisdom.

7.4.7 Use of institutional logics perspective

The use of the institutional logics perspective as a theoretical lens to examine findings has enabled the study to look beyond the demographic boundaries of fields of activity/industry, user groups, geography, that would, in the world of practice, be considered to define these TSOs. Indeed these same boundaries are often applied in academic studies that look at social enterprise in just such specific sectors such as housing or microfinance, or work integration social enterprises (Battilana et al., 2015; Santos et al., 2015; Teasdale, 2012a). ILP, however, has enabled the researcher to understand the value-based motivations and unwritten norms that enable and constrain organisational behaviours.

The Institutional Logics Perspective provides multiple (nine) cross-cutting views or dimensions across the seven institutional orders. The study has found that containment of different logics in different dimensions of an Institutional order can account for their compatible coexistence, as proposed by Besharov and Smith (2014). That is, that this compartmentalisation avoids hybridism and enables one principal Logic to prevail. There is a further observation drawn from the study findings which tentatively suggests that where multiple logics are compartmentalised in specific dimensions, some of these dimensions may have greater salience than others. That is, that institutions which provide sources of authority and legitimacy, for example, may be more influential than those which form the bases of economy or strategy.

These observation needs to be weighed against the finding of the Community and Profession Logics as major institutional influences in the state-funded Irish third sector, and the possibility that these consistently prevail over other logics in scenarios including that of social entrepreneurialism. The strength of the Community Logic may be attributable to the influences of historic, community cooperation and civil society activism in Ireland. The emergence of the Profession Logic may be attributable – at least in part - to the formalisation of the third sector in the 1990s, as noted by Donoghue et al (1999). However, on the evidence of this study, both the origins of the Profession Logic and its role in constraining social entrepreneurialism are less distinct and could deserve further exploration. The strength of the Community Logic and its association with socially entrepreneurial behaviours recalls Kerlin's (2012) that attributes national characteristics of social enterprises to macro-level institutional influences including that of civil society. This suggests that Community-led social entrepreneurialism is not a uniquely Irish phenomenon but perhaps deserves greater attention, especially in the broader third sector context.

7.4.8 Relevance to practice

This study has found a wider range of relationships between TSOs and the state than had been assumed by the researcher, who had previously worked for a major state funder. Instances were cited of government departments and agencies of the state actively approaching individual TSOs with project proposals and, in turn, of TSOs proactively making approaches and pitches to the state. This was not the only manifestation of opportunity recognition and pursuit on the part of the surveyed Irish TSOs but an important one in the context of proactiveness and also in being an option not available to commercial organisations. This cooperative relationship is not reported even in major sectoral studies such as McNerney and Finn (2015) or Day et al (2018) and it is surmised that TSOs treat it as a tacit source of competitive advantage and keep productive relationships quietly under wraps.

The study offers new insights into the scaling and diversification strategies of Irish TSOs. The findings of the study may benefit third sector advice agencies working with TSOs in understanding the constraints and opportunities available to their clients, and in exploring avenues for growth and revenue generation.

The researcher is unable to find other academic studies in Ireland that have focused on TSOs that receive funding from the state. In this context, government departments and their public agencies might find the entire study of benefit. The study may also serve to inform Irish national policy that persists in giving attention to social enterprise but with little acknowledgement of social entrepreneurship. Looking more specifically at the findings these might inform government in designing and piloting new programmes, and could inform assessment criteria of funding applications such as value for money, impact and viability of proposals.

Chapter 8 Contributions, limitations and areas for future research

8.1 Introduction

In endeavouring to answer the following research questions, this study makes a number of contributions to the research field.

1. What is the extent of social entrepreneurship in a population of Irish third sector Organisations (TSOs) in receipt of state funding?
2. How does social entrepreneurship manifest itself in this population?
3. What may explain the variance of social entrepreneurship in this population?

These contributions are set out below and include theoretical, methodological and empirical contributions. These are followed by a discussion of the limitations of the study, areas for future or further research, and some concluding remarks.

8.2 Contributions of the study

8.2.1 Social entrepreneurship in the Irish third sector

A novel empirical contribution is made to research on the Irish third sector. This is believed to be the first time since Donoghue et al (2006) that an academic study has sampled widely and systematically across the Irish third sector. This appears to be the first study that considers the influence of the state's funding on Irish TSOs. And finally, Irish academic studies and public policy have overwhelmingly preferred "social enterprise" as a subject of discourse in this field: this study is novel in addressing the nature of "social entrepreneurship" in the Irish third sector.

8.2.2 Understanding of social entrepreneurship

The study extends knowledge of social entrepreneurship as a context-variable phenomenon as characterised by Mair (2010) and Austin et al (2006). This study now deepens our understanding of the variability of individual social entrepreneurship characteristics – here in the context of the Irish state funded third sector. It locates Irish TSO social entrepreneurship in the collective context of community and grass roots activity, reflecting the early literature of the UK tradition as identified by Leadbeater (1997) and by Thompson et al (2000) and later noted by Conway Dato-on and Kalakay (2016). In this respect the study extends our knowledge of social entrepreneurship typologies, including those proposed by Hoogendoorn et al (2010) and Bacq and Janssen (2011) and contradicts assumptions in some of the typological literature that limit social entrepreneurship to "blended value" creation (Bacq, Janssen and Kickul, 2016, for example)

8.2.3 Resource mobilisation in social entrepreneurship

The study, in exploring six identified social entrepreneurship characteristics makes a theoretical contribution to the understanding of resource mobilisation in this context. It reflects Desa and Basu (2013) and of Di Domenico et al (2010) in associating bricolage of financial, tangible and human resources with entrepreneurial behaviours. And it supports the Helm and Andersson (2010) broader perspective on resource mobilisation, rather than the financial perspective asserted by Crossan et al (2011). In the study such bricolage does include pursuit of various financial sources of income. However, this is not specific to one form of income and the study makes an original contribution in dissociating levels of both earned income and state funding from levels of social entrepreneurial orientation.

8.2.4 Social Entrepreneurial Orientation (SEO)

The study makes a theoretical contribution in its application of the EO concept in the social context to form social entrepreneurial orientation (SEO). This expands Morris et al's(2011) interpretation of social risk-taking but not substantiating their view of integrated economic and social innovation. The study makes a further contribution in sustaining the nomological validity proposed by George and Marino (2011) by focusing on entrepreneurial orientation in pursuit of the social mission and by developing this understanding through the three EO elements, rather than (as in Dwivedi and Weerawardeena, 2018, Lurtz and Kreutzer, 2017, and Alarifi et al, 2019) by adding extra elements to account for differences from EO in the commercial context.

8.2.5 Proactiveness and opportunity recognition in SEO

The study makes a further theoretical contribution by developing the understanding of opportunity recognition and pursuit as a characteristic of social entrepreneurship and its ensuing impact on the nature and operationalisation of proactiveness as an element of SEO. The study reflects Corner and Ho (2010) in understanding opportunity pursuit in this context as “organic” and based on collective action, rather than being competitive and systematic. This expands the George et al (2016) factors that influence entrepreneurial opportunity recognition specifically relating to social capital.

8.2.6 Institutional Logics Perspective

The study makes a theoretical contribution to institutional logics through its application of the institutional logics perspective (ILP). An assumption of hybridity in organisations (as opposed by Harris, 2010) that are heavily funded by the state is not supported. Rather, as suggested by Besharov & Smith (2014), we have evidence of compatible logics, where the State Logic and

another prevailing Logic co-exist owing to compartmentalisation in different institutional dimensions. Further, the study expands knowledge of the ILP metatheory of Thornton et al (2012) in understanding the role of transversal institutional dimensions of the interinstitutional framework and in suggesting that some dimensions, those relating to sources of authority and legitimacy, can carry greater influence than other dimensions, for example those that form the bases of strategy or economic systems.

8.2.7 Methodology – mixed methods

The study makes an original contribution in applying a mixed methods methodology that applies both quantitative and qualitative data collection and analyses to entrepreneurial orientation, thereby achieving triangulation of findings and exploration of the nature and causation of social entrepreneurship. No comparable study was identified during the literature review. A large majority of other social context EO studies are limited to quantitative methods, including Helm and Andersson (2010), Dwivedi and Weerawardena (2018), Alarifi et al (2019), with a very few qualitative, for example Lurtz and Kreutzer (2017). While Miller (2011) advocates the application of qualitative research to EO, there appear to be few examples and the possibility of mixed methods is not discussed.

8.2.8 Methodology – adaptation and validation of the EO scale.

A further original methodological contribution is made in expanding the application and validation of the EO scale in the social context. This includes, as discussed above, casting “social entrepreneurial orientation” within the three element framework of the EO scale, focussing on the pursuit of the social mission (rather than, for example, income generation or other operational aspects) and subsequently using a synthesis of six social entrepreneurship characteristics to validate the (S)EO scores. This element of the study provides a robust validation of the SEO scale metrics that is missing from other studies.

8.3 Limitations of the study

8.3.1 Scope of the research question

It was noted in the introduction and subsequently in this study that the research question concerns itself with the presence, nature and causation of social entrepreneurship specifically within a population of Irish TSOs that are funded by the state. It was felt that this was an important population in the Irish context where much public service is contracted to the third sector, with the potential to generate significant results. A concomitant of this “limitation” is that some

observers of the research have queried why the research does not compare social entrepreneurship between Irish TSOs that are and are not funded by the state. The primary reason is that such an approach would cause a drift in the research topic. Further reasons include that this risks re-hashing previous research that has sought to compare the instance of social entrepreneurship in traditional nonprofits and social enterprises, and that in any case the need to demonstrate “evidence of absence” is likely to have confounded such an approach.

8.3.2 Population limitations

While a systematic approach was taken to identifying a population of Irish TSOs in receipt of state funding, this was limited by several factors. The method for identifying Irish TSOs in receipt of state funding focused on national funding programmes and funding streams that were reported by government departments and their agencies. However some government departments report only those funding awards in excess of e.g. €50,000. There was limited opportunity to identify TSOs funded only at a local level by county councils or, for example, education and training boards (ETBs). As noted in chapter 4, it had been considered too difficult to identify the host organisations of most labour market schemes. And as noted in chapter 6, the impact of Covid on the performing arts influenced the type of arts organisations involved at the qualitative phase of the research.

8.3.3 SEO scale

It was noted in chapter 5 that two of the Proactiveness questions on the EO scale correlated only weakly with other elements, one with each of the two extracted Factors. Further it was noted that in the 12 Question version of the SEO scale the Proactiveness elements had correlated with income generation rather than with innovativeness elements. At the same time, In interviews with higher scoring respondents, proactiveness and innovativeness appeared well matched and the weakness of the correlations did not appear to affect the outcome of the study. It had been noted in Chapter 5 that the proactiveness scale questions had been difficult to draft, largely owing to the unrelatable language of competition and market positioning in previous EO scale questionnaires which had served as source material. It had been observed in interviews that income generation appeared to occur in a competitive environment, while innovativeness was characterised by a willingness to act outside peer-based norms rather than as first-movers. And that environmental scanning as a proactive behaviour was less applicable in this context. It was concluded that the extracted factors in this study should not be discounted on account of the weak correlations but that there is scope to improve on the proactiveness questions in future SEO surveys specifically as they relate to proactiveness in a social mission-led context and outside a market based environment.

8.3.4 Application of the SEO scale scores

It should be noted that the SEO scale scores are used in this study as an indicator of social entrepreneurship, rather than as a precisely calibrated yardstick. This is reflected in the language used in reporting findings in terms of “higher” and “lower” Z-scores, for example and in categorising respondents in a simple high/low matrix.

8.3.5 Social mission and accounting for social value

It is noted in the qualitative findings (chapters 6 and 7) that the discussion focuses on four of the six social entrepreneurship characteristics. The presence of a social mission and accounting for social value were less explored in this study as these characteristics were observed across all interview respondents and the study chose to focus on the four characteristics which varied. While this is not considered a limitation of the study, the reason for their omission requires noting.

8.3.6 Financial risk-taking

As discussed above, the SEO scale question on financial risk either accurately captured an extensive risk-aversion among the sampled population or did not adequately capture the nature of financial risk in Irish TSOs. Both options are possible, of course, and there is at least some merit in the proposition that the measure of financial risk used in the SEO scale needs more adaptation and contextualisation than occurred in this study.

8.3.7 Risk of bias

The risk of response bias was a consideration in the design and management of the study. A systematic approach was taken to identify TSOs in receipt of funding from the Irish state. The method of distributing and marketing the survey was designed to achieve a representative response. And the interview sample was quota based to reflect the survey findings. The possibility was considered that “proactive” TSOs (i.e. those with higher levels of SEO) might be more likely to respond to such a survey. It was concluded that there was no way to verify or disprove this and that the researcher could stand over the steps taken to assure the representativeness of responses.

The risk of bias on the part of the researcher was also considered, especially that of unconscious bias. This risk was managed through a systematic approach to developing and sampling the population, through documenting and justifying the reasons for decisions taken at different stages in the study, and through using structured conceptual frameworks to support the qualitative analysis. The result was that a number of the findings pleasantly surprised the researcher,

especially but not solely those relating to the incidence of SEO among TSOs with high percentages of state funding, the apparent inconsequence of earned income, and the balance of Institutional influences, particularly relating to the Community domain.

8.4 Areas for future research or exploration

8.4.1 TSOs' relationships with government

Even within a sample of nine interviews, a whole spectrum of relations with the state was evinced. This ranged from one where the state was active in approaching TSOs, to those where there appeared to be some degree of partnership or equity in the relationship, to a command and control regulatory relationship. In between, there were examples of relationships that seemed to be quite personal versus those that were incidentally or deliberately anonymous. It did not come within the scope of this study to consider different funding models and their impact on their relationship with funded TSOs but this could certainly be an area for future investigation. In a similar vein, it could be considered whether the state in awarding contracts to TSOs have an implicit preference for some Institutional Logics, for instance those that present with a focus on quality and professional standards.

8.4.2 Broaden scope of study

As noted above, this study *did not* set out to compare state funded TSOs with for-profits, social enterprises or TSOs not in receipt of state funding. However, now that it has been possible to identify and understand social entrepreneurship in this population, it might be fruitful to compare this manifestation with that of social entrepreneurship in social enterprises.

In a different vein, to note that the parameters of this study excluded TSOs that are subject to public sector pay deals. It could be fruitful to examine social entrepreneurship in these Irish state funded TSOs; these would primarily be independent schools and Section 38 hospitals.

8.4.3 Social risk-taking

It was observed in Chapter 6 that the quality of the interview conversations usually dipped when the subject moved to Risk. While it is entirely possible that the evident level of haziness about risk would be equally apparent in commercial SMEs, this suggests that there is a place for a body of work on risk-taking in the third sector; that this would be of value in itself and would also inform any future research on social entrepreneurial orientation. There is scope to develop this as the

concept of “social risk-taking”, i.e. to take this forward as the presentation of risk in the pursuit of a social mission and to develop this beyond the parameters discussed in this study.

8.4.4 Options for measuring social entrepreneurship

This study used the entrepreneurial orientation construct and the associated EO scale as a measure of social entrepreneurship. It was striking, however, how few options could be found in the academic literature that provided or even signposted methods for identifying, measuring or otherwise arriving at some sort of assessment of social entrepreneurship. The potential exists for developing further metrics in the field, especially where these could be achieved without the active engagement of subject organisations.

8.4.5 Segments of the Irish TSOs population in receipt of state funding

Further studies on social entrepreneurship in the Irish third sector could look at very small TSOs with a view to understanding constraints to scaling up and at TSOs in receipt of non-financial state support for instance labour market schemes.

8.4.6 Institutional logics perspective

One theoretical contribution (8.2.2 above) of this study proposes a disparity in the weight of influence in different dimensions (viz the transversal views) of the institutional Logics Perspective. This is in addition to the idea that there are various strategies available to assimilate or segregate or otherwise manage potentially competing Institutional Logics (Skelcher & Smith, 2015). It suggests that conflict or tension may not arise (or be mitigated) where there is a hierarchy of dimensions and/or where some dimensions may have greater salience than others. This observation and suggestion deserve investigation.

8.5 Conclusion

The study offers both breadth and depth of perspective across Irish TSOs in receipt of state funding in terms of their social entrepreneurship. It has observed a commitment across the sample to serving a social mission and doing the best for their respective client group but has focused on understanding the manifestations of social entrepreneurship in this population, the variances of that social entrepreneurship and the possible reasons for that variance. The study has found empirical evidence of a large cohort of TSOs manifesting socially entrepreneurial behaviours to better serve their communities, creating and pursuing opportunities, ingenuity and creativity and experimentation. All have expressed at least some level of independence from the state, even in

the constraints of financial dependency on the state and of state regulation. The study makes empirical, theoretical, methodological and practical contributions to the academic field of study of social entrepreneurship - and notes copious opportunities for further research.

Standing back from the detail of the study, a number of more personal reflections come to mind in concluding this work. First is the gratification of having pursued a research question, seeded in personal experience, that has proved justified as a topic for research and that has generated a substantial academic study in a complex area of investigation. Then there have been the surprises at every stage in the study that have confounded some of the researcher's expectations, assumptions and own mental paradigm of the third sector: there is a genuine belief that the study has generated new knowledge in the field of social entrepreneurship.

The sentiments expressed in the acknowledgments section of the study are warmly reiterated.

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Notes to references

The Benefacts website was taken down on 14 February 2022 and any referenced links to that site invalidated. The Benefacts list of nonprofit activity sectors and subsectors has been reproduced in Appendix C.

Personal informants

Personal informants were individuals consulted at the early stage of this study to help understand various funding streams. These included David Burke and Alan Curtis of Pobal, Duncan Walker previously of Walk, the researcher Brian Harvey, and a confidential informant from the HSE. Debbie Kivlehan (formerly of Pobal) and Barry Davey of Pobal assisted with information and references on terms and conditions of state funding.

Appendices

Appendix A Chapter 4, Population: trawl of government departments

Part III Vote	Government Department or Office	Grant giving	Detail of any grant giving	Third sector revenue funding?
1	President's establishment	No		
2	Department of the Taoiseach	Yes	NESC g-in-aid; Local Diaspora Engagement Fund	Yes
3	Office of the Attorney General	yes	single grant to Law Reform Commission	
4	Central Statistics Office	no		
5	Office of the Director of Public Prosecutions	no		
6	Chief State Solicitor's Office	no		
7	Office of the Minister for Finance	yes	Uncertain - see notes	Uncertain
8	Office of the Comptroller & Auditor General	no		
9	Office of the Revenue Commissioners	no		
10	Tax Appeals Commission	no		
11	Public Expenditure & Reform	yes	Peace & Interreg programmes - through local authorities, 3rd level education, trade & SMEs? Benefacts	?
12	Superannuation & Retired Allowances	no		
13	Office of Public Works	yes	local authorities	
14	State Laboratory	no		
15	Secret Service	no		
16	Valuation Office	no		
17	Public Appointments Service	no		
18	Shared Services	no		
19	Office of the Ombudsman	no		
20	An Garda Siochana	yes	"support specific organisations to combat organised crime" - cited by DJ&E?	?
21	Prisons	yes	CBOS who provide addiction services	YES
22	Courts Service	no		
23	Property Registration Authority	no		
24	Justice & Equality	YES	AR cites funding to 2 "CBOs" for restorative justice , Traveller Inter Agency group, crime stoppers,	YES

			community Alert, DAF for IJYS community programmes. Probation Service “CBOs”)	
25	Irish Human Rights & Equality Commission	yes	Human Rights & Equality grant scheme	YES
26	Education & Skills	yes	None to TSOs as defined in the study	NO
	National Training Fund		Student grants, home tuition, ICT infrastructure for schools, €375K for The Wheel	NO
27	International Co-operation	yes	See Annual report Annex II civil society orgs in receipt of €50K or more	YES
28	Foreign Affairs & Trade	yes	Reconciliation & Anti-sectarianism Fund; Emigrant Support programme	YES
29	Communications, Climate Action & Environment	yes	Multiple, directly and through state agencies	YES
30	Agriculture, Food and the Marine	yes	Various	
31	Transport, Tourism & Sport	yes	Transport: Local Link (some).	yes
32	Jobs Enterprise & Innovation	yes	limited funding to community enterprise centres	YES
33	Arts, Heritage, Regional, Rural & Gaeltacht Affairs	yes	Extensive funding directly and through state agencies	
34	Housing Planning Community & Local Government	yes	Lots of capital; SSNO, SICAP, possibly Innovation fund for AHBs	YES
35	Army Pensions	yes	Cited as grant giving but assume to individuals	
36	Defence	yes	Limited to two orgs e.g. Red Cross	
37	Social Protection	yes	Long list of programmes includes CSP	
	Social Insurance Fund	yes	Bereavement grants to individuals	
38	Health	yes	HSE section 38 & 39 funding; healthy Ireland closed call; Lottery funded grants; National Federation of Voluntary bodies	YES
39	Office of Government Procurement	no		
40	Children & Youth Affairs	Yes	Includes Childcare/early years progs (via Pobal); Irish Youth Justice Service	YES
41	Policing Authority	no		

Appendix B Chapter 4, Population Development

Includ e?	Public funder	Programme name	Funded orgs	Third sector orgs?	No	Programme value	Source	link
No	DAHRRG	LEADER Axes 3&4	Local Action Groups	All LDCs and Udaras		revenue value hard to isolate		
yes	DAHRRG/Arts Council	Annual funding	Arts orgs	Look like TSOs	75	tot required	Arts council website	http://www.arts council.ie/funding-decisions/?&Fund=Annual%20funding&Year=2017#search
yes	DAHRRG/Arts Council	Annual programming grant	Arts orgs	ditto	53 (31 over €40K)	tot required	Arts council website	http://www.arts council.ie/funding-decisions/?&Fund=Annual%20programming%20grant&Year=2017#search
yes	DCENR	Digital Skills for Citizens	Trainers	Mix of C&V and commercial	15	€2.2M	Gol Website	https://www.gov.ie/en/publication/cb7ce-digital-skills-for-citizens-scheme/
No	DCENR/ BAI	Sound and Vision	Community Radio Stations	Cross sector mix		hard to isolate	Craol	http://www.craol.ie/1/0/home.html
yes	DCENR/SEAI	Warmer Homes	CBOs	Mix of C&V and commercial	10	not clear	Dail questions	https://www.kildarestreet.com/wrans/?id=2012-04-24.1683.0
yes	DCYA	Youth Information Service	Youth Information Centres	All TSOs	24	Not stated	Youthwork Ireland website	https://www.youthworkireland.ie/what-we-do/youth-information

Includ e?	Public funder	Programme name	Funded orgs	Third sector orgs?	No	Programme value	Source	link
yes	DCYA / Tusla	Section 56-59 payments	Agencies	Mainly TSOs	410	€105.8M	Tusla AR and financial statements	
yes	DCYA/ Tusla	Family Resource Centres	FRCs	All TSOs	109	€14.8M	Tusla AR and financial statements	
yes	DCYA/Pobal	CCS (Community Childcare Subvention)	Community Based Early Years Service Providers	Yes for CCS	711	€41M (2015)	Pobal website	https://www.pobal.ie/Publications/Documents/Pobal%20Annual%20Early%20Years%20Sector%20Survey%202013%20Report.pdf
yes	DCYA/Pobal	Youth Service grant scheme	Voluntary Youth orgs	All TSOs	32	€10.3M	Pobal website	https://www.pobal.ie/Publications/Documents/Pobal%20Annual%20Report%20and%20Annual%20Financial%20Statements%202015.pdf
yes	DCYA/Pobal	Voluntary childcare orgs	VCOs	All TSOs	7	€2.7M	Pobal website	https://www.pobal.ie/Publications/Documents/Pobal%20Annual%20Report%20and%20Annual%20Financial%20Statements%202015.pdf
yes	DCYA/Pobal	County Childcare Committees	CCCs - local agents of DCYA	All TSOs	30	10.4M	Pobal website	https://www.pobal.ie/Publications/Documents/Pobal%20Annual%20Report%20and%20Annual%20Financial%20Statements%202015.pdf
yes	DCYA/Pobal	Area Based Childhood Programme	area based initiatives	All TSOs	12	€7M	Pobal website	https://www.pobal.ie/Publications/Documents/Pobal%20Annual%20Report%20and%20Annual%20Financial%20Statements%202015.pdf

Includ e?	Public funder	Programme name	Funded orgs	Third sector orgs?	No	Programme value	Source	link
yes	Dept Foreign Affairs/Irish Aid	Humanitaria n Assistance		All NGOs but many overseas	45 in ROI	€128.4M	Irish Aid AR	Hard copy
yes	DES/Solas	Community Training Centres	CTS	All TSOs	35	Not stated	IACTO	
yes	DES/Solas	Local Training Initiatives	ETBS to local agents	TSOs?	54	Not stated		
yes-	DJBEI / Enterprise Ireland	CEC Business Developmen t Programme	Community Enterprise Centres	All TSOs	73	€5M approx	Enterprise Ireland (NACEC cited 120)	http://www.enterprise-ireland.com/en/Start-a-Business-in-Ireland/Information-Store-for-Start-ups/Community-Enterprise-Centre-Manager-Grant-Call-for-Applications.html
yes	DJE / Peil	Gender equality and Integration of migrants	Projects	TSOs and statutory agencies	21	€8.5M	DJEI Integration unit	http://www.integration.ie/en/isec/pages/wp18000023
Yes	DJE Integration Unit	Integration of migrants	Projects	TSOs and statutory	10	Not clear	DJE Integration unit	http://www.integration.ie/en/isec/pages/wp18000023

Includ e?	Public funder	Programme name	Funded orgs	Third sector orgs?	No	Programme value	Source	link
yes	DJE/ Irish Youth Justice Service	Garda Youth Diversion Projects	106 Projects	All TSOs deliverin g multiple projects	25	Not stated	Irish Youth Justice Service	http://iyjs.ie/en/IYJS/Pages/GYDP
Yes	DoH /HSE	HSE national lottery scheme	Groups and orgs	All TSOs	61	€2.4M	HSE website	https://www2.hse.ie/services/national-lottery-grants/national-lottery-grants.html
Yes	Doh /HSE	Drugs & Alcohol Task forces	Mix of projects and TSOs	Some TSOs	14 TSOs	Not stated	Health Research Board	https://www.drugsandalcohol.ie/php/drug-alcohol-task-forces.php
yes	DoH/HSE	Section 39	Agencies	All TSOs	883	Not stated	Benefacts	Link no longer operational
No	DoH/HSE	Section 39	Agencies	All TSOs	674	€809M (2012)	Dail question reported in The Journal	http://cdn.thejournal.ie/media/2014/01/hse-section-38-and-39-funding-201020112012.pdf
yes	DoHPC&LG & Housing Finance Agency	Capital Assistance Scheme, CALF et al	Housing Associations - "approved housing bodies"	All TSOs		n/a	Various lists used including ICSH and Housing Agency	e.g. http://www.icsh.ie/
yes	DoHPC&LG/ Pobal	SICAP (was LCDP)	Local Developmen t Companies	All TSOs	45	Not stated	Pobal website	https://www.pobal.ie/programmes/social-inclusion-and-community-activation-programme-sicap-2018-2022/

Include?	Public funder	Programme name	Funded orgs	Third sector orgs?	No	Programme value	Source	link
yes	DoHPC&LG/ Pobal	Scheme to Support National orgs	National community & voluntary orgs.	All TSOs	70	€5,466,666.67	Pobal website	https://www.pobal.ie/News/Pages/Minister-Coveney-announces-%e2%82%ac16-4m-for-the-Community--Voluntary-sector.aspx
yes	DOTTS / Sport Ireland	National governing bodies	NGBs	All TSOs	55	€10.8M	Sport Ireland website	
yes	DoTTS /National Transport Authority	Local Link (ex Rural transport programme)	Transport coordination units	Possible TSO & public mix	17		NTA	https://locallink.ie
yes	DSP/Pobal	Community Services Programme	Community Services	All TSOs	398	€41M	Pobal website	https://www.pobal.ie/FundingProgrammes/CommunityServicesProgramme/Pages/CSP%20Home.aspx
no	DSP	Community Employment	“sponsors”	Many	590	Not stated	DSP website	Link no longer operational. List downloaded
no	DSP/Pobal	DACT (Disability activation project)	?	All TSOs	12	€2.6M	Pobal website	https://www.pobal.ie/Publications/Documents/Pobal%20Annual%20Report%20and%20Annual%20Financial%20Statements%202015.pdf

Appendix C Chapter 4, Benefacts sectors (12) and subsectors (53)

Downloaded from the Benefacts database, January 2022

1. Arts, Culture, Media

- heritage and visitor attractions
- media, film
- museums and libraries

2. Recreation, sports

- sports organisations
- recreational clubs, societies
- agricultural fairs

3. Education

- primary education
- secondary education
- education support
- research
- adult and continuing education
- pre-primary education
- third-level education
- vocational and technical education

4. Health

- health services and health promotion
- mental health services
- hospitals
- addiction support
- residential care centres
- hospices
- residential mental health services

5. Social services

- pre-school childcare
- family support services
- services for people with disabilities
- services for older people
- youth services
- services for Travellers and ethnic minorities
- emergency relief services
- homelessness services

6. Local development, housing

- local development

- job creation
- social housing
- social enterprise
- sheltered housing

7. Environment

- group water schemes
- animal welfare
- environmental enhancement
- environmental sustainability

8. Advocacy, law politics

- advocacy
- civil and human rights
- legal services
- Politics

9. Philanthropy, voluntarism

- fundraising
- philanthropy
- voluntarism

10. International

- international development
- international affiliation

11. Religion

- religious associations
- places of worship
- dioceses, parishes

12. Professional, vocational

- professional or sector representative bodies
- trade unions, employer organisations
- chambers of commerce

Appendix D Chapter 4, Phase I SPSS output descriptives

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	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=Q12EMPLOYEES Q14DATEOFINC Q15NOONBOARD Q16NOONBOARD5YRS Q20INCOME000S Q22EXPEND000S Q23NETASSETS000S Q29PERCENTSTATEFUNDING /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.01
	Elapsed Time	00:00:00.00

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q12EMPLOYEES	450	0	3975	50.60	231.281
Q14DATEOFINC	487	1909	2017	1998.42	11.750
Q15NOONBOARD	490	2	23	7.50	3.724
Q16NOONBOARD5YRS	469	0	15	3.41	2.614
Q20INCOME000S	383	0	183532	2636.72	10910.196
Q22EXPEND000S	384	0	179413	2539.34	10629.865
23NETASSETS000S	466	-2429	108582	1447.30	6890.149
Q29PERCENTSTATEFUNDING	325	0	100	65.49	27.866
Valid N (listwise)	229				

FREQUENCIES VARIABLES=Q5JOBTITLE Q8BENEFACSTSSECTOR Q82BENSUBSECTOR Q9SICCODE Q10GEOGSCOPE
 Q11SERVICEUSERS Q13LEGALFORM Q17REGCHARITY Q19ABRIDGEDACCS Q21INCOMEBAND Q26ABC Q26ANIMALRESCUE
 Q26ARTS Q26EARLYYEARS Q26CE Q26CSP Q26AHBS Q26HSE Q26IRISHAID Q26LOCALLINK Q26SSNO Q26SICAP
 Q26SOLAS Q26SPORTIRL Q26TUSLA Q26SEAI Q26YOUTH Q26DIGITAL Q26PROBATION Q26COSC
 Q28BANDSFUNDINGSTREAMS Q30BORROWINGS Q31RELATEDPARTIES
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 /ORDER=ANALYSIS.

Frequencies

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	Cases Used	Statistics are based on all cases with valid data.

Syntax		FREQUENCIES VARIABLES=Q5JOBTITLE Q8BENEFACTSSECTOR Q82BENSUBSECTOR Q9SICCODE Q10GEOGSCOPE Q11SERVICEUSERS Q13LEGALFORM Q17REGCHARITY Q19ABRIDGEDACCS Q21INCOMEBAND Q26ABC Q26ANIMALRESCUE Q26ARTS Q26EARLYYEARS Q26CE Q26CSP Q26AHBS Q26HSE Q26IRISHAID Q26LOCALLINK Q26SSNO Q26SICAP Q26SOLAS Q26SPORTIRL Q26TUSLA Q26SEAI Q26YOUTH Q26DIGITAL Q26PROBATION Q26COSC Q28BANDSFUNDINGSTREAMS Q30BORROWINGS Q31RELATEDPARTIES /NTILES=4 /STATISTICS=MEAN MEDIAN /BARCHART FREQ /ORDER=ANALYSIS.
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	Elapsed Time	00:00:06.00

Statistics

		Q8BENEFACTSSECTOR			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Arts, Culture Media	35	6.9	6.9	6.9
	Development, housing	137	27.1	27.1	34.0
	Education	17	3.4	3.4	37.4
	Environment	8	1.6	1.6	38.9
	Health	49	9.7	9.7	48.6
	International	6	1.2	1.2	49.8
	Politics, advocacy, law	15	3.0	3.0	52.8
	Professional, vocational	11	2.2	2.2	54.9
	Recreation, Sports	30	5.9	5.9	60.9
	Social Services	198	39.1	39.1	100.0
	Total	506	100.0	100.0	

		Q82BENSUBSECTOR			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Adult & continuing education	5	1.0	1.0	1.0
	Advocacy organisations	6	1.2	1.2	2.2
	Animal welfare	6	1.2	1.2	3.4
	Arts organisations	24	4.7	4.7	8.1

Childcare services	76	15.0	15.0	23.1
Civil & human rights	6	1.2	1.2	24.3
Education support	5	1.0	1.0	25.3
Environmental sustainability	2	.4	.4	25.7
Family support services	22	4.3	4.3	30.0
health services & health promotion	1	.2	.2	30.2
Health services & health promotion	33	6.5	6.5	36.8
heritage & Visitor Attractions	3	.6	.6	37.4
Homeless & emergency relief	13	2.6	2.6	39.9
Hospitals & hospices	2	.4	.4	40.3
International development organisations	6	1.2	1.2	41.5
Job creation	11	2.2	2.2	43.7
Legal services & citizens advice	3	.6	.6	44.3
Local development	93	18.4	18.4	62.6
Media & film	8	1.6	1.6	64.2
Mental health services	10	2.0	2.0	66.2
Pre-primary education	1	.2	.2	66.4
Professional or sector representative bodies	11	2.2	2.2	68.6
Recreational clubs & societies	2	.4	.4	69.0
Residential care services	3	.6	.6	69.6
Services for older people	15	3.0	3.0	72.5
Services for pwd	14	2.8	2.8	75.3
Services for Travellers & ethnic minorities	14	2.8	2.8	78.1

Sheltered housing	4	.8	.8	78.9
Social Enterprise	8	1.6	1.6	80.4
Social housing	21	4.2	4.2	84.6
sports organisations	28	5.5	5.5	90.1
Vocational/technical education	6	1.2	1.2	91.3
Youth services	44	8.7	8.7	100.0
Total	506	100.0	100.0	

		Q9SICCODE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A. Agriculture, forestry and fishing	3	.6	.6	.6
	F: Construction	3	.6	.6	1.2
	H: Transportation and storage	7	1.4	1.4	2.6
	I Accommodation and food service activities	35	6.9	6.9	9.5
	J: Information and communication	6	1.2	1.2	10.7
	M: Professional, scientific and technical activities	37	7.3	7.3	18.0
	N: Administration and support services	22	4.3	4.3	22.3
	P: Education	34	6.7	6.7	29.1
	Q: Human health and social work activities	246	48.6	48.6	77.7
	R: Arts, entertainment and recreation	76	15.0	15.0	92.7

S: Other service activities (member orgs, repair of computers etc, other)	35	6.9	6.9	99.6
U: Activities of extraterritorial organisations	2	.4	.4	100.0
Total	506	100.0	100.0	

		Q10GEOGSCOPE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	City or county-wide (one or two counties)	105	20.8	20.8	20.8
	International	9	1.8	1.8	22.5
	Local	230	45.5	45.5	68.0
	National	113	22.3	22.3	90.3
	Regional	17	3.4	3.4	93.7
	Uncertain from Benefacts entry	32	6.3	6.3	100.0
	Total	506	100.0	100.0	

		Q11SERVICEUSERS			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Animals	6	1.2	1.2	1.2
	Businesses	13	2.6	2.6	3.8
	Families	76	15.0	15.0	18.8
	General public	56	11.1	11.1	29.8
	Geographically defined community	81	16.0	16.0	45.8
	Individuals from an identifiable group e.g. pwd, young people, travellers	250	49.4	49.4	95.3
	The environment	3	.6	.6	95.8
	Uncertain from Benefacts entry	15	3.0	3.0	98.8
	Voluntary/nonprofit organisations	6	1.2	1.2	100.0

Total	506	100.0	100.0

Q13LEGALFORM

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.2	.2	.2
Co-operative	9	1.8	1.8	2.0
Company limited by guarantee	468	92.5	92.5	94.5
Company limited by shares	3	.6	.6	95.1
Designated Activity Company	2	.4	.4	95.5
Sports Clubs	7	1.4	1.4	96.8
Unincorporated association/ group governed by a constitution	16	3.2	3.2	100.0
Total	506	100.0	100.0	

Q17REGCHARITY

	Frequency	Percent	Valid Percent	Cumulative Percent
V No	105	20.8	20.8	20.8
a Yes	401	79.2	79.2	100.0
l Total	506	100.0	100.0	
i				
d				

Q19ABRIDGEDACCS

	Frequency	Percent	Valid Percent	Cumulative Percent
V	6	1.2	1.2	1.2
a n/a	24	4.7	4.7	5.9
l No	376	74.3	74.3	80.2
i yes	2	.4	.4	80.6
d Yes	98	19.4	19.4	100.0
Total	506	100.0	100.0	

Q21INCOMEBAND

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Aunder100K	55	10.9	10.9	10.9
B101Kto250K	103	20.4	20.4	31.2
C251KTO500K	90	17.8	17.8	49.0
D501KTO1M	81	16.0	16.0	65.0
E101MTO5M	99	19.6	19.6	84.6
FOVER5M	39	7.7	7.7	92.3
Not possible to estimate	39	7.7	7.7	100.0
Total	506	100.0	100.0	

Q26ABC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	498	98.4	98.4	98.4
	YES	8	1.6	1.6	100.0
	Total	506	100.0	100.0	

Q26ANIMALRESCUE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	500	98.8	98.8	98.8
	YES	6	1.2	1.2	100.0
	Total	506	100.0	100.0	

Q26ARTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	472	93.3	93.3	93.3
	YES	34	6.7	6.7	100.0
	Total	506	100.0	100.0	

Q26EARLYYEARS

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	NO	372	73.5	73.5	73.5
	YES	134	26.5	26.5	100.0
	Total	506	100.0	100.0	

Q26CE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	473	93.5	93.5	93.5
	YES	33	6.5	6.5	100.0
	Total	506	100.0	100.0	

Q26CSP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	420	83.0	83.0	83.0
	YES	86	17.0	17.0	100.0
	Total	506	100.0	100.0	

Q26AHBS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	468	92.5	92.5	92.5
	YES	38	7.5	7.5	100.0
	Total	506	100.0	100.0	

		Q26HSE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	.2	.2	.2
	NO	309	61.1	61.1	61.3
	YES	196	38.7	38.7	100.0
	Total	506	100.0	100.0	

		Q26IRISHAID			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	494	97.6	97.6	97.6
	YES	12	2.4	2.4	100.0
	Total	506	100.0	100.0	

Q26LOCALLINK					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	498	98.4	98.4	98.4
	YES	8	1.6	1.6	100.0
	Total	506	100.0	100.0	

Q26SSNO			
Frequency	Percent	Valid Percent	Cumulative Percent

Valid	NO	485	95.8	95.8	95.8
	YES	21	4.2	4.2	100.0
	Total	506	100.0	100.0	

Q26SICAP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	486	96.0	96.0	96.0
	YES	20	4.0	4.0	100.0
	Total	506	100.0	100.0	

Q26SOLAS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	499	98.6	98.6	98.6
	YES	7	1.4	1.4	100.0
	Total	506	100.0	100.0	

Q26SPORTIRL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	482	95.3	95.3	95.3

	YES	24	4.7	4.7	100.0
	Total	506	100.0	100.0	

Q26TUSLA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	420	83.0	83.0	83.0
	YES	86	17.0	17.0	100.0
	Total	506	100.0	100.0	

Q26SEAI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	497	98.2	98.2	98.2
	YES	9	1.8	1.8	100.0
	Total	506	100.0	100.0	

Q26YOUTH

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	467	92.3	92.3	92.3
	YES	39	7.7	7.7	100.0
	Total	506	100.0	100.0	

Q26DIGITAL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	503	99.4	99.4	99.4
	YES	3	.6	.6	100.0
	Total	506	100.0	100.0	

Q26PROBATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	490	96.8	96.8	96.8
	YES	16	3.2	3.2	100.0
	Total	506	100.0	100.0	

Q28BANDSFUNDINGSTREAMS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		90	17.8	17.8	17.8
	1 - 3 public/state funding streams	310	61.3	61.3	79.1
	13 + public /state funding streams	5	1.0	1.0	80.0
	4 - 6 public/state funding streams	71	14.0	14.0	94.1
	7-12 public/state funding streams	30	5.9	5.9	100.0
	Total	506	100.0	100.0	

		Q30BORROWINGS			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	.2	.2	.2
	No	73	14.4	14.4	14.6
	Uncertain	328	64.8	64.8	79.4
	Yes	104	20.6	20.6	100.0
	Total	506	100.0	100.0	

Appendix E Chapter 5, SPSS Exploratory Factor Analysis Output

In this appendix:

!2 Question SEO scale option trial run

!2 Question SEO scale run

9 Question SEO scale trial run

9 Question SEO scale 2 factors run

9 Question SEO scale 3 factors runs

Note that the SPSS output was downloaded into rtf format and it so doing, data was lost from the wide correlations matrices. These have therefore been replaced by screenshots of the matrices in question.

Factor Analysis 12Q OPTIONS TRIAL RUN

Notes			
Output Created		11-MAR-2022 11:22:10	
Comments			
Input	Data	/Users/apple/Downloads/phd final scale frequencies 20210929.sav	
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	Weight	<none>	
	Split File	<none>	
	N of Rows in Working Data File	138	
	Missing Handling	Value Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
Cases Used		LISTWISE: Statistics are based on cases with no missing values for any variable used.	

Syntax		FACTOR /VARIABLES Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK Q315INCOME Q316INCOME Q333RISK Q311INCOME /MISSING LISTWISE /ANALYSIS Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK Q315INCOME Q316INCOME Q333RISK Q311INCOME /PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION /FORMAT BLANK(.32) /PLOT EIGEN /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PAF /CRITERIA ITERATE(25) /ROTATION PROMAX(4) /METHOD=CORRELATION.
Resources	Processor Time	00:00:00.48
	Elapsed Time	00:00:01.00
	Maximum Memory Required	18976 (18.531K) bytes

Correlation Matrix

		Q312INNOV	Q313INNOV	Q314INNOV	Q321PROACT	Q323PROACT	Q322PROACT	Q331RISK	Q332RISK	Q315INCOME	Q316INCOME	Q333RISK	Q311INCOME
Correlation	Q312INNOV	1.000	.297	.297	.246	.333	.369	.228	.252	.433	.400	.058	.080
	Q313INNOV	.297	1.000	.484	.252	.159	.384	.091	.297	.203	.116	-.005	.116
	Q314INNOV	.297	.484	1.000	.266	.312	.349	.111	.277	.279	.122	-.013	-.080
	Q321PROACT	.246	.252	.266	1.000	.386	.537	.294	.328	.435	.365	.071	-.012
	Q323PROACT	.333	.159	.312	.386	1.000	.318	.311	.373	.477	.394	.221	-.078
	Q322PROACT	.369	.384	.349	.537	.318	1.000	.337	.400	.406	.258	.018	-.004
	Q331RISK	.228	.091	.111	.294	.311	.337	1.000	.608	.293	.101	.143	-.183
	Q332RISK	.252	.297	.277	.328	.373	.400	.608	1.000	.341	.197	.143	-.061
	Q315INCOME	.433	.203	.279	.435	.477	.406	.293	.341	1.000	.454	.018	-.056
	Q316INCOME	.400	.116	.122	.365	.394	.258	.101	.197	.454	1.000	.204	.114
	Q333RISK	.058	-.005	-.013	.071	.221	.018	.143	.143	.018	.204	1.000	.048
	Q311INCOME	.080	.116	-.080	-.012	-.078	-.004	-.183	-.061	-.056	.114	.048	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.795
Bartlett's Test of Sphericity	Approx. Chi-Square	423.853
	df	66
	Sig.	.000

Communalities

	Initial	Extraction
Q312INNOV	.332	.337
Q313INNOV	.342	.749
Q314INNOV	.340	.378
Q321PROACT	.396	.393

Q323PROACT	.381	.413
Q322PROACT	.431	.465
Q331RISK	.446	.708
Q332RISK	.473	.587
Q315INCOME	.428	.562
Q316INCOME	.361	.649
Q333RISK	.112	.166
Q311INCOME	.106	.143

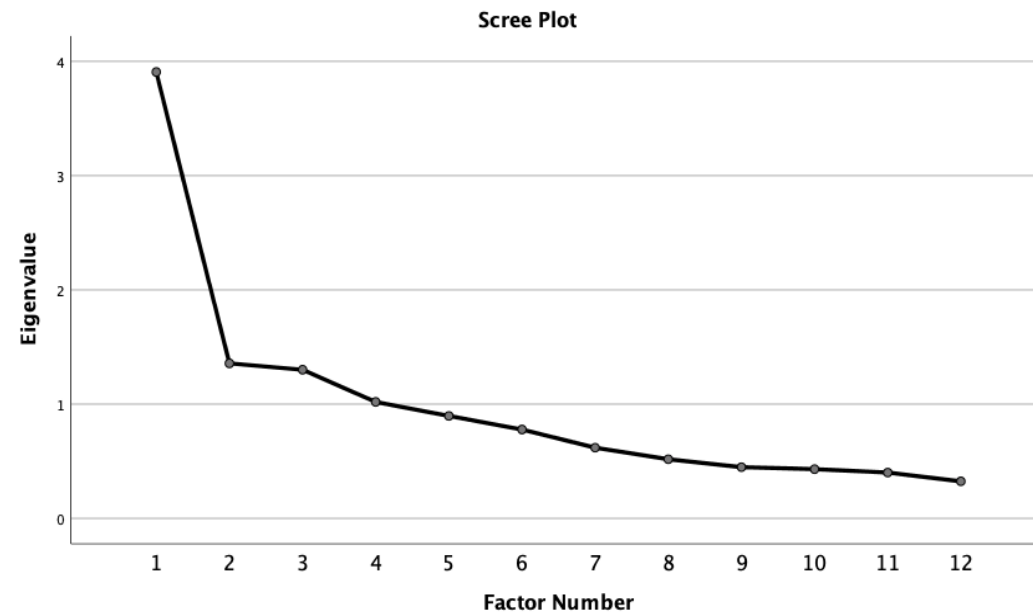
Extraction Method: Principal Axis Factoring.

Total Variance Explained							Rotation Sums of Squared Loadings ^a Total
		Initial Eigenvalues		Extraction Sums of Squared Loadings			
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	3.907	32.557	32.557	3.418	28.485	28.485	3.035
2	1.357	11.307	43.864	.921	7.672	36.157	2.163
3	1.301	10.842	54.706	.846	7.053	43.210	1.943
4	1.019	8.493	63.199	.366	3.050	46.260	.549
5	.897	7.473	70.673				
6	.778	6.483	77.156				
7	.619	5.156	82.311				
8	.518	4.314	86.625				

9	.448	3.736	90.361				
10	.431	3.591	93.953				
11	.401	3.344	97.297				
12	.324	2.703	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.



Factor Matrix ^a				
	Factor			
	1	2	3	4
Q312INNOV	.546			
Q313INNOV	.498	.574	-.363	
Q314INNOV	.485			
Q321PROACT	.610			
Q323PROACT	.609			
Q322PROACT	.655			
Q331RISK	.545	-.554		
Q332RISK	.636			
Q315INCOME	.672			
Q316INCOME	.535		.580	
Q333RISK				
Q311INCOME				

Extraction Method: Principal Axis Factoring.^a

a. Attempted to extract 4 factors. More than 25 iterations required.
(Convergence=.003). Extraction was terminated.

Pattern Matrix^a

	Factor			
	1	2	3	4
Q312INNOV	.469			
Q313INNOV			.916	
Q314INNOV			.480	
Q321PROACT	.541			
Q323PROACT	.550			
Q322PROACT	.417			
Q331RISK		.861		
Q332RISK		.684		
Q315INCOME	.797			
Q316INCOME	.742			.357
Q333RISK				.352
Q311INCOME				.329

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.^a

a. Rotation converged in 10 iterations.

Structure Matrix

	Factor			
	1	2	3	4
Q312INNOV	.553		.369	
Q313INNOV			.849	
Q314INNOV	.391		.581	
Q321PROACT	.605	.387	.358	
Q323PROACT	.626	.430		
Q322PROACT	.583	.440	.524	
Q331RISK	.382	.835		
Q332RISK	.464	.741	.390	
Q315INCOME	.735	.366		
Q316INCOME	.680			.491
Q333RISK				
Q311INCOME				.321

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.

Factor Correlation Matrix

Factor	1	2	3	4

1	1.000	.498	.422	.129
2	.498	1.000	.314	-.180
3	.422	.314	1.000	-.144
4	.129	-.180	-.144	1.000

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.

Factor Analysis 12Q OPTION (MINUS 311 AND 333)

FACTOR

```

/VARIABLES Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK
  Q315INCOME Q316INCOME
/MISSING LISTWISE
/ANALYSIS Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK
  Q315INCOME Q316INCOME
/PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION
/FORMAT BLANK(.32)
/PLOT EIGEN
/CRITERIA MINEIGEN(1) ITERATE(25)

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/EXTRACTION PAF
 /CRITERIA ITERATE(25)
 /ROTATION PROMAX(4)
 /METHOD=CORRELATION.

Notes

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	Missing Handling	Value	Definition of Missing
		Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.

Syntax		FACTOR /VARIABLES Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK Q315INCOME Q316INCOME /MISSING LISTWISE /ANALYSIS Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK Q315INCOME Q316INCOME /PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION /FORMAT BLANK(.32) /PLOT EIGEN /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PAF /CRITERIA ITERATE(25) /ROTATION PROMAX(4) /METHOD=CORRELATION.	
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Factor Analysis 12Q OPTION (MINUS 311 AND 333)

Correlation Matrix

		Q312INNOV	Q313INNOV	Q314INNOV	Q321PROAC T	Q323PROAC T	Q322PROAC T	Q331RISK	Q332RISK	Q315INCOM E	Q316INCOM E
Correlation	Q312INNOV	1.000	.297	.297	.246	.333	.369	.228	.252	.433	.400
	Q313INNOV	.297	1.000	.484	.252	.159	.384	.091	.297	.203	.116
	Q314INNOV	.297	.484	1.000	.266	.312	.349	.111	.277	.279	.122
	Q321PROACT	.246	.252	.266	1.000	.386	.537	.294	.328	.435	.365
	Q323PROACT	.333	.159	.312	.386	1.000	.318	.311	.373	.477	.394
	Q322PROACT	.369	.384	.349	.537	.318	1.000	.337	.400	.406	.258
	Q331RISK	.228	.091	.111	.294	.311	.337	1.000	.608	.293	.101
	Q332RISK	.252	.297	.277	.328	.373	.400	.608	1.000	.341	.197
	Q315INCOME	.433	.203	.279	.435	.477	.406	.293	.341	1.000	.454
	Q316INCOME	.400	.116	.122	.365	.394	.258	.101	.197	.454	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.809
Bartlett's Test of Sphericity	Approx. Chi-Square	395.931
	df	45
	Sig.	.000

Communalities

	Initial	Extraction
Q312INNOV	.325	.337
Q313INNOV	.328	.588

Q314INNOV	.325	.414
Q321PROACT	.396	.381
Q323PROACT	.358	.403
Q322PROACT	.430	.451
Q331RISK	.425	.771
Q332RISK	.470	.547
Q315INCOME	.413	.534
Q316INCOME	.331	.488

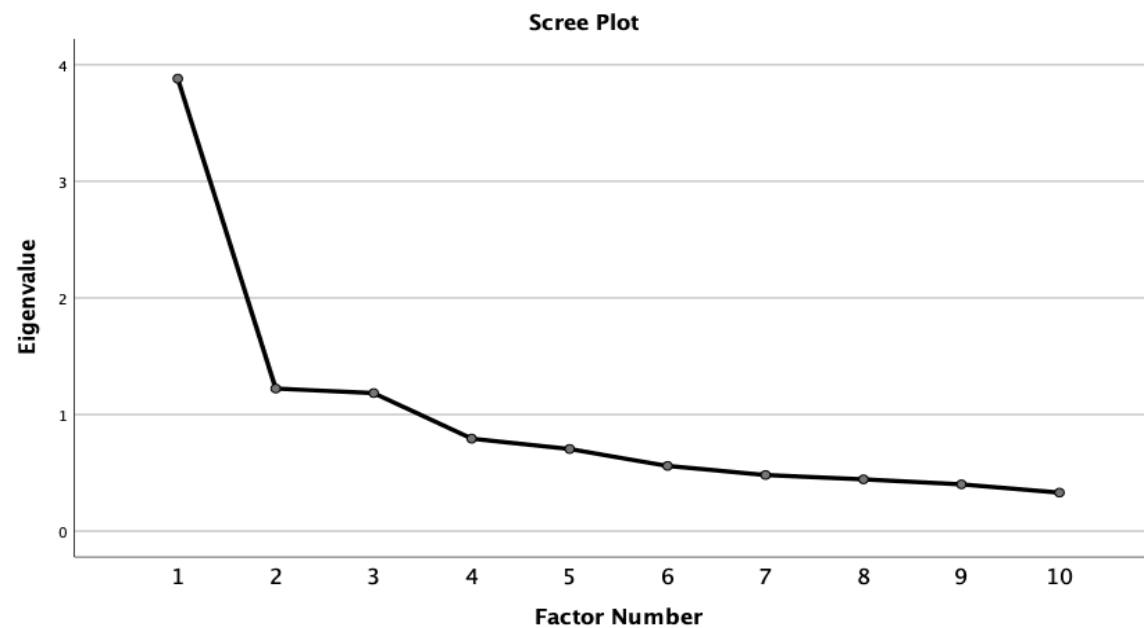
Extraction Method: Principal Axis Factoring.

Total Variance Explained							Rotation Sums of Squared Loadings ^a
Initial Eigenvalues			Extraction Sums of Squared Loadings				
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	3.881	38.807	38.807	3.366	33.657	33.657	2.911
2	1.222	12.225	51.032	.830	8.299	41.956	2.338
3	1.184	11.838	62.870	.720	7.204	49.160	2.298
4	.793	7.933	70.803				
5	.704	7.041	77.844				
6	.559	5.591	83.434				

7	.481	4.812	88.246				
8	.444	4.441	92.687				
9	.401	4.014	96.701				
10	.330	3.299	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.



Factor Matrix^a

	Factor		
	1	2	3
Q312INNOV	.549		
Q313INNOV	.482	.351	.482
Q314INNOV	.496		
Q321PROACT	.611		
Q323PROACT	.604		
Q322PROACT	.660		
Q331RISK	.556	-.669	
Q332RISK	.630	-.338	
Q315INCOME	.672		
Q316INCOME	.505		-.450

Extraction Method: Principal Axis Factoring.^a

a. Attempted to extract 3 factors. More than 25 iterations required. (Convergence=.003). Extraction was terminated.

Pattern Matrix^a

	Factor		
	1	2	3
Q312INNOV	.481		
Q313INNOV			.860
Q314INNOV			.637
Q321PROACT	.449		
Q323PROACT	.556		
Q322PROACT			.351
Q331RISK		.975	
Q332RISK		.651	
Q315INCOME	.715		
Q316INCOME	.852		

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Structure Matrix

	Factor		
	1	2	3

Q312INNOV	.562		.430
Q313INNOV			.752
Q314INNOV	.376		.642
Q321PROACT	.593	.435	.440
Q323PROACT	.624	.435	.359
Q322PROACT	.564	.496	.586
Q331RISK	.361	.858	
Q332RISK	.450	.727	.453
Q315INCOME	.730	.425	.400
Q316INCOME	.660		

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.

Factor Correlation Matrix			
Factor	1	2	3
1	1.000	.541	.555
2	.541	1.000	.456
3	.555	.456	1.000

Extraction Method: Principal Axis Factoring.
Rotation Method: Promax with Kaiser
Normalization.

Factor Analysis 9Q OPTION TRIAL RUN

```
FACTOR /VARIABLES Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK
      Q333RISK
/MISSING LISTWISE
/ANALYSIS Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK
      Q333RISK
/PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION
/FORMAT BLANK(.32)
/PLOT EIGEN
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PAF
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/ROTATION PROMAX(4)
/METHOD=CORRELATION.
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Notes

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	Split File	<none>
	N of Rows in Working Data File	138
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.
	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.

Syntax		FACTOR /VARIABLES Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK Q333RISK /MISSING LISTWISE /ANALYSIS Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK Q333RISK /PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION /FORMAT BLANK(.32) /PLOT EIGEN /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PAF /CRITERIA ITERATE(25) /ROTATION PROMAX(4) /METHOD=CORRELATION.
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Correlation Matrix

		Q312INNOV	Q313INNOV	Q314INNOV	Q321PROAC T	Q323PROAC T	Q322PROAC T	Q331RISK	Q332RISK	Q333RISK
Correlation	Q312INNOV	1.000	.302	.308	.245	.313	.364	.225	.254	.067
	Q313INNOV	.302	1.000	.487	.252	.152	.383	.091	.298	-.001
	Q314INNOV	.308	.487	1.000	.266	.296	.345	.110	.279	-.005
	Q321PROACT	.245	.252	.266	1.000	.383	.536	.294	.328	.071
	Q323PROACT	.313	.152	.296	.383	1.000	.318	.309	.367	.212
	Q322PROACT	.364	.383	.345	.536	.318	1.000	.337	.399	.017
	Q331RISK	.225	.091	.110	.294	.309	.337	1.000	.607	.143
	Q332RISK	.254	.298	.279	.328	.367	.399	.607	1.000	.145
	Q333RISK	.067	-.001	-.005	.071	.212	.017	.143	.145	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.773
Bartlett's Test of Sphericity	Approx. Chi-Square	288.576
	Df	36
	Sig.	.000

Communalities

	Initial	Extraction
Q312INNOV	.219	.254
Q313INNOV	.328	.433
Q314INNOV	.318	.440

Q321PROACT	.347	.336
Q323PROACT	.294	.297
Q322PROACT	.424	.476
Q331RISK	.413	.614
Q332RISK	.468	.540
Q333RISK	.064	.053

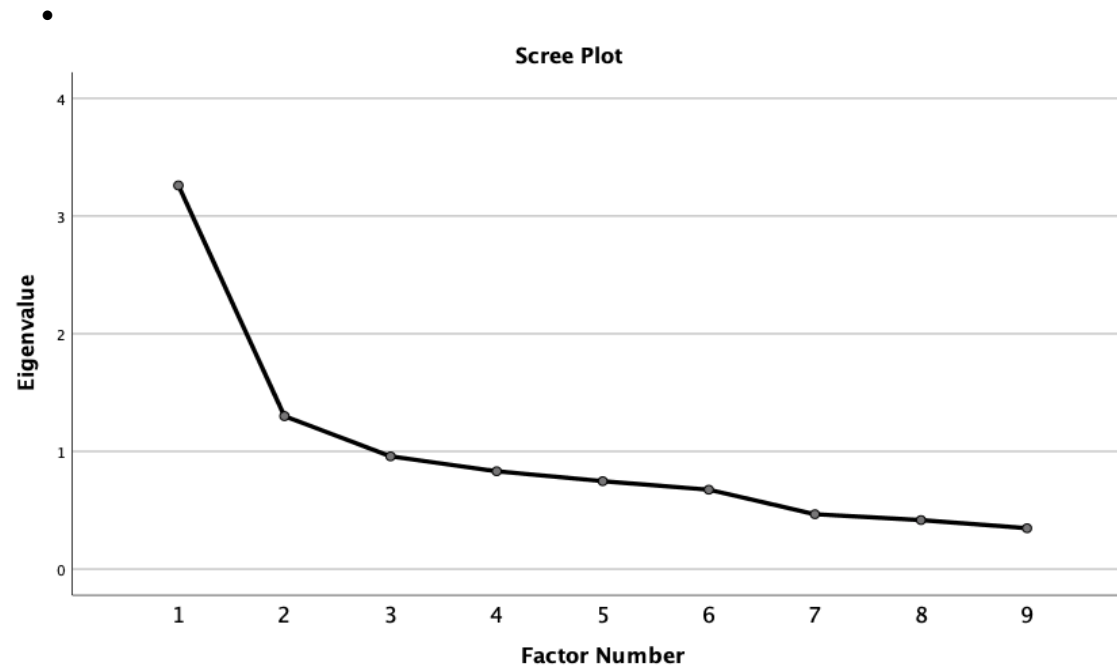
Extraction Method: Principal Axis Factoring.

Total Variance Explained							Rotation Sums of Squared Loadings ^a Total
Factor	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	3.260	36.224	36.224	2.691	29.904	29.904	2.353
2	1.300	14.441	50.665	.751	8.346	38.250	2.137
3	.958	10.642	61.307				
4	.831	9.237	70.543				
5	.747	8.301	78.844				
6	.674	7.493	86.337				
7	.466	5.179	91.517				
8	.416	4.626	96.142				

9	.347	3.858	100.000				

Extraction Method: Principal Axis Factoring.

- a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.



Factor Matrix^a

Factor	
1	2

Q312INNOV	.488	
Q313INNOV	.509	-.416
Q314INNOV	.533	-.395
Q321PROACT	.580	
Q323PROACT	.537	
Q322PROACT	.681	
Q331RISK	.584	.522
Q332RISK	.678	
Q333RISK		

Extraction Method: Principal Axis Factoring.^a

a. 2 factors extracted. 15 iterations required.

Pattern Matrix^a

	Factor	
	1	2
Q312INNOV	.439	
Q313INNOV	.744	
Q314INNOV	.738	
Q321PROACT	.387	
Q323PROACT		.365

Q322PROACT	.547	
Q331RISK		.857
Q332RISK		.643
Q333RISK		

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Structure Matrix

	Factor	
	1	2
Q312INNOV	.496	.345
Q313INNOV	.637	
Q314INNOV	.649	
Q321PROACT	.534	.481
Q323PROACT	.450	.502
Q322PROACT	.665	.516
Q331RISK		.773
Q332RISK	.499	.724
Q333RISK		

Extraction Method: Principal Axis Factoring.
 Rotation Method: Promax with Kaiser
 Normalization.

Factor Correlation Matrix		
Factor	1	2
1	1.000	.545
2	.545	1.000

Extraction Method: Principal Axis
 Factoring.
 Rotation Method: Promax with Kaiser
 Normalization.

Factor Analysis 9Q OPTION 2 FACTORS (LESS Q333)

FACTOR

/VARIABLES Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK
 /MISSING LISTWISE


```

/ANALYSIS Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK
/PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION
/FORMAT BLANK(.32)
/PLOT EIGEN
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PAF
/CRITERIA ITERATE(25)
/ROTATION PROMAX(4)
/METHOD=CORRELATION.

```

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	N of Rows in Working Data File	138
Missing Value Handling	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.

Cases Used		LISTWISE: Statistics are based on cases with no missing values for any variable used.	
Syntax			FACTOR /VARIABLES Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK /MISSING LISTWISE /ANALYSIS Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK /PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION /FORMAT BLANK(.32) /PLOT EIGEN /CRITERIA MINEIGEN(1) ITERATE(25) /EXTRACTION PAF /CRITERIA ITERATE(25) /ROTATION PROMAX(4) /METHOD=CORRELATION.
Resources	Processor Time		00:00:00.41
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	Required		

Correlation matrix – as for the EFA 9Q trial run

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.774
Bartlett's Test of Sphericity	Approx. Chi-Square	280.425
	df	28
	Sig.	.000

Communalities		
	Initial	Extraction
Q312INNOV	.219	.256
Q313INNOV	.328	.416
Q314INNOV	.315	.435
Q321PROACT	.347	.336
Q323PROACT	.271	.279
Q322PROACT	.422	.480
Q331RISK	.412	.693
Q332RISK	.466	.530

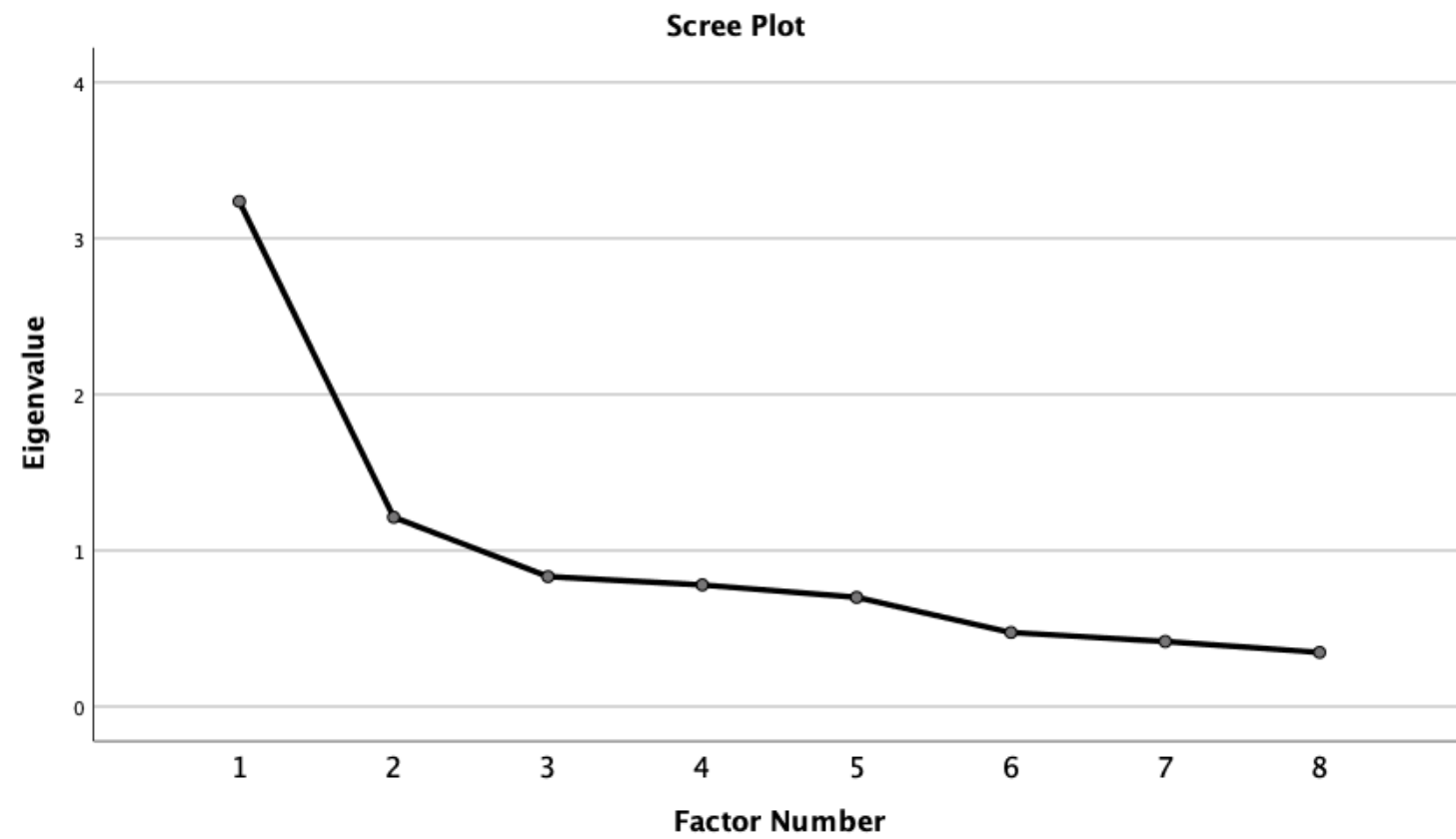
Extraction Method: Principal Axis Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	3.237	40.458	40.458	2.676	33.455	33.455	2.238
2	1.213	15.165	55.624	.748	9.348	42.804	2.166
3	.833	10.412	66.035				
4	.779	9.743	75.778				
5	.699	8.743	84.521				
6	.474	5.929	90.450				
7	.417	5.210	95.660				
8	.347	4.340	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.



Factor Matrix^a

Factor

	1	2
Q312INNOV	.488	
Q313INNOV	.509	.396
Q314INNOV	.535	.387
Q321PROACT	.580	
Q323PROACT	.526	
Q322PROACT	.685	
Q331RISK	.599	-.578
Q332RISK	.674	

Extraction Method: Principal Axis Factoring.^a

a. 2 factors extracted. 23 iterations required.

Pattern Matrix^a

	Factor	
	1	2
Q312INNOV	.425	
Q313INNOV	.698	
Q314INNOV	.705	
Q321PROACT	.371	

Q323PROACT		.339
Q322PROACT	.510	
Q331RISK		.922
Q332RISK		.655

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Structure Matrix

	Factor	
	1	2
Q312INNOV	.493	.349
Q313INNOV	.636	
Q314INNOV	.654	
Q321PROACT	.521	.484
Q323PROACT	.440	.475
Q322PROACT	.650	.536
Q331RISK		.811
Q332RISK	.460	.720

Extraction Method: Principal Axis Factoring.
 Rotation Method: Promax with Kaiser
 Normalization.

Factor Correlation Matrix		
Factor	1	2
1	1.000	.509
2	.509	1.000

Extraction Method: Principal Axis
 Factoring.
 Rotation Method: Promax with Kaiser
 Normalization.

Factor Analysis 9Q OPTION 3 FACTORS (less Q333)

FACTOR

```

/VARIABLES Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK
/MISSING LISTWISE
/ANALYSIS Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK
  
```



```

/PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION
/FORMAT BLANK(.32)
/PLOT EIGEN
/CRITERIA FACTORS(3) ITERATE(25)
/EXTRACTION PAF
/CRITERIA ITERATE(25)
/ROTATION PROMAX(4)
/METHOD=CORRELATION.

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Notes

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	Active Dataset	DataSet1	
	Filter	<none>	
	Weight	<none>	
	Split File	<none>	
	N of Rows in Working Data File	138	
Missing Value	Definition of Missing	MISSING=EXCLUDE: User-defined missing values are treated as missing.	
Handling	Cases Used	LISTWISE: Statistics are based on cases with no missing values for any variable used.	

Syntax		FACTOR /VARIABLES Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK /MISSING LISTWISE /ANALYSIS Q312INNOV Q313INNOV Q314INNOV Q321PROACT Q323PROACT Q322PROACT Q331RISK Q332RISK /PRINT INITIAL CORRELATION KMO EXTRACTION ROTATION /FORMAT BLANK(.32) /PLOT EIGEN /CRITERIA FACTORS(3) ITERATE(25) /EXTRACTION PAF /CRITERIA ITERATE(25) /ROTATION PROMAX(4) /METHOD=CORRELATION.	
Resources	Processor Time		00:00:00.42
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	Maximum Memory Required	9264 (9.047K) bytes	

Correlation matrix – as for the EFA 9Q trial run

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.774

Bartlett's Test of Sphericity	Approx. Chi-Square	280.425
	df	28
	Sig.	.000

Communalities		
	Initial	Extraction
Q312INNOV	.219	.245
Q313INNOV	.328	.519
Q314INNOV	.315	.460
Q321PROACT	.347	.616
Q323PROACT	.271	.284
Q322PROACT	.422	.513
Q331RISK	.412	.654
Q332RISK	.466	.633

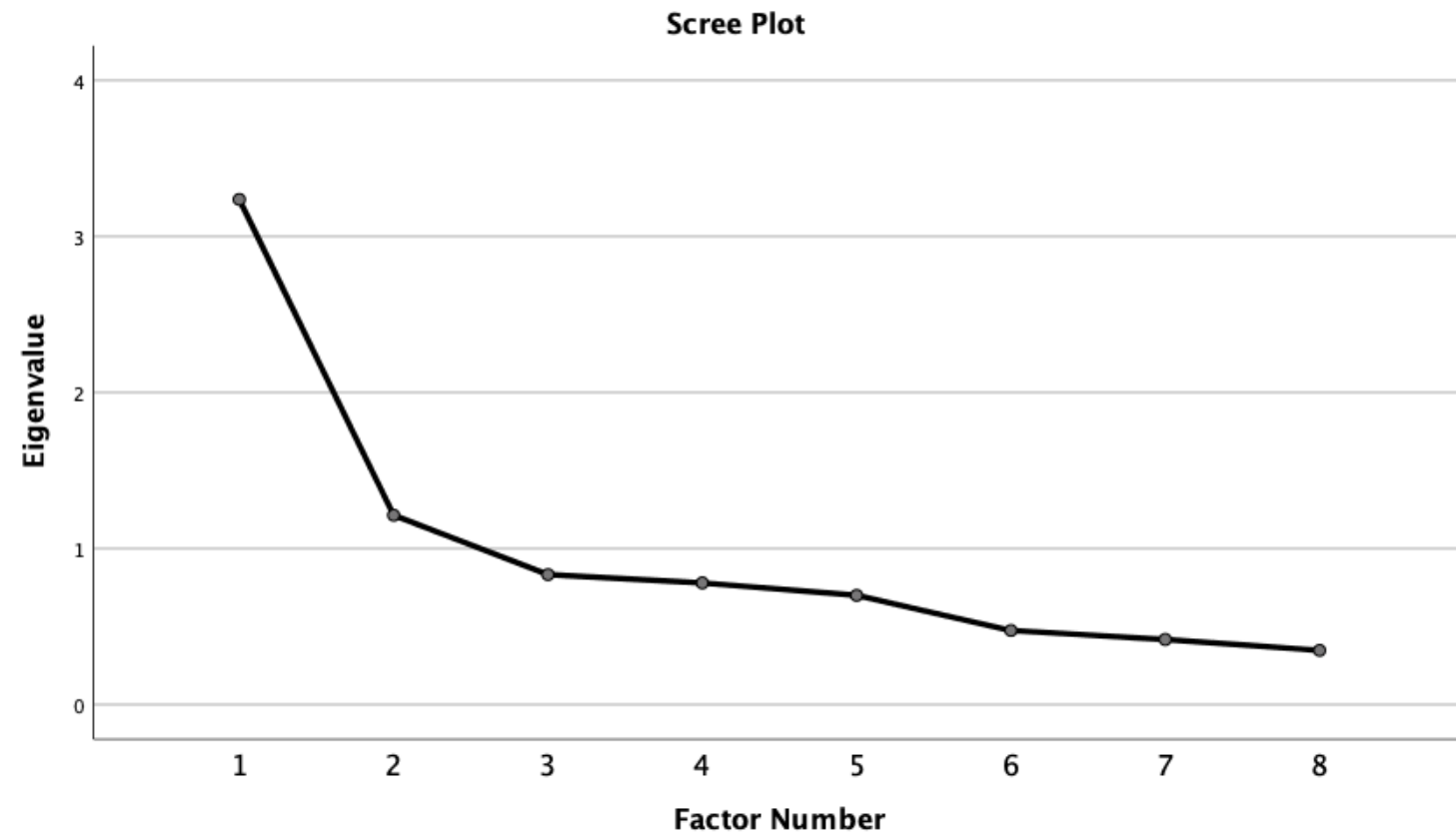
Extraction Method: Principal Axis Factoring.

Total Variance Explained							Rotation Sums of Squared Loadings ^a Total
Factor	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	3.237	40.458	40.458	2.745	34.316	34.316	2.059

2	1.213	15.165	55.624	.772	9.656	43.972	2.009
3	.833	10.412	66.035	.407	5.083	49.055	2.213
4	.779	9.743	75.778				
5	.699	8.743	84.521				
6	.474	5.929	90.450				
7	.417	5.210	95.660				
8	.347	4.340	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.



Factor Matrix^a
Factor

	1	2	3
Q312INNOV	.479		
Q313INNOV	.523	.439	
Q314INNOV	.533	.386	
Q321PROACT	.636		-.459
Q323PROACT	.521		
Q322PROACT	.688		
Q331RISK	.579	-.549	
Q332RISK	.688		

Extraction Method: Principal Axis Factoring.^a

a. Attempted to extract 3 factors. More than 25 iterations required. (Convergence=.002). Extraction was terminated.

Pattern Matrix^a

	Factor		
	1	2	3
Q312INNOV			
Q313INNOV		.775	
Q314INNOV		.680	
Q321PROACT			.877
Q323PROACT			.334

Q322PROACT			.526
Q331RISK	.852		
Q332RISK	.751		

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Structure Matrix

	Factor		
	1	2	3
Q312INNOV	.329	.457	.412
Q313INNOV		.716	.365
Q314INNOV		.678	.404
Q321PROACT	.405	.394	.778
Q323PROACT	.436	.358	.500
Q322PROACT	.470	.552	.692
Q331RISK	.795		.428
Q332RISK	.785	.446	.480

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.

Factor Correlation Matrix			
Factor	1	2	3
1	1.000	.424	.590
2	.424	1.000	.592
3	.590	.592	1.000

Extraction Method: Principal Axis Factoring.

Rotation Method: Promax with Kaiser Normalization.

Appendix F Chapter 5, Log of further phase II analyses and two step cluster output

This appendix logs the attempts at Two Step Cluster analysis using the Two SEO Factor Z-score and each of the other variables in turn. The log records whether the TSC was successful. The log is followed by SPSS output of the valid clusters.

Where a valid TSC was not obtained, categoric data was manually compared with the two Factor Z-scores: this is signalled by reference to the associated appendix where these comparisons are reported. "N/a" signals that the data was in continuous form and that a valid cluster was not obtained.

Key to TSC Log

Variable refers to descriptive data and frequencies collected in Phases I and II

Cluster Quality refers to the "Silhouette of measure of cohesion and separation". "ok" is applied to analyses measured as mid-point of Fair or better.

Cluster validity refers to the size of clusters with a ratio of 1:3 or better between smallest and largest. Smaller clusters accepted where they represent an entire category. I

Predictor of importance indicates that each variable contributes to the cluster analysis and is not swamped by a dominant variable (SV).

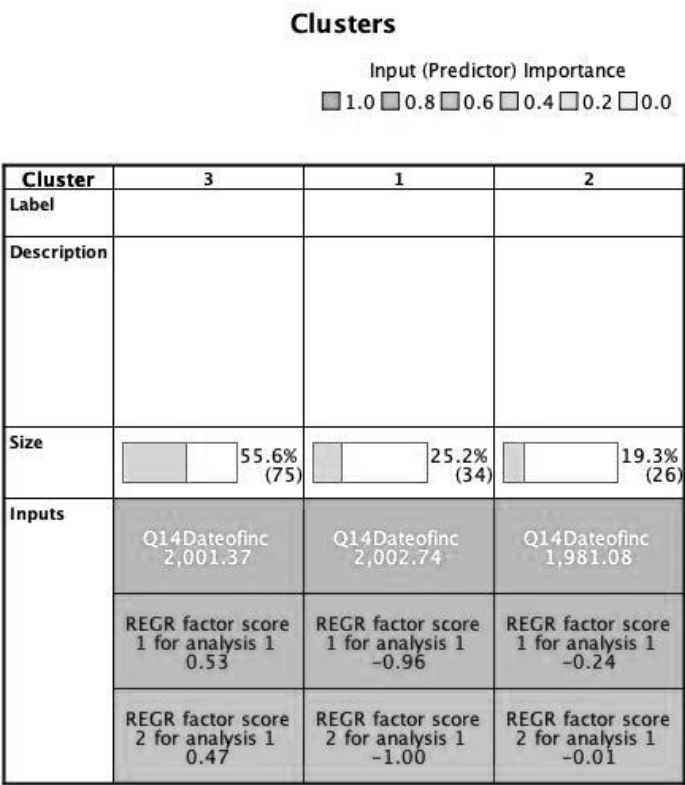
TSC analysis reported indicates that the basic SPSS output is set out below; the graphic of the clusters and values is provided as being the most informative.

Variable	Cluster quality	Cluster validity	Predictor of importance	Form of analysis pursued
Phase I data				
Q8.1 Benefacts sector	weak			See Appendix H
Q8.2 Benefacts subsector	weak			See Appendix H
Q10a Rural/urban	ok	ok	SV	See Appendix H
Q10 Geographic scope	ok	ok	SV	See Appendix H
Q11 Service users/clients	weak			See Appendix H
Q12 Employees	ok	no	SV	n/a
Q13 Legal form	OK	no but	OK	TSC

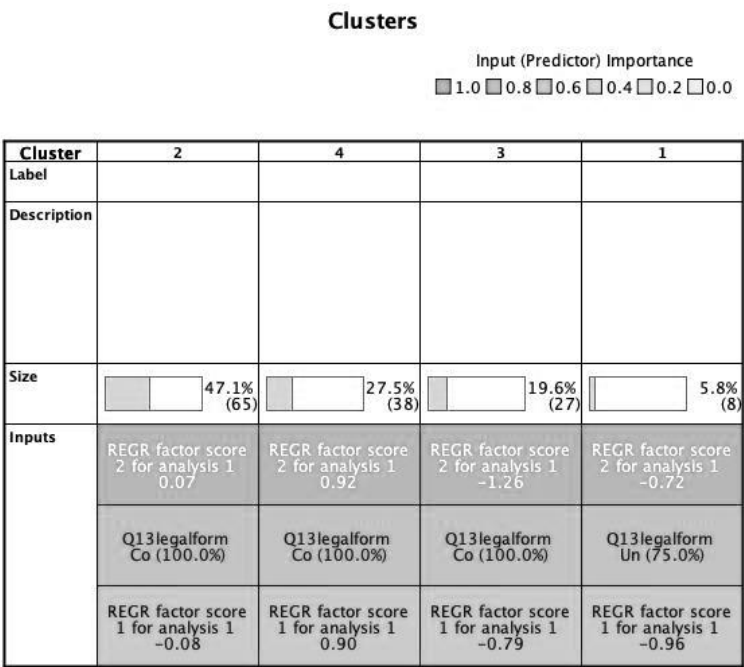
Q14 Date of incorporation	OK	ok	ok	TSC
Q15 No on board	ok	ok	SV	n/a
Q16. No on board for 5+ years	ok	ok	SV	n/a
Q17 Registered charity	OK	ok	ok	TSC
Q19 Accounts (full, abridged or none)	OK	ok	ok	TSC
Q20 Income €k	ok	no	SV	n/a
Q21 Income band	ok	ok	SV	See Appendix H
Q23 Net assets	ok	ok	SV	n/a
Q26 Arts Council funding	OK	ok	ok	TSC and See Appendix H
Q26 Early years funding	ok	ok	SV	See Appendix H
Q26 CSP	OK	ok	ok	TSC and See Appendix H
Q26 HSE	ok	ok	SV	See Appendix H
Q26 SSNO	OK	ok	ok	TSC and See Appendix H
Q26 SICAP	OK	ok	ok	TSC and See Appendix H
Q26 Solas	ok	ok	SV	See Appendix H
Q26 Sport Ireland	ok	ok	SV	See Appendix H
Q26 Tusla	OK	ok	ok	TSC and See Appendix H
Q26 Youth services	OK	ok	ok	TSC and See Appendix H
Q26 Probation	OK	ok	SV	See Appendix H
Q28 No of funding streams	ok	ok	SV	See Appendix H
Q29 State funding %	OK	ok	ok	Yes Also see Appendix H
Q30 Evidence of borrowings	ok	ok	SV	See Appendix H
Phase II data				
Q1.3 Presence of trading or related company	ok	ok	ok	See Appendix H
Q1.4 Primary ID	weak			See Appendix H
Q1.4 Social enterprise ID	ok	no		
Q1.5 Secondary social enterprise ID	ok	ok	SV	
Q1.6 No of volunteers	weak			See Appendix H

Q1.7 No of employment scheme participants	borderline	ok	SV	See Appendix H
Q1.8 No of FTEs	ok	ok	SV	See Appendix H
Q1.9 No of PTs	ok	ok	SV	See Appendix H
Q1.10 No of casual workers	ok	ok	SV	See Appendix H
Q1.11 No of sources of independent income	ok	ok	SV	See Appendix H
Q1.11 Fee income	ok	ok	SV	See Appendix H
Q1.11 Rental income	ok	ok	ok	TSC and See Appendix H
Q1.11 Trading income	ok	ok	ok	TSC and See Appendix H
Q1.11 Subscription income	ok	ok	ok	TSC and See Appendix H
Q1.11 Philanthropic income	ok	ok	SV	See Appendix H
Q1.11 Public donations	ok	ok	SV	See Appendix H
Q1.11 Business sponsorship	ok	ok	ok	TSC and See Appendix H
Q1.12 Earned income as % of t/o.	weak			See appendix H
Q2.1Type of governing body	ok	ok	SV	See appendix H
Q2.2 Founder (1)	ok	ok	SV	See Appendix H
Q2.2Founder Logic	ok	ok	SV	
Q2.3 Institutional diversity of board	ok	ok	SV	See Appendix H
Q2.3 Public elected officials on board	ok	ok	ok	TSC and See Appendix H
Q2.3 State employees on board	ok	ok	SV	See Appendix H
Q2.3 Sector professionals on board	ok	ok	SV	See Appendix H
Q2.3 Business people on board	ok	ok	SV	See Appendix H
Q2.4 Subsets of board	ok	ok	SV	See Appendix H
Q2.5 Goal Setters	ok	ok	SV	See Appendix H
Q2.5 Influencers of success	ok	ok	SV	See Appendix H
Q2.5 Potential funding	ok	ok	SV	See Appendix H
Q2.5 Needs met	ok	ok	ok	TSC and See Appendix H
Q2.6 Market relationship with client	ok	ok	SV	See Appendix H

Explanation of TSC output



Date of
incorporation



Legal form

Clusters

Input (Predictor) Importance
 1.0 0.8 0.6 0.4 0.2 0.0

Registered
charity

Cluster	2	1	3
Label			
Description			
Size	 43.5% (60)	 40.6% (56)	 15.9% (22)
Inputs	Q17registeredcharit y Yes (100.0%)	Q17registeredcharit y Yes (100.0%)	Q17registeredcharit y No (100.0%)
	REGR factor score 2 for analysis 1 0.73	REGR factor score 2 for analysis 1 -0.70	REGR factor score 2 for analysis 1 -0.21
	REGR factor score 1 for analysis 1 0.55	REGR factor score 1 for analysis 1 -0.64	REGR factor score 1 for analysis 1 0.12

Clusters

Input (Predictor) Importance
 1.0 0.8 0.6 0.4 0.2 0.0

Abridged, no or full
accounts

Cluster	1	2	3	4
Label				
Description				
Size	 50.7% (70)	 32.6% (45)	 10.1% (14)	 6.5% (9)
Inputs	Q19Abridgedaccoun ts No (100.0%)	Q19Abridgedaccoun ts No (100.0%)	Q19Abridgedaccoun ts Yes (100.0%)	Q19Abridgedaccoun ts n/a (100.0%)
	REGR factor score 2 for analysis 1 0.58	REGR factor score 2 for analysis 1 -0.78	REGR factor score 2 for analysis 1 0.04	REGR factor score 2 for analysis 1 -0.69
	REGR factor score 1 for analysis 1 0.51	REGR factor score 1 for analysis 1 -0.65	REGR factor score 1 for analysis 1 0.16	REGR factor score 1 for analysis 1 -0.92

Clusters

Input (Predictor) Importance

■ 1.0 ■ 0.8 ■ 0.6 ■ 0.4 ■ 0.2 ■ 0.0

Cluster	2	1	3
Label			
Description			
Size	 50.0% (69)	 37.7% (52)	 12.3% (17)
Inputs	Q26ARTS NO (100.0%)	Q26ARTS NO (100.0%)	Q26ARTS YES (100.0%)
	REGR factor score 2 for analysis 1 0.62	REGR factor score 2 for analysis 1 -0.80	REGR factor score 2 for analysis 1 -0.07
	REGR factor score 1 for analysis 1 0.50	REGR factor score 1 for analysis 1 -0.75	REGR factor score 1 for analysis 1 0.26

Arts Council
funding

Clusters

Input (Predictor) Importance

■ 1.0 ■ 0.8 ■ 0.6 ■ 0.4 ■ 0.2 ■ 0.0

Cluster	2	1	3
Label			
Description			
Size	 51.8% (71)	 32.8% (45)	 15.3% (21)
Inputs	Q26CSP NO (100.0%)	Q26CSP NO (100.0%)	Q26CSP YES (100.0%)
	REGR factor score 2 for analysis 1 0.56	REGR factor score 2 for analysis 1 -0.89	REGR factor score 2 for analysis 1 0.14
	REGR factor score 1 for analysis 1 0.43	REGR factor score 1 for analysis 1 -0.77	REGR factor score 1 for analysis 1 0.29

CSP funding

Clusters

Input (Predictor) Importance

■ 1.0 ■ 0.8 ■ 0.6 ■ 0.4 ■ 0.2 ■ 0.0

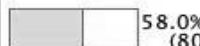
Cluster	2	1	3
Label			
Description			
Size	 56.5% (78)	 37.0% (51)	 6.5% (9)
Inputs	Q26SSNO NO (100.0%)	Q26SSNO NO (100.0%)	Q26SSNO YES (100.0%)
	REGR factor score 2 for analysis 1 0.52	REGR factor score 2 for analysis 1 -0.88	REGR factor score 2 for analysis 1 0.50
	REGR factor score 1 for analysis 1 0.49	REGR factor score 1 for analysis 1 -0.78	REGR factor score 1 for analysis 1 0.16

SSNO
funding

Clusters

Input (Predictor) Importance

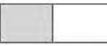
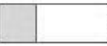
■ 1.0 ■ 0.8 ■ 0.6 ■ 0.4 ■ 0.2 ■ 0.0

Cluster	1	2	3
Label			
Description			
Size	 58.0% (80)	 37.0% (51)	 5.1% (7)
Inputs	Q26SICAP NO (100.0%)	Q26SICAP NO (100.0%)	Q26SICAP YES (100.0%)
	REGR factor score 2 for analysis 1 0.52	REGR factor score 2 for analysis 1 -0.84	REGR factor score 2 for analysis 1 0.21
	REGR factor score 1 for analysis 1 0.50	REGR factor score 1 for analysis 1 -0.78	REGR factor score 1 for analysis 1 0.02

SICAP
funding

Clusters

Input (Predictor) Importance
 1.0 0.8 0.6 0.4 0.2 0.0

Cluster	2	1	3
Label			
Description			
Size	 47.8% (66)	 33.3% (46)	 18.8% (26)
Inputs	Q26TUSLA NO (100.0%)	Q26TUSLA NO (100.0%)	Q26TUSLA YES (100.0%)
	REGR factor score 1 for analysis 1 0.50	REGR factor score 1 for analysis 1 -0.76	REGR factor score 1 for analysis 1 0.07
	REGR factor score 2 for analysis 1 0.50	REGR factor score 2 for analysis 1 -0.79	REGR factor score 2 for analysis 1 0.12

Tusla
funding

Clusters

Input (Predictor) Importance
 1.0 0.8 0.6 0.4 0.2 0.0

Cluster	1	2	3
Label			
Description			
Size	 52.2% (72)	 38.4% (53)	 9.4% (13)
Inputs	q26YOUTH NO (100.0%)	q26YOUTH NO (100.0%)	q26YOUTH YES (100.0%)
	REGR factor score 1 for analysis 1 0.55	REGR factor score 1 for analysis 1 -0.77	REGR factor score 1 for analysis 1 0.13
	REGR factor score 2 for analysis 1 0.56	REGR factor score 2 for analysis 1 -0.77	REGR factor score 2 for analysis 1 0.03

Youth funding

Clusters

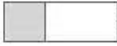
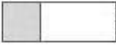
Input (Predictor) Importance
 ■ 1.0 ■ 0.8 ■ 0.6 ■ 0.4 ■ 0.2 ■ 0.0

Cluster	3	2	1
Label			
Description			
Size	 38.7% (43)	 33.3% (37)	 27.9% (31)
Inputs	q29statefundingpercentage 84.51	q29statefundingpercentage 33.32	q29statefundingpercentage 80.95
	REGR factor score 2 for analysis 1 0.61	REGR factor score 2 for analysis 1 0.25	REGR factor score 2 for analysis 1 -0.91
	REGR factor score 1 for analysis 1 0.45	REGR factor score 1 for analysis 1 0.30	REGR factor score 1 for analysis 1 -0.78

State funding as a percentage
of turnover

Clusters

Input (Predictor) Importance
 ■ 1.0 ■ 0.8 ■ 0.6 ■ 0.4 ■ 0.2 ■ 0.0

Cluster	3	2	1
Label			
Description			
Size	 36.2% (50)	 34.1% (47)	 29.7% (41)
Inputs	q111rent y (100.0%)	q111rent n (100.0%)	q111rent n (100.0%)
	REGR factor score 1 for analysis 1 0.22	REGR factor score 1 for analysis 1 0.53	REGR factor score 1 for analysis 1 -0.87
	REGR factor score 2 for analysis 1 0.11	REGR factor score 2 for analysis 1 0.59	REGR factor score 2 for analysis 1 -0.81

Rental income

Clusters

Input (Predictor) Importance
 ■ 1.0 ■ 0.8 ■ 0.6 ■ 0.4 ■ 0.2 ■ 0.0

Cluster	1	2	3
Label			
Description			
Size	 43.5% (60)	 33.3% (46)	 23.2% (32)
Inputs	Q111trade n (100.0%)	Q111trade n (100.0%)	Q111trade y (100.0%)
	REGR factor score 2 for analysis 1 0.63	REGR factor score 2 for analysis 1 -0.85	REGR factor score 2 for analysis 1 0.05
	REGR factor score 1 for analysis 1 0.50	REGR factor score 1 for analysis 1 -0.68	REGR factor score 1 for analysis 1 0.05

Trading
income

Clusters

Input (Predictor) Importance
 1.0 0.8 0.6 0.4 0.2 0.0

Subscription
income

Cluster	1	2	3
Label			
Description			
Size	47.8% (66)	31.2% (43)	21.0% (29)
Inputs	Q111subs n (100.0%)	Q111subs n (100.0%)	Q111subs y (100.0%)
	REGR factor score 2 for analysis 1 0.58	REGR factor score 2 for analysis 1 -0.87	REGR factor score 2 for analysis 1 -0.03
	REGR factor score 1 for analysis 1 0.50	REGR factor score 1 for analysis 1 -0.80	REGR factor score 1 for analysis 1 0.06

Clusters

Input (Predictor) Importance
 1.0 0.8 0.6 0.4 0.2 0.0

Whose needs
are met?

Cluster	3	1	2
Label			
Description			
Size	53.6% (74)	29.7% (41)	16.7% (23)
Inputs	Q25needs Clients/ service users /members (100.0%)	Q25needs Clients/ service users /members (100.0%)	Q25needs Board/ management committee (43.5%)
	REGR factor score 2 for analysis 1 0.53	REGR factor score 2 for analysis 1 -0.77	REGR factor score 2 for analysis 1 -0.32
	REGR factor score 1 for analysis 1 0.49	REGR factor score 1 for analysis 1 -0.78	REGR factor score 1 for analysis 1 -0.20

Appendix G Chapter 5, SPSS Output – Phase II descriptive statistics and frequencies

Notes		
Output Created		15-MAR-2022 19:46:38
Comments		
Input	Data	/Users/apple/Downloads/phd final scale frequencies 20210929.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	138
Missing Handling	Value Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=Q12employees Q14Dateofinc Q15numberonboard q16board5yearsplus Q20Income000s Q22Expenditure000s Q23Netassets q29statefundingpercentage q111indepincomemix q23boardmix /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.01
	Elapsed Time	00:00:00.00

[DataSet1] /Users/apple/Downloads/phd final scale frequencies 20210929.sav

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Q12employees	126	1	3975	57.16	354.029
Q14Dateofinc	135	1956	2019	1997.81	10.979
Q15numberonboard	136	2.0	22.0	7.485	3.6575
q16board5yearsplus	126	0	11	3.18	2.531
Q20Income000s	116	0	183532	2835.05	17045.133
Q22Expenditure000s	116	0	179413	2738.83	16646.161
Q23Netassets	127	-586	54317	1291.25	5977.165
q29statefundingpercentage	111	2.0	100.0	66.455	27.8374
q111indepincomemix	138	0	7	2.50	1.609
q23boardmix	138	1	9	4.30	1.834

Valid N (listwise)	105				

Frequencies

		Notes			
Output Created		15-MAR-2022 19:55:42			
Comments					
Input	Data	/Users/apple/Downloads/phd final scale frequencies 20210929.sav			
	Active Dataset	DataSet1			
	Filter	<none>			
	Weight	<none>			
	Split File	<none>			
	N of Rows in Working Data File	138			
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.			
	Cases Used	Statistics are based on all cases with valid data.			
Syntax		FREQUENCIES VARIABLES=Q81Benefactssector Q82BenefactsSubsector Q9UNSIC Q10aruralurb Q10Geographical Q11Serviceusers Q13legalform Q17registeredcharity Q19Abridgedaccounts Q21Incomerange Q26ABCPROG Q26ANIMAL Q26ARTS Q26EARLYEARS Q26CE Q26CSP Q26AHBS Q26HSE Q26IRISHAID Q26LLINK Q26SSNO Q26SICAP Q26SOLAS Q26SPORT Q26TUSLA Q26SEAI q26YOUTH Q26DIGITAL Q26PROB q28numberfundingstreams Q30borrowings Q13tradingco Q14primidentity q14socentid q15socentids Q16vols Q17schemes Q18ftes Q19pts Q1.10casuals q111fees q111rent Q111trade Q111subs Q111phil Q111public q111business Q112trading Q21govbody q23elected q23stateemployees q23sectorprof q23businessple Q24boardsubsets Q25goalsetters Q25inflsuccess Q25potfunding Q25needs Q26market /ORDER=ANALYSIS.			

Frequency Table

Q8.1Benefactssector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Arts, Culture Media	14	10.1	10.1	10.1
	Development, housing	34	24.6	24.6	34.8
	Education	7	5.1	5.1	39.9
	Environment	4	2.9	2.9	42.8
	Health	15	10.9	10.9	53.6
	International	3	2.2	2.2	55.8
	Politics, advocacy, law	4	2.9	2.9	58.7
	Professional, vocational	5	3.6	3.6	62.3
	Recreation, Sports	6	4.3	4.3	66.7
	Social Services	46	33.3	33.3	100.0
	Total	138	100.0	100.0	

Q8.2BenefactsSubsector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Adult & continuing education	2	1.4	1.4	1.4
	Advocacy organisations	2	1.4	1.4	2.9
	Animal welfare	3	2.2	2.2	5.1
	Arts organisations	11	8.0	8.0	13.0
	Childcare services	17	12.3	12.3	25.4
	Civil & human rights	1	.7	.7	26.1
	Education support	3	2.2	2.2	28.3
	Environmental sustainability	1	.7	.7	29.0
	Family support services	6	4.3	4.3	33.3
	Health services & health promotion	10	7.2	7.2	40.6
	heritage & Visitor Attractions	1	.7	.7	41.3
	Homeless & emergency relief	2	1.4	1.4	42.8
	Hospitals & hospices	1	.7	.7	43.5
	International development organisations	3	2.2	2.2	45.7
	Job creation	2	1.4	1.4	47.1
	Legal services & citizens advice	1	.7	.7	47.8
	Local development	27	19.6	19.6	67.4
	Media & film	2	1.4	1.4	68.8

Mental health services	4	2.9	2.9	71.7
Professional or sector representative bodies	5	3.6	3.6	75.4
Recreational clubs & societies	1	.7	.7	76.1
Services for older people	5	3.6	3.6	79.7
Services for pwd	3	2.2	2.2	81.9
Services for Travellers & ethnic minorities	2	1.4	1.4	83.3
Sheltered housing	1	.7	.7	84.1
Social Enterprise	1	.7	.7	84.8
Social housing	3	2.2	2.2	87.0
sports organisations	5	3.6	3.6	90.6
Vocational/technical education	2	1.4	1.4	92.0
Youth services	11	8.0	8.0	100.0
Total	138	100.0	100.0	

		Q9 UNSIC			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A. Agriculture, forestry and fishing	1	.7	.7	.7
	H: Transportation and storage	2	1.4	1.4	2.2
	I Accommodation and food service activities	4	2.9	2.9	5.1
	J: Information and communication	2	1.4	1.4	6.5
	M: Professional, scientific and technical activities	13	9.4	9.4	15.9
	N: Administration and support services	5	3.6	3.6	19.6
	P: Education	10	7.2	7.2	26.8
	Q: Human health and social work activities	63	45.7	45.7	72.5
	R: Arts, entertainment and recreation	24	17.4	17.4	89.9
	S: Other service activities (member orgs, repair of computers etc, other)	14	10.1	10.1	100.0

Total	138	100.0	100.0

Q10 Rural/Urban

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	indet	59	42.8	42.8	42.8
	rural	40	29.0	29.0	71.7
	urb	39	28.3	28.3	100.0
	Total	138	100.0	100.0	

Q10Geographical

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	City or county-wide (one or two counties)	28	20.3	20.3	20.3
	International	4	2.9	2.9	23.2
	Local	56	40.6	40.6	63.8
	National	40	29.0	29.0	92.8
	Regional	3	2.2	2.2	94.9
	Uncertain from Benefacts entry	7	5.1	5.1	100.0
	Total	138	100.0	100.0	

Q11Serviceusers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Animals	3	2.2	2.2	2.2
	Businesses	2	1.4	1.4	3.6
	Families	17	12.3	12.3	15.9
	General public	24	17.4	17.4	33.3
	Geographically defined community	20	14.5	14.5	47.8
	Individuals from an identifiable group e.g. pwd, young people, travellers	60	43.5	43.5	91.3
	The environment	1	.7	.7	92.0
	Uncertain from Benefacts entry	5	3.6	3.6	95.7
	Voluntary/nonprofit organisations	6	4.3	4.3	100.0
	Total	138	100.0	100.0	

		Q13legalform			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Co	130	94.2	94.2	94.2
	Sp	2	1.4	1.4	95.7
	Un	6	4.3	4.3	100.0
	Total	138	100.0	100.0	

		Q17registeredcharity			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	22	15.9	15.9	15.9
	Yes	116	84.1	84.1	100.0
	Total	138	100.0	100.0	

		Q19Abridgedaccounts			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	n/a	9	6.5	6.5	6.5
	No	115	83.3	83.3	89.9
	Yes	14	10.1	10.1	100.0
	Total	138	100.0	100.0	

		Q21Incomerange			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Aunder100K	16	11.6	11.6	11.6
	B101Kto250K	28	20.3	20.3	31.9
	C251KTO500K	27	19.6	19.6	51.4
	D501KTO1M	29	21.0	21.0	72.5
	E101MTO5M	30	21.7	21.7	94.2
	FOVER5M	7	5.1	5.1	99.3
	G Not possible to estimate	1	.7	.7	100.0
	Total	138	100.0	100.0	

		Q26ABCPROG			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	136	98.6	98.6	98.6
	YES	2	1.4	1.4	100.0
	Total	138	100.0	100.0	

Q26ANIMAL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	135	97.8	97.8	97.8
	YES	3	2.2	2.2	100.0
	Total	138	100.0	100.0	

Q26ARTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	121	87.7	87.7	87.7
	YES	17	12.3	12.3	100.0
	Total	138	100.0	100.0	

Q26EARLYEARS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	105	76.1	76.1	76.1
	YES	33	23.9	23.9	100.0
	Total	138	100.0	100.0	

Q26CE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	129	93.5	93.5	93.5
	YES	9	6.5	6.5	100.0
	Total	138	100.0	100.0	

Q26CSP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	116	84.1	84.1	84.1
	YES	22	15.9	15.9	100.0
	Total	138	100.0	100.0	

Q26AHBS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	134	97.1	97.1	97.1
	YES	4	2.9	2.9	100.0
	Total	138	100.0	100.0	

Q26HSE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	86	62.3	62.3	62.3
	YES	52	37.7	37.7	100.0
	Total	138	100.0	100.0	

Q26IRISHAID

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	133	96.4	96.4	96.4
	YES	5	3.6	3.6	100.0
	Total	138	100.0	100.0	

Q26LLINK

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	137	99.3	99.3	99.3
	YES	1	.7	.7	100.0
	Total	138	100.0	100.0	

Q26SSNO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	129	93.5	93.5	93.5
	YES	9	6.5	6.5	100.0
	Total	138	100.0	100.0	

Q26SICAP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	131	94.9	94.9	94.9
	YES	7	5.1	5.1	100.0
	Total	138	100.0	100.0	

Q26SOLAS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	137	99.3	99.3	99.3
	YES	1	.7	.7	100.0
	Total	138	100.0	100.0	

Q26SPORT

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	NO	134	97.1	97.1	97.1
	YES	4	2.9	2.9	100.0
	Total	138	100.0	100.0	

Q26TUSLA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	112	81.2	81.2	81.2
	YES	26	18.8	18.8	100.0
	Total	138	100.0	100.0	

Q26SEAI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	136	98.6	98.6	98.6
	YES	2	1.4	1.4	100.0
	Total	138	100.0	100.0	

q26YOUTH

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	125	90.6	90.6	90.6
	YES	13	9.4	9.4	100.0
	Total	138	100.0	100.0	

Q26DIGITAL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	138	100.0	100.0	100.0

Q26PROB

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	133	96.4	96.4	96.4
	YES	5	3.6	3.6	100.0
	Total	138	100.0	100.0	

q28numberfundingstreams

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		13	9.4	9.4	9.4
	1 - 3 public/state funding streams	95	68.8	68.8	78.3

13 + public /state funding streams	2	1.4	1.4	79.7
4 - 6 public/state funding streams	15	10.9	10.9	90.6
7-12 public/state funding streams	13	9.4	9.4	100.0
Total	138	100.0	100.0	

Q30borrowings

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.7	.7	.7
No	23	16.7	16.7	17.4
Uncertain	80	58.0	58.0	75.4
Yes	34	24.6	24.6	100.0
Total	138	100.0	100.0	

Q1.3tradingco

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.7	.7	.7
No	108	78.3	78.3	79.0
Yes	29	21.0	21.0	100.0
Total	138	100.0	100.0	

Q1.4primidentity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	2.9	2.9	2.9
Association	6	4.3	4.3	7.2
Charity	47	34.1	34.1	41.3
Community business	3	2.2	2.2	43.5
Community development organisation	9	6.5	6.5	50.0
Community enterprise	1	.7	.7	50.7
Community group	6	4.3	4.3	55.1
NGO (or INGO)	11	8.0	8.0	63.0
Nonprofit or not-for-profit	31	22.5	22.5	85.5
Social enterprise	7	5.1	5.1	90.6
Voluntary organisation	13	9.4	9.4	100.0
Total	138	100.0	100.0	

Q1.4socentid					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		4	2.9	2.9	2.9
	NO	123	89.1	89.1	92.0
	Yes	11	8.0	8.0	100.0
	Total	138	100.0	100.0	

Q1.5socentids					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	1.4	1.4	1.4
	No	106	76.8	76.8	78.3
	Yes	30	21.7	21.7	100.0
	Total	138	100.0	100.0	

Q1.6vols					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	.7	.7	.7
	1-9	42	30.4	30.4	31.2
	10-19	20	14.5	14.5	45.7
	20-49	18	13.0	13.0	58.7
	250+	8	5.8	5.8	64.5
	50-249	16	11.6	11.6	76.1
	None	33	23.9	23.9	100.0
	Total	138	100.0	100.0	

		Q1.7schemes			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	.7	.7	.7
	1-9	46	33.3	33.3	34.1
	10-19	10	7.2	7.2	41.3
	20-49	9	6.5	6.5	47.8
	250+	3	2.2	2.2	50.0
	50-249	7	5.1	5.1	55.1
	None	62	44.9	44.9	100.0
	Total	138	100.0	100.0	

		Q1.8ftes			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-9	84	60.9	60.9	60.9

	10-19	21	15.2	15.2	76.1
	20-49	15	10.9	10.9	87.0
	50-249	7	5.1	5.1	92.0
	None	11	8.0	8.0	100.0
	Total	138	100.0	100.0	

Q1.9pts					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	.7	.7	.7
	1-9	93	67.4	67.4	68.1
	10-19	20	14.5	14.5	82.6
	20-49	7	5.1	5.1	87.7
	50-249	3	2.2	2.2	89.9
	None	14	10.1	10.1	100.0
	Total	138	100.0	100.0	

Q1.10casuals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	1.4	1.4	1.4
	1-9	48	34.8	34.8	36.2
	20-49	4	2.9	2.9	39.1
	43739	6	4.3	4.3	43.5
	50-249	4	2.9	2.9	46.4
	None	74	53.6	53.6	100.0
	Total	138	100.0	100.0	

q1.11fees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	66	47.8	47.8	47.8
	Y	72	52.2	52.2	100.0
	Total	138	100.0	100.0	

q1.11rent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	88	63.8	63.8	63.8
	Y	50	36.2	36.2	100.0
	Total	138	100.0	100.0	

Q1.11trading

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	106	76.8	76.8	76.8
	Y	32	23.2	23.2	100.0
	Total	138	100.0	100.0	

Q1.11subscriptions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	109	79.0	79.0	79.0
	Y	29	21.0	21.0	100.0
	Total	138	100.0	100.0	

Q1.11philanthropy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	80	58.0	58.0	58.0
	Y	58	42.0	42.0	100.0
	Total	138	100.0	100.0	

Q1.11publicdonations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	77	55.8	55.8	55.8
	Y	61	44.2	44.2	100.0
	Total	138	100.0	100.0	

q1.11business sponsorship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	96	69.6	69.6	69.6
	Y	42	30.4	30.4	100.0
	Total	138	100.0	100.0	

Q1.12 earned income as % of turnover

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		6	4.3	4.3	4.3
	0	21	15.2	15.2	19.6
	1-10%	39	28.3	28.3	47.8
	11-35%	30	21.7	21.7	69.6
	36-65%	22	15.9	15.9	85.5
	66-89%	13	9.4	9.4	94.9
	90%+	7	5.1	5.1	100.0
	Total	138	100.0	100.0	

Q2.1governing body

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Board of directors	89	64.5	64.5	64.5
	Board of management	35	25.4	25.4	89.9
	Board of trustees	5	3.6	3.6	93.5
	Council	1	.7	.7	94.2
	Executive	1	.7	.7	94.9
	Management committee	7	5.1	5.1	100.0
	Total	138	100.0	100.0	

Q2.3elected to public office

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	115	83.3	83.3	83.3
	Y	23	16.7	16.7	100.0
	Total	138	100.0	100.0	

Q2.3stateemployees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	65	47.1	47.1	47.1
	Y	73	52.9	52.9	100.0
	Total	138	100.0	100.0	

Q2.3sectorprofessionals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	68	49.3	49.3	49.3
	Y	70	50.7	50.7	100.0
	Total	138	100.0	100.0	

Q2.3business people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	65	47.1	47.1	47.1
	Y	73	52.9	52.9	100.0
	Total	138	100.0	100.0	

Q2.4boardsubsets

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.7	.7	.7
None of the above apply to our organisation.	49	35.5	35.5	36.2
Our organisation has a management committee that includes people who are not formally directors/trustees of our company or co-op.	25	18.1	18.1	54.3
Our organisation has an executive committee or management committee that consists of some (and only some) directors/trustees of our governing body.	63	45.7	45.7	100.0
Total	138	100.0	100.0	

Q2.5 goalsetters

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1.4	1.4	1.4
Board/ management committee	104	75.4	75.4	76.8
Clients/ service users /members	1	.7	.7	77.5
Managers/ staff	27	19.6	19.6	97.1
State funders	4	2.9	2.9	100.0
Total	138	100.0	100.0	

Q2.5inflsuccess

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1.4	1.4	1.4
Board/ management committee	30	21.7	21.7	23.2

	Clients/ service users /members	5	3.6	3.6	26.8
	Managers/ staff	97	70.3	70.3	97.1
	State funders	4	2.9	2.9	100.0
	Total	138	100.0	100.0	

Q2.5 potential funding

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	1.4	1.4	1.4
	Board/ management committee	19	13.8	13.8	15.2
	Clients/ service users /members	7	5.1	5.1	20.3
	Managers/ staff	55	39.9	39.9	60.1
	Private funders e.g. donors or sponsors	4	2.9	2.9	63.0
	State funders	51	37.0	37.0	100.0
	Total	138	100.0	100.0	

Q2.5 whose needs are met

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	1.4	1.4	1.4
	Board/ management committee	10	7.2	7.2	8.7
	Clients/ service users /members	115	83.3	83.3	92.0
	Managers/ staff	5	3.6	3.6	95.7
	State funders	6	4.3	4.3	100.0
	Total	138	100.0	100.0	

Q2.6 market relationship with clients

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None of the above apply	9	6.5	6.5	6.5

Our users/clients/customers are members of our association	15	10.9	10.9	17.4
Our users/clients/customers hear about our services and activities through our publicity and online presence, and/or our local presence & word of mouth.	105	76.1	76.1	93.5
We do not publicise our services; our users/clients/customers are primarily referred to us by state agencies, health professionals and/or other nonprofits	9	6.5	6.5	100.0
Total	138	100.0	100.0	

Appendix H Chapter 5, Phase II descriptives and frequencies with SEO Factors Z-scores

Chapter 5 of the thesis considers the Factor Z-scores of various subsets of descriptive and categorical data. As Chapter 5 selectively reports on these data, the full tables used are provided below for reference.

Q8.1 Benefacts Sector – 3 or more respondents	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	506 Sample %
Social Services	46	33.3%	-0.208	-0.120	39.1%
Development, housing	34	24.6%	0.162	0.188	27.1%
Health	15	10.9%	0.274	0.297	9.7%
Arts, Culture Media	14	10.1%	0.153	-0.130	6.9%
Education	7	5.1%	0.386	0.374	3.4%
Recreation, Sports	6	4.3%	0.178	-0.377	5.9%
Professional, vocational	5	3.6%	-0.248	0.032	2.2%
Environment	4	2.9%	-0.420	-0.594	1.6%
Politics, advocacy, law	4	2.9%	-0.553	-0.513	3%
International	3	2.2%	-0.281	0.137	1.2%
Total	138	100%			

Q8.2 Benefacts subsector - 5 or more respondents	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	506 Sample %
Local development	27	19.6%	0.285	0.290	18.40%
Childcare services	17	12.3%	-0.547	-0.374	15%
Arts organisations	11	8%	0.235	-0.154	4.70%
Youth services	11	8%	-0.294	-0.480	8.70%
Health services & health promotion	10	7.2%	0.413	0.329	6.70%
Family support services	6	4.3%	0.266	0.602	4.30%
Professional or sector representative bodies	5	3.6	-0.248	0.032	2.20%
Services for older people	5	3.6	0.368	-0.089	3%
Sports organisations	5	3.6	-0.026	-0.528	5.50%

		F1		506 Sample	
Q10. Geographical scope	Frequency	Percent	Innov/Proact	F2 Social Risk	%
Local, city or county-wide (one or two counties)	84	60.9%	-0.091	-0.036	66.3%
National	40	29%	0.130	0.046	22.3%
International	4	2.9%	-0.160	0.101	1.8%
Regional	3	2.2%	-0.10902	-0.73419	3.4%
Uncertain from Benefacts entry	7	5.1%	0.48088	0.42518	6.3%
Total	138	100			

Q10a Rural vs Urban	Frequency	Factor 1	Factor 2
Identifiably Rural	40 (29%)	0.06	0.04
Identifiably Urban	39 (28%)	-0.27	-0.08

Q11 USER/CLIENT TYPES	Frequency	Per- cent	F1 Innov/ Proact	F2 Social Risk	Sample 506 %
Individuals from an identifiable group e.g. pwd, young people, travellers	60	43.5%	-0.054	-0.010	49%
General public	24	17.4%	0.005	-0.052	11%
Geographically defined community	20	14.5%	0.344	0.288	16%
Families	17	12.3%	-0.152	0.091	15%
Businesses/voluntary organisations	8	5.7%	-0.360	-0.483	3.8%
Animals	3	2.2%	-0.444	-0.885	1.2%
Uncertain from Benefacts entry	5	3.6%			3%
The environment	1	0.7%	0.666	0.748	0.6%
Total	138	100			

Financial profile - descriptives	N	Min €000s	Max €000s	Mean €000s	Std Dev	Sample (506)
Q21 Annual revenue income	116	0	183532	2835.05	17045.133	2636.72
Mean income less the €183M outlier				1263.77		
Median income				565.00		549.00
Q22 Annual expenditure	116	0	179413	2738.83	16646.161	2539.34
Q23 Net Assets	127	-586	54317	1291.25	5977.165	1447.3
Median net assets				133		146.5

Q21 Income range €	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	Sample50 6 %
Under 100K	16	11.6%	-0.185	-0.307	10.90%
101K-250K	28	20.3%	-0.038	-0.006	20.40%
251K-500K	27	19.6%	0.081	-0.059	17.80%

501K-1M	29	21%	-0.037	-0.044	16%
1.01M - 5M	30	21.7%	0.083	0.091	19.60%
Over 5M	7	5.1%	0.008	0.675	7.70%
Not possible to estimate	1	0.7	0.353	0.495	

Q26 sources of state funding	Frequency	Percentage	F1 Innov/Proact	F2 Social Risk
HSE	52	37.7%	0.079	0.197
Early years funding	33	23.9%	-0.286	-0.132
Tusla	26	18.8%	0.081	0.113
Community Services Programme	22	15.9%	0.184	0.041
Arts Council	17	12.3%	0.248	-0.074
Youth services programmes	13	9.4%	0.126	-0.010
Scheme to Support National Organisations	9	6.5%	0.182	0.543
Social Inclusion & Community Activation Programme	7	5.1%	0.033	0.281
Irish Aid	5	3.6%	-0.530	0.049
Probation service	5	3.6%	0.214	0.053
Capital housing programmes	4	2.9%	-0.183	0.234
Sport Ireland	4	2.9%	0.091	-0.590
Dept Ag. Animal welfare	3	2.2%	-0.444	-0.885
ABC (childhood) programme	2	1.4%	-0.163	-0.193
Sustainable Energy Authority of Ireland	2	1.4%	0.421	0.711
Local Link	1	0.7%	-0.346	0.279
Solas	1	0.7%	0.525	0.419

q28 estimated number of funding streams	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	506 Sample
1-3 state funding streams	95	68.8%	0.000	-0.067	61.30%
4-6 state funding streams	15	10.9%	0.175	0.220	14%

q28 estimated number of funding streams	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	506 Sample
7-12 state funding streams	13	9.4%	0.180	0.332	5.90%
13+ state funding streams	2	1.4%	0.251	0.422	1%
Not possible to estimate	13	9.4%	-0.422	-0.158	17.80%

Q30 Evidence of borrowing n audited accounts	Frequency	F1 Innov/Proact	F2 Social Risk
Cases with loans, mortgages or overdrafts.	34 (25%)	0.06	0.07

Q1.3 Presence of related or trading company	Frequency	F1 Innov/Proact	F2 Social Risk
No	108 (78%)	0.01	0.03
Yes	29 (21%)	0.01	0.01
No response	1 (0.7%)		

Q1.4 Primary generic TS identity	Frequency	Percent	F1 Innov/Proact	F2 Social Risk
Charity	47	34.1%	-0.052	-0.131
Nonprofit or not-for-profit	31	22.5%	0.066	0.195
Voluntary organisation	13	9.4%	0.004	-0.111
NGO (or INGO)	11	8%	-0.024	-0.149
Community development organisation	9	6.5%	0.285	0.085
Social enterprise	7	5.1%	0.387	0.519
Association	6	4.3%	-0.570	-0.252
Community group	6	4.3%	-0.168	0.230
Null response	4	2.9%	-0.166	-0.398
Community business	3	2.2%	-0.079	-0.071

Community enterprise	1	0.7%	0.666	0.748
Total	138	100%		

Q15a Secondary social enterprise ID	Frequency	Factor 1	Factor 2
Respondents that might use a social enterprise term to describe their organisation	31 (22%)	0.19	0.22

HUMAN RESOURCES					
Q1.6 Regular volunteers	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	
No response	1	0.7%			
None	33	23.9%	-0.295	-0.265	
1-9	42	30.4%	0.067	0.071	
10-19	20	14.5%	0.189	0.117	
20-49	18	13%	-0.045	0.050	
50-249	16	11.6%	-0.019	0.008	
250+	8	5.8%	0.581	0.232	
Total	138	100%			
Q1.7 employment scheme participants	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	
No response	1	0.7%			
None	62	44.9%	0.000	-0.051	
1-9	46	33.3%	-0.040	0.147	
10-19	10	7.2%	-0.184	-0.153	
20-49	9	6.5%	0.185	-0.280	
50-249	7	5.1%	-0.032	-0.349	
250+	3	2.2%	0.747	0.981	
Total	138	100%			

Q1.8 full time workers	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	
None	11	8%	-0.572	-0.559	
1-9	84	60.9%	0.098	0.041	
10-19	21	15.2%	-0.086	-0.137	
20-49	15	10.9%	0.044	0.265	
50-249	7	5.1%	-0.113	0.226	
Total	138	100%			
Q1.9 part time workers	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	
No response	1	0.7%			
None	14	10.1%	0.075	0.052	
1-9	93	67.4%	-0.069	-0.130	
10-19	20	14.5%	0.186	0.490	
20-49	7	5.1%	0.324	0.075	
50-249	3	2.2%	-0.013	0.483	
Total	138	100%			
Q1.10 casuals	Frequency	Percent	F1 Innov/Proact	F2 Social Risk	
No response	2	1.4			
None	74	53.6	-0.110	-0.069	
1-9	48	34.8	0.103	0.050	
10-19	6	4.3	0.008	0.067	
20-49	4	2.9%	0.103	-0.274	
50-249	4	2.9%	0.376	0.413	
Total	138	100%			

Q1.11 Number of different types of non-state (Independent) income accessed	Frequency	Percent	F1 Innov/Proact	F2 Social Risk
0	11	8%	-0.271	-0.583
1	35	25.4%	-0.135	0.029
2	27	19.6%	-0.116	-0.254
3	25	18.1%	0.206	0.389
4	27	19.6%	0.013	-0.113
5	7	5.1%	0.414	0.472
6	4	2.9%	-0.065	0.301
7	2	1.4%	1.338	0.538
Total	138	100		

Q1.11 Non-state (independent) income	Frequency	Percentage	F1 Innov/Proact	F2 Social Risk
Fees	72	52.2%	-0.031	-0.052
Public donations	61	44.2%	0.146	0.194
Philanthropy	58	42%	0.101	0.194
Rental	50	36.2%	0.215	0.126
Business sponsorship	42	30.4%	0.270	0.207
Trading in goods and services	32	23.2%	0.046	0.067
Subscriptions	29	21%	0.055	-0.028

Q1.12 Band – Trading income as percentage of turnover	Frequency	F1 Innov/ Proact	F2 Social Risk
0%	21 (16%)	0.17	-0.04
1-10%	39 (30%)	0.05	0.12
11-35%	30 (23%)	-0.01	0.08

36-65%	22 (17%)	-0.09	0.13
66-89%	13 (10%)	-0.26	-0.23
90+%	7 (5%)	-0.32	-0.37
Not estimated	6 (4%)	-0.14	-0.51
	138 (100%)		

Q1.21 Name for governing body	Frequency	F1 Innov/ Proact	F2 Social Risk
Board of directors	89 (65%)	0.08	0.11
Board of Management	35 (25%)	-0.26	-0.21
Management Committee	7 (5%)	0.26	-0.02
Board of Trustees	5 (4%)	0.25	-0.25
Council	1 (0.7%)	-1.20	-1.37
Executive	1 (0.7%)	0.35	0.50
	138 (100%)		

Q1. 22 founder	Frequency	Percent	F1 Innov/ Proact	F2 Social Risk
Other	39	28.3%	-0.215	-0.046
A community group	25	18.1%	0.108	-0.088
Someone personally affected by the issue in question or a family member of same	14	10.1%	-0.147	-0.057
A religious order (or member of one) or parish	13	9.4%	-0.002	-0.121
A social entrepreneur	7	5.1%	0.303	0.029
A public body (e.g. government department or semi-state body)	1	0.7%	-0.553	-1.970
Do not know	4	2.9%		
No response	25	18.1%		
Total	138	100%		

Q1.23 Institutional board backgrounds	Frequency	Percentage	F1 Innov/Proact	F2 Social Risk
Community (community served and users/clients)	103	74.6%	0.059	0.048

Elected representatives e.g. councillors	23	16.7%	0.119	0.091
Employees of the state	73	52.9%	0.192	0.168
Professionals from the sector/field of activity	70	50.7%	0.051	0.016
Business people	73	52.9%	0.174	0.152
Member of a religious order	10	7%%	0.143	0.147

Q1.23 Number of different institutional backgrounds across a board	F1 Innov/Proact	F2 Social Risk
1 or none*	-0.48395	-0.26068
3 or more	0.23336	0.200597

Q1.24 Subsets of the board	Frequency	F1 Innov/Proact	F2 Social Risk
Executive (subset of the board)	63 (46%)	0.03	-0.04
No subset of the board	49 (36%)	0.12	0.08
Management committee that is bigger than the board	25 (18%)	-0.3	-0.06
No reply	1 (0.7%)		

Q1.25 Governance influence of stakeholders (Coombes et al, 2007)	Board	Managers	Clients/users	State	Private funders	No reply
Goal setters	104	27	1	0	0	2
Influencers of success	30	97	5	4	0	2
Influencers of potential funding	19	55	7	51**	4	2
Whose needs does the organisation meet?	10	5	115	6	0	2

Influencers of potential funding	Frequency	F1 Innov/ Proact	F2 Social Risk
Managers/staff	55 (40%)	0.14	0.15
The state	51 (37%)	-0.20	-0.07

Q26 Market relationship with users/clients	Frequency	Percent	F1 Innov/Proact	F2 Social Risk
Clients are reached by some form of publicity	105	76%	0.098	0.067
Clients are members of the TSO's association	15	11%	-0.599	-0.463
Clients are referrals	9	6.50%	-0.199	-0.210
None of the above.	9	6.50%	0.055	0.196
Total	138	100%		

Comparison of three State funding percentage clusters

	Mean employees	Mean t/o	Median t/o	Activities	Users	Year of inc.
Cluster 1: high level of state funding, higher SEO	32	€1425.8K	€610K	social services 42.5%; development 25%; health 15%	50% individuals;	1998
Cluster 2: lower level of state funding, higher than average SEO	20	€1413k	€441K	development 29%; arts 18%; health 16%; soc services 10.5%	39% individuals; 50% general public / local community	1995
Cluster 3: high level of state funding, lower than average SEO	25	€995K	€542K	social services 45%; development 21%; health 6%	48% individuals	1998

Comparison of 3 State funding percentage clusters with no of sources of state funding

No of sources of state funding	1-3 sources	4-6 sources	7-12 sources	13+ sources	not determined
Cluster 1: higher level of state funding, high SEO	26 (65%)	5 (12.5%)	7 (17.5%)	2 (5%)	

Cluster 2: lower level of state funding, higher than average SEO	29 (76%)	7 (18%)	1 (2.5%)	0	1
Cluster 3: high level of state funding, lower than average SEO	26 (79%)	2 (6%)	3 (9%)	0	2

Appendix I Chapter 6, Phase III – Interviews

Within this appendix:

Interview invitation

Participant Consent form

Participant Information leaflet

Interview Protocol

Phase III interviews - invitations

Sample of email sent to target respondents. These were sent out individually over a period of weeks. There were some variations in wording between individual emails.

=====

Dear [*Insert CEO/Manager's name*]

Danielle Byrne here from Trinity College Dublin - last year you responded to our 2019 survey of Irish nonprofits. And I am writing to ask if you would now participate in the interview stage of the research. This is not a random mailshot and we are particularly keen to involve [*insert TSO name*].

The research is being undertaken by Professor Gemma Donnelly-Cox and me in the Trinity Centre for Social Innovation and considers how Irish nonprofits, ones that are in receipt of funding from the state, choose to develop new activities or services or choose not to. This is the final, critical stage of the study and we aim to interview only eight or nine survey respondents. All interview data is subject to Trinity's ethics research standards; interviews and organisations will be anonymised in transcription and analysis. It is entirely understandable if you have no recollection of the survey - this is not necessary for the interview to take place.

We can only think that Covid 19 has been beyond disruptive for the organisation. Owing to our research deadlines we are not able to delay these interviews any further. The interview will take about an hour and I can schedule it at a time and date to suit you in the next three or so weeks. Gemma Donnelly Cox and I would be most grateful for your support and will absolutely understand if you cannot participate.

I'd be grateful for your early response and can then send you more information on the study and what is involved in the interview. [*this was the participant information sheet and consent form*]

I very much hope for your positive response. In any event, I'm hoping this finds you as well as can be expected!

Thank you and with best wishes

Danielle

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Social innovation in Irish state funded nonprofits

Principal investigator: Danielle Byrne, MA MBA

Professor Gemma Donnelly Cox

Participant Consent Form

I am invited to participate in this research project which is being carried out by Danielle Byrne and Gemma Donnelly Cox. My participation is voluntary. Even if I agree to participate now, I can withdraw at any time without any consequences of any kind. The following sets out my understanding of the study:

- **PURPOSE OF THE STUDY**

The study is designed to investigate social innovation in Irish state funded nonprofits and the management /operational processes involved.

- **PROCEDURES**

If I agree to participate, this will involve an interview with Danielle Byrne, which may last up to an hour. The interview will discuss processes relating to management and decision making in my organisation. The interview will be recorded and transcribed for analysis. The interview will be undertaken either face to face or on an online platform which I have consented to use.

- **POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY**

I understand that I will not benefit directly from participating in this research. The research may benefit the academic understanding of management of nonprofit organisations and their social mission.

- **CONFIDENTIALITY AND DATA PROTECTION**

Any information or data which is obtained from me during this research will be treated confidentially. This will be done by anonymising the data, that is by removing any mention of the organisation's name or the interviewee's from the transcript and analysis. The organisation will be assigned a designation, for example Case A. The data (that is, the interview recording and transcript) will be kept on a Trinity server accessible to Gemma Donnelly Cox and Danielle Byrne. The data storage and the grounds for continued storage will be reviewed within 12 months of the completion of the study (currently scheduled to be complete in spring 2022). Any data that is no longer required will be destroyed or erased in a safe and secure way. Any data that is still required may be kept for up to 10 years.

- **PARTICIPATION AND WITHDRAWAL**

I can choose whether or not to be in this study. If I volunteer to be in this study, I may withdraw at any time without consequences of any kind. I may also refuse to answer any questions I do not want to answer.

- **QUESTIONS ABOUT RESEARCH**

If I have any questions about this research I can ask Danielle Byrne – byrned49@tcd.ie; 087 998 5085. I am also free to contact Gemma Donnelly Cox - gdnnllyc@tcd.ie; 01 896 2316.

- **RIGHTS OF RESEARCH SUBJECTS**

The Trinity College Dublin School of Business Research Ethics Committee has reviewed the researcher’s request to conduct this project. If I have any concerns about my rights in this study, I can contact the Director of Research in the Trinity Business School, Professor Brian Lucey.

Signature of research participant

I understand what is involved in this research and I agree to participate in the study. I agree to participate using the following online platform *[insert name of platform]* _____

Signature of participant

Date

Signature of researcher

I believe the participant is giving informed consent to participate in this study

Signature of researcher

Date

Participant Information Leaflet

Social innovation in Irish state funded nonprofits
Principal investigator: Danielle Byrne, MA MBA
Professor Gemma Donnelly Cox

You are invited to participate in this research project which is being carried out by *Danielle Byrne and Gemma Donnelly Cox*. Your participation is voluntary. Even if you agree to participate now, you may withdraw at any time.

The study takes a broad sweep across the Irish nonprofit sector to consider social innovation in the context of state-funding. We hope this research will make a contribution to academic thinking on this subject and to nonprofit management and public policy. We discuss this contribution further below.

Participation involves a one-to-one interview with Danielle, which is likely to last an hour. This will be a semi-structured interview where specific questions are asked but the intention is to stimulate conversation. Given the current circumstances, the interview will probably be conducted online – note below.

Structure of study and this interview phase.

This is the third and final stage of the research study. The first stage identified 2500 Irish nonprofits in receipt of state funding from 11 government departments and we profiled some 500 of these, including your organisation, drawing mainly on the Benefacts database of Irish nonprofits and published audited accounts. In the second stage we surveyed these 500 organisations last year and from this developed a better understanding of the sector and of your own organisation. And from the survey respondents, we have selected nine for interview. This is a “purposeful” sample, that is, we selected your organisation to match one of several different types of respondent organisation. The interview will focus on developing our understanding of how your organisation makes decisions about services and activities. We seek no personal information.

Location of interview

We expect the interview to be conducted on line. We may consider conducting the interview face to face if this can be done safely for both interviewer and interviewee. Trinity’s recommended online medium is Microsoft Teams. This requires the interviewee either to use a laptop or desktop and browser or to download the MS Teams App to a device. If you are unable to use MS Teams, please suggest your preferred online platform, e.g. Zoom, to Danielle and she will investigate if we can use this within the confidentiality and privacy standards expected.

Data capture and use

The interview will be recorded. This is now standard practice in research studies. It enables the interviewer to concentrate on what the interviewee is saying and on formulating follow-up questions. And it enables the interviewer to check back on the detail of what was said including his/her own questions and comments. Following the interview, the recording will be transcribed. We will analyse the written transcript using content analysis against an institutional logics perspective (ILP) framework. Content analysis is a method commonly used for identifying themes and patterns in interviews and narrative texts. We can discuss the ILP conceptual framework further, if of interest to you, following the interview. The data and

analysis will be used to inform a PhD thesis and a number of related articles, subject to the confidentiality requirements set out below.

Confidentiality

All information obtained in the interviews and in the previous phases of data collection is confidential. We anonymise the data that we collect so that neither your name nor that of your organisation will be disclosed to anyone, including the PhD examiners who will have access to an anonymised version of the interview transcripts. There is a requirement to retain research data for 10 years following the study and in accordance with GDPR regulations.

Benefit and purpose of the study

There is no financial benefit from participation in the study. We hope, however, that you will find this an interesting conversation that may stimulate your thoughts on the subject and how they relate to your organisation. The intention is that this research will provide an empirical account of service development in the Irish nonprofit sector which, overall, is not well researched. Research into social innovation does not appear to take account of the presence of state funding or state funded organisations. Further, this is the only study known to us that looks across all Irish nonprofits fields including arts, disability, welfare, sports, animal welfare, employment, social inclusion and community organisations. We hope that further research will be possible to explore the many issues and findings that are already emanating from the first two stages of this study.

Questions?

If you have any questions about this research, please feel free to ask Danielle. You are also free to contact Gemma Donnelly Cox to seek further clarification and information. Our contact information is below.

About the researchers

Danielle Byrne is a PhD researcher in the Trinity Centre for Social Innovation. She has previously worked as a manager of state funded nonprofits and for public funding bodies in the UK and Ireland. She has provided teaching support in Trinity on undergraduate modules on Business in Society and Social Entrepreneurship and on MBA programmes. Her personal research blog is online [here](#).

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Dr Gemma Donnelly Cox is Assistant Professor of Management at Trinity Business School. She is co-director of the Trinity Centre for Social Innovation and teaches Social Innovation and Social Impact.

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Trinity College, Dublin 2
gdnlllyc@tcd.ie

Interview protocol

Introduction

As we explained in our letter of invitation, we have already been able to profile your organisation, drawing on the Benefacts database, your website and your responses to our survey. I'd like to confirm some of this information before moving on to questions.

[insert here for each TSO]

Now I'd like to move on to discuss the main topics of this research study that relate to your organisation and its social innovativeness, proactiveness and approach to managing risk.

A. Tour leading into social innovation & proactiveness questions		
Main question	Follow up (if required)	Probes (as and when)
1. While we believe we understand what your organisation does, can you describe your organisation in your own words - or at least, please describe your organisation before Covid19 struck.	How has this changed during the current pandemic? <i>You've used some interesting words to communicate your organisation's identity (specify...) are there any other words that you would use to describe the organisation. What do these say about you?</i> When Covid struck what was your organisational response? If you closed down - have you re-opened? How have your services changed as a result?	Pick up on any institutional links.
2. Looking back over the last five years and in the time before the coronavirus hit us, could you tell me about any new developments in your organisation: these could be new services or activities and, also, significant changes in policies and processes.	How did these changes and new developments come about? " Who or what was the impetus behind them? Does this represent a conscious policy choice within the organisation? <i>How have your services changed (or not) since the beginning of the Covid crisis?</i>	Probe if influenced by funder or developments in the sector.
3. Can you please describe the decision-making process in your organisation in order to make such changes / that arrived at this position..	What were the different roles played by founders, board members, managers and other stakeholders?	Probe the institutional background of these actors.

	What factors did you take into consideration in deciding whether or not to develop new services or activities or other major changes? <i>Has the decision-making been different during the Pandemic?</i>	Probe the origin of factors cited.
4. Thinking back on these new developments, who else in your area of activity was developing similar new services or activities at the time?	<i>Or thinking back over the last five years, were other organisations in your sector developing new services or activities.</i>	Probe for external and field/sectoral influences.
5. How does (or would) your organisation fund new developments and service improvements?	To what degree does your funding and contractual relationship with the state enable or constrain the development of new activities and other improvements? <i>Has state funding been more flexible and responsive during the Pandemic?</i> <i>Explore the role of nonfinancial resources e.g. scheme participants and volunteers.</i>	<i>Probes may require examination of different funding streams if multiple sources are accessed</i>

B. EFA2: Tolerance to Risk		
Main question	Follow up	Probes
6. (revised) I'm going to ask about risks in developing and delivering new services /activities. First it would be useful to have your view of what generally are your three most significant areas of risk? And second, the risks associated with developing new activities.	Which presented you with the greatest challenges pre-Covid? <i>And now?</i>	Probe for awareness of the full gamut of risk e.g. reputational, stakeholder relations, operational (incl health and safety, child protection and protection of vulnerable), strategic.
7. Generally how does your organisation assess, consider and manage these risks?	Where do these conversations and decisions occur? Who has the greatest influence in your organisation on determining tolerance to risk? (if not answered) And how does your board respond to risks?	Probe institutional background of these influencers May be the opportunity to raise financial skills.

8. Moving on to financial risk, how would you describe the financial risks facing your organisation pre-Covid?	Which of financial risks did you consider to be the greatest challenge? And what would you do to mitigate these risks? And now? Where does your funding from the state fit into the overall risk landscape of your organisation?	
9. What is your organisation's policy on borrowing money, whether as overdraft, term loan or mortgage?	For what purpose? Have you done so in the past? And under what terms and conditions would you do so in future? Would you consider borrowing money to pump-prime news services or activities?	

C. Institutional mop-up The final questions may have already been answered in the course of the interview so far. They are intended to understand the main influences on your organisation.		
12. Who founded your organisation?	Do they still have a role in the management or oversight of the organisation? If so, how would you characterise that role?	Maybe need to probe any institutional affiliation of founder
13. You've mentioned The identity of the organisation b. What is the ethos that underpins your organisation?	<i>What do you think is the origin of this ethos?</i> Has this changed during the current pandemic crisis?	Probe ethos vs values and if you can associate this/these with one or more institutional domains
14. You've mentioned (haven't mentioned) your board or management committee - what's the mix of people - I'm thinking in terms of business people, professionals, managers of other nonprofits, users, employees of the state.	How would you describe their role in developing news activities and services? (<i>this may have already been covered</i>)	
15. How would you describe your relationship with the users (or clients or customers) of your services or activities?	<i>Do your users or clients pay for your service or</i>	

	<i>activities? How is this payment determined? How do you feel about describing the users of your service as "customers"</i>	
16. How would you characterise your relationship with the state (whether as a government department or a public agency of the state) both as a funder and in its other incarnations?	Which government departments or state agencies do you primarily interact with?	Probe re differences in type of relationship , e.g. contractual or transactional,

That concludes the set questions. Is there anything which you would like to add that you feel is germane and has not emerged so far?

I'm hoping it won't be necessary but could I revert with questions/clarification.

Thank you and switch off record.

Appendix J Chapter 6, Phase III interviews working code book

Imported from Nvivo 10th Feb 2021.

Name	Description	Files	References
SEO exploration		0	0
charging for services		5	5
constraint on growth		7	18
conversations	Refers to a discursive approach for example to risk management or funding agree	5	15
evidence of networks		9	36
followers not leaders		8	26
growth focus	Interviewee describes service /activity in terms of numbers	7	34
Income=growth		7	18
Innovativeness and proactiveness		8	46
internal changes		4	15
nobody else does what we do		9	25
opportunities		7	19
reactive change		8	20
Resource bricolage		8	28
ILP domains		0	0
Community		9	74
Corporation		8	44
Family		4	24
founders		9	17
influencers		4	7
Market		7	23
Profession		9	62
Religion		2	3

State		9	184
collaboration with state		5	19
independence from state		8	37
subservience to the state		7	21
ILP elements		0	0
Basis of attention		9	43
Basis of norms		8	35
Basis of strategy		9	49
Economic system		9	67
Informal control mechanisms		8	18
Root metaphor		0	0
Sources of authority		7	26
Sources of identity		9	41
Sources of legitimacy		9	46
Other		0	0
facilitators		4	10
service to the end user		6	28
unengaged board		3	7
Untitled		3	5
risk		9	121
Risk		9	116
willingness to experiment		4	5

Appendix K Chapter 6, ILP analyses

Inter-institutional system tables are set out below for interviews A to K.

Interview A: addiction services, high level of state funding, higher Z-scores for both factors

	GENERAL/OVERALL	Community	Religion	State	Market	Profession	Corporation	Family
Sources of legitimacy		Self-describes as responsive to client needs, different services developed. Values relate more to clients than to occupational discipline				"Health led approach"		
Sources of authority	Expressions of independence - not only from the state but from other actors in sector	Insistence on primary of the client		Reliance on state funding but expression of distance from the state				
Sources of identity	Aversion to standard NP terminology. And risk of being perceived as mendicant					Self-describe as addiction service, Refs to "projects" in the sector		
Basis of norms		Numbers of clients; range of services				use of terms like clinical and therapy		
Basis of attention		Continuity of service to clients; finding new services during Covid						
Basis of strategy	Diversification to refresh;			Strive towards some level of financial independence				
Informal control mechanisms								

	GENERAL/OVERALL	Community	Religion	State	Market	Profession	Corporation	Family
Economic System	Mixed HR profile including multi-disciplinary team, fundraising; wish to diversify funding base.	CE, some volunteering		Reliance on state		Consultant and sessional staff		

Interview B: youth and community development organisation. High percentage of state funding, higher Z-scores on both factors. Multiple sources of state funds.

	GENERAL/OVERALL	Community	Religion	State	Market	Profession	Corporation	Family
Sources of legitimacy	Involvement of the community not only as recipient of service provision but among workforce and board, bringer of ideas to the org.	Original roots featured in intro but less about the nun who founded the original organisation and more about the community and educational ethos of the organisation - Members of the community on the board and employed in the organisation	Founder = Sister X			Founder origins in "Education" (i.e. not just youth work)		
Sources of authority	Positioned as expert and authoritative in working with that community			Exasperation and grudging recognition of the state				
Sources of identity	Name was changed to reflect changing purpose - but still all about the community	Name change reflects community id.				And name change based on the org's main activity.		
Basis of norms						Professional youth work standards?		
Basis of attention	Despite the assertions of interest in new work, Covid focus v much on sustaining youth support..	Youth workers' response to their young people during Covid Opportunities.						
Basis of strategy	Service delivery rather than advocacy based Willingness to diversify within the limits specified; pilot, take risks, redeploy staff.	Focus on community need and benefit / impact				Service based strategy. Limited to certain areas of work: employment soc. Ent.; education but not		

	GENERAL/OVERALL	Community	Religion	State	Market	Profession	Corporation	Family
						housing or health.		
Informal control mechanisms	Conversation as a control mechanism and idea/opportunity generation.							
Economic System	Treats the public sector as a funding marketplace Boxing and coxing with budgets to get new work off ground			Multiple sources of state income - pitches to the state and treats departments as a marketplace for funding.				

Interview C: residential social service, high level of state funding, lower scoring on Factor 1 Innov/Proact, higher on Factor 2 social risk-taking.

		Community	Religion	State	Market	Profession	Corporation	Family
Sources of legitimacy	Early and strong location of the service in the therapeutic occupational discipline.	Are the children a community or a family/	Historic origins?			Clinical theory/discipline underpinning work. - very strong.		
Sources of authority	The occupational discipline is steered by professional scholars/thinkers and a peer /model organisation		Founder's Col ethos	Financial authority of Tusla acknowledged but still at arm's length, conflicted with below..		Theories of X, Y & Z academic stated as guiding professional approach.		
Sources of identity	Cognitive dissonance in that self describes as a voluntary agency (i.e. of the state) and operating a service on behalf of the state but expressions of the pre-existence and historic ethos of the organisation			Self identifies with other service providers in Tusla region. Also self-describe as a "state agency"		Therapeutic nature of service Service Provider Self-describe as part of a "therapeutic community " [of practice]		
Basis of norms	In clinical discipline and the values based system of agreeing boundaries with children.	Values based and discursive approach with children				Therapeutic consultant key to defining service standards and improvements.		
Basis of attention							Highly organised approach to risk management	
Basis of strategy				Level of state funding dictates service numbers and level of service. Intensifying relationship with funders.		Quality improvement of professional qualifications/ attention/care; incremental steps often following changes /developments in professional practice.		

		Community	Religion	State	Market	Profession	Corporation	Family
Informal control mechanisms								
Economic System				Described as “resource led”. Own resources would help redress balance in relationship with Tusla.				

Interview D: community resource centre for families and children; lower % of state funding, and higher Z-scores for both factors

	Summary	Community	Religion	State	Market	Profession	Corporation	Family
Sources of legitimacy	The independence of the organisation and focus on local community	Founders Business model based benefit to community and...		... and reduced reliance on the state as funder	Independent trading (rental) income			
Sources of authority	Strong expressions of independence from the state			Some expression of concerns re financial power of the state.				
Sources of identity	Meeting needs of the community, while asserting independence from the state.	Multiple reference to the community		Continual expressions of Independence from the state				
Basis of norms	Organisation as a facilitator as well as service provider.	Some use of user numbers.		Some reference to state as regulator and need to observe compliance.		Childcare provider and some reference to early years curriculum and H&S		
Basis of attention	Needs of the community;	Willingness to respond to community requests; and understand e.g. changing or new needs.						
Basis of strategy	Diversification. Open to opportunities, willingness to turn down opps if not a good fit, willingness to explore various lines of funding e.g. philanthropy. Facilitates services by others.	Hub, service delivery but also facilitate others if benefits community		State as partner in services and activities.				
Informal control								

	Summary	Community	Religion	State	Market	Profession	Corporation	Family
mechanisms								
Economic System	Financial independence from state but clearly partially reliant on state for revenue stream to deliver services. ;			State as funder on partnership basis. Mutual funding approaches	Founded with independent market based income streams integral to business model			

Interview E: arts education, lower level of state funding, higher scoring on Factor 1 Innov/Proact, lower on Factor 2 social risk-taking

	Summary	Community	Religion	State	Market	Profession	Corporation	Family
Sources of legitimacy	Continually referencing the creative origins of the founders	Service free to users Some connection/partnership with community organisations though this seems to be facilitated rather than direct contacts.				Founders motivated by wish to educate in their art form Independence from the state Personal credibility of founder 1 Partners in the profession	Personal credibility of founder 2	
Sources of authority	Philanthropic backers (related to the occupation) that assure independence from state.					Financial independence from the state.		
Sources of identity				Assert independence from the state		It's about the credibility of the founders		
Basis of norms	Extent of the service ; numbers.	Esteem and self-confidence of young people Numbers attending		Evaluation by state				
Basis of attention		Beneficiaries broadly defined and not clear whether targeting occurs tho some signs that this has begun..		Assert independence from the state				
Basis of strategy	Growth / numbers driven Parsimonious model listed under economic system					Independence from the state.		

	Summary	Community	Religion	State	Market	Profession	Corporation	Family
Informal control mechanisms		Degree of volunteer management and training via conversation?						
Economic System	Independence from state owing to committed private funding; parsimonious business model.	Service free to users Reliant on community volunteers to deliver		Collaborative relationship with state Able to approach state funder with proposal		And partnering with arts agencies of state and voluntary sector Org underpinned by philanthropy and sponsorship arising from interest in the art form		

Interview F: national sporting organisation, lower level of state funding, higher Z-score on Factor 1 Innov/Proact; lower on Factor 2 social risk-taking

		Community	Religion	State	Market	Profession	Corporation	Family
Sources of legitimacy	Position as a sport NGB, position in international sport.	Number of players/members.		Status of NGB		Making their mark on the international circuit.		
Sources of authority	Sport Ireland clearly though continual assertions of arm's length relationship?			State confers NGB status Helped to bail them out.		The international world of the sport.		
Sources of identity	The sport - but the extent of the membership	Sport is only a sport of actually played and supported.		Opens by describing the organisation as a national governing body.		The sport is king.		
Basis of norms	Numbers	Describes organisation in terms of player numbers Child protection		How viewed by Sport Ireland Good governance promoted by SI Statutory requirements around child protection; GDPR.				
Basis of attention	Growth - development officer	Sport development Child protection						
Basis of strategy	Growth in numbers (clubs, players, supporters, minority interests)	Growth in numbers (clubs, players, supporters, minority interests)		Hard to know to what extent growth strategy is prompted by the state			Growth strategy pushed/owned by CEO and	

		Community	Religion	State	Market	Profession	Corporation	Family
							board	
Informal control mechanisms	New ideas developed initially in conversation - sounds as though the interlocutors could be quite wide.						Conversations - CEO et al to develop new ideas	
Economic System	Bricolage - all forms of human resources as well as multiple income streams	Subscription/registration fee integral to org finances and membership		State as provider for core costs.				

Interview G: Childcare provider, high level of state funding and lower Z-scores for both factors

	Summary	Community	Religion	State	Market	Profession	Corporation	Family
Sources of legitimacy	Provision of early years service to (or perhaps on behalf of) a community of disadvantage.	Disadvantaged communities in specified area. "Community of need". Multiple references. Quite niched?				Strong childcare professional discipline on "early education"; multiple uses of term "educator"		
Sources of authority	State as setter of strategy, norms, funder. Profession			Tusla inspections, very early mention of state regulation and subject to the government led Children strategy. Hierarchical relationship with state Formal relationship with Pobal and the Dept.		Board members	CEO as source of authority? Participation in networks and consultation Board from NPO managerial and corporate background	
Sources of identity	Self-description as educators. Multiple references to services for disadvantaged,	Very clear expression of service to communities of disadvantage.				Multiple references to staff as "educators"		
Basis of norms				State regulations affecting staff development.		Professional standards for staff development		
Basis of attention	"Quality mentor" where other orgs might have a development role. Continual references to serving families (i.e. rather than children)	Flexing service to user (parents') needs.		Compliance with state regulations		Quality mentor" where other orgs might have a development role.		

	Summary	Community	Religion	State	Market	Profession	Corporation	Family
Basis of strategy	Focus is on improving quality of service. Service provision, then on targeting children /families in need. Not market based. Strategy is to reduce service levels and quality development in face of increasing Covid related costs	Doing better for communities served.		State control of access to resources and new development State regulations affecting strategy State lead on national strategy State funder leading on developing new services.	Niched position between Tusla funded social services and market based commercial	Mission is focused on service provision Investment in quality, premises, staff development. Refers to workers as educators Resistance to diversification.	CEO skills/role leading process Strategic planning process influenced by corporates on board.	
Informal control mechanisms								
Economic System	Based on state funding (little acknowledgement of parental contributions) for delivery and development.	Service levels and fees reflect user needs		State controls access to resources It's the state that requires presence of reserve fund State applies regulations to how funding stream is applied.	Some review of fee structure;			

Interview H: animal rescue organisation, lower level of state funding, lower Z-scores for both factors

	Summary	Community	Religion	State	Market	Profession	Corporation	Family
Sources of legitimacy	CRA status, willingness to accept any animal, personal investment.			Stresses CRA reg. And being "answerable" to the Dept of Ag		References to the care of the animals		Continual references to the home, the household and family members
Sources of authority	Some reference to state as regulator; self as source of authority?			State as regulator and funder		UK animal welfare standards and practices		
Sources of identity	Needs of the animal.	Is the animal part of an animal community				References to the care		And own person.
Basis of norms						Animal numbers		
Basis of attention	Needs of the animal regardless of cost	Little account made of the role of volunteers from the community				Needs of the animal regardless of cost		
Basis of strategy	Reactive to animals with assertions of no planning							
Informal control mechanisms								
Economic System	Subsistence.	Reliance on volunteers to help with animal walking.		Multiple references to the need to hold on to		Fundraising based on animals.		Reliant on own subsidized labour and premises of the

	Summary	Community	Religion	State	Market	Profession	Corporation	Family
				the CHY/CRA numbers State funding pays vets' bill.				interviewee

Interview J: a community radio station. High percentage of state funding and lower Z-scores for both factors

	Summary	Community	Religion	State	Market	Profession	Corporation	Family
Sources of legitimacy	Primarily, service to different groups/needs within the community Legitimacy also accrues from broadcasting standards.	Community service to the town tied to media...Continual references to the local community and subsets (age and communities of identity)				Media professionals - several mentions		
Sources of authority	The state as regulator and also the sector umbrella organisation as voice, resource, support,	Umbrella organisation has at least one foot in the community paradigm		Broadcasting licence- state as regulator		The umbrella organisation for community radio		
Sources of identity	Hybrid ID base across the geographic community and the status within the sector	Town/community		The provision of the full broadcasting licence		Broadcasting is central to the Id		
Basis of norms	Diversity of community groups engaged; professional standards in broadcasting.	Diversity of participants; needs of community sections.		(minor) State certification of training		Professional standards in broadcasting and training.		
Basis of attention	Service to different segments of community, especially where there is disadvantage.	Spread of community / diversity, community participation, community as broadcasting voice						
Basis of strategy	Represents state regulator as controlling strategy and potential for market growth. Includes some facilitation in terms of training, not just service broadcasting.	Training and enabling community to broadcast to meet own needs. Media as means of expressing community identity		State as funder/enabler of some strategy State as controller of schedules State as limiter of market income.		Media as focus for skills development and expression of identity		

	Summary	Community	Religion	State	Market	Profession	Corporation	Family
	Umbrella organisation seems to lead on sector strategy.							
Informal control mechanisms								
Economic System	Bricolage financial strategy drawing on multiple sources of resources.	Reliance on volunteers from the community		Different parts of the state as contributor of wage subsidy and multiple employment scheme participants. State limits market income.	Market income but see state	Umbrella organisation provides intangible resources, support, training		

Appendix L Supporting data

The following documents and databases support this thesis

Chapter 4

Spreadsheets, html downloads and hard copy documents listing recipients of government funding.

Qualtrics output of Phase 1 desk research

Chapter 5

Qualtrics output of Phase II research

Also saved as SPSS output with assigned values to Factor Scores

Trail runs at exploratory factor analysis

Unsuccessful and invalid Two Step Cluster analyses

Chapter 6

Interview transcripts

Interview transcripts with Nvivo codings.