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Social Innovation and Civil Society Organizations: Exploring the Effects of Pro-Activeness, Risk-Taking, and Transformational Leadership

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DOCTORA EN BIENESTAR SOCIAL

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Resumen Ejecutivo

Este estudio tiene como objetivo examinar la influencia de la proactividad organizacional, la disposición organizacional al riesgo, y los comportamientos propios del liderazgo transformative en la generación de resultados de innovación social.

Los objetivos específicos incluyen:
1) Explorar la influencia de la proactividad organizacional en la generación de resultados de innovación social – a) con productos/ servicios, b) de procesos/administrativos, - al interior de las organizaciones de la sociedad civil sin fines de lucro.
2) Explorar la influencia de la disposición organizacional al riesgo en la generación de resultados de innovación social – a) con productos/ servicios, b) de procesos /administrativos, - al interior de las organizaciones de la sociedad civil sin fines de lucro.
3) Explorar la influencia de los comportamientos propios del liderazgo transformativo en la generación de resultados de innovación social – a) con productos/ servicios, b) de procesos/administrativos, - al interior de las organizaciones de la sociedad civil sin fines de lucro.

La Teoría de Orientación al Emprendimiento y la Teoría del Liderazgo Transformativo guiaron este estudio y las hipótesis puestas a prueba.

Este es un estudio de naturaleza exploratoria-descriptiva que utilizó datos transversales recolectados de las respuestas de directivos de organizaciones sin fines de lucro en México. La recolección de datos se realizó con un instrumento de 37 preguntas que integraron una encuesta digital. Dicho instrumento fue transculturalmente adaptado al contexto local, a través de un proceso participativo de doce etapas.

Diversos procedimientos estadísticos fueron utilizados para poner a prueba las hipótesis planteadas, incluidos el análisis de correlación robusta bivariado, análisis de regresión robusta linear, y análisis de regresión robusta múltiple. El tamaño de la muestra para este estudio es de 139 directivos de organizaciones de la sociedad civil sin fines de lucro provenientes de 25 distintos estados de la República Mexicana. Los datos fueron recolectados utilizando muestreo por conveniencia.

Este estudio es relevante por diversas razones, siendo las principales las siguientes:
1) Los resultados de este estudio podrán ayudar a las OSC a identificar qué áreas de su organización pueden ser reestructuradas, mejoradas, o creadas para poder generar innovaciones que les permitan impulsar la efectividad y sostenibilidad de sus programas y servicios. 2) Este estudio provee de información sobre cómo se puede fomentar la capacidad de las OSC y mejorar el involucramiento de sus beneficiaries o usuarios (grupos

de población en condiciones de vulnerabilidad o exclusión) en el desarrollo de procesos de innovación. 3) Los resultados de este estudio contribuyen a la identificación de componentes críticos en el diseño de políticas y programas orientadas al fortalecimiento y fomento de las capacidades de innovación de las OSC, así como proveer información sobre cómo medir esos resultados.4) Finalmente, este estudio provee de evidencia en torno a variables clave para entender los factores que promueven o limitan la innovación social organizacional.

En el contexto de esta investigación, y hasta donde sabemos, no existían previamente datos de un número tan extenso de OSC sobre cómo están o no generando innovación social y en qué medida.

Adicionalmente, en el marco del panorama global socioeconómico de los últimos dos años, la capacidad de innovación, la proactividad, la disposición al riesgo, y la capacidad de generar transformaciones sociales por parte de las organizaciones sin fines de lucro, han sido tema de creciente interés.

Esta investigación produjo como principales resultados: evidencia de que la proactividad organizacional y la disposición al riesgo, son predictores significativos de la generación de resultados de innovación social en organizaciones de la sociedad civil sin fines de lucro. Por otro lado, se encontró que los comportamientos propios del liderazgo transformative no resultaron ser un predictor significativo la generación de resultados de innovación social.

Una de las principales contribuciones de este estudio es la generación de una línea base respecto a la situación actual de generación de resultados de innovación entre las OSC sin fines de lucro en México.

Adicionalmente, el estudio aporta evidencia sobre cómo promover la innovación social a partir de prácticas organizacionales internas. Así mismo, contribuye al debate académico en torno a la noción de estilos de liderazgo y su relación con la generación de innovación social y la mejora del desempeño de las OSC.

Este estudio, explora la innovación social en el sector sin fines de lucro en un contexto internacional, específicamente en México, en medio de un campo académico que está principalmente concentrado en la generación de evidencia en Estados Unidos y Europa Occidental. Finalmente, aporta a las implicaciones y recomendaciones para profesionales del sector social sin fines de lucro y sectores afines, para la toma de decisiones en materia de política pública, y al debate académico sobre cómo la noción de disposición al riesgo y proactividad se ha adoptado y adaptado al sector sin fines de lucro y a las organizaciones de la sociedad civil.

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SOCIAL INNOVATION AND CIVIL SOCIETY ORGANIZATIONS:

EXPLORING THE EFFECTS OF PRO-ACTIVENESS, RISK-TAKING, AND

TRANSFORMATIONAL LEADERSHIP

A dissertation
by

MARÍA PALOMA SOTELO MÁRQUEZ

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of the requirements for a degree of
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SOCIAL INNOVATION AND CIVIL SOCIETY ORGANIZATIONS: EXPLORING THE EFFECTS OF PROACTIVENESS, RISK-TAKING, AND TRANSFORMATIONAL LEADERSHIP

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Abstract

This study aimed to examine the influence of organizational pro-activeness, organizational risk-taking, and transformational leadership behaviors on social innovation outcomes.

The specific aims, within this goal, of this study include the following: *1*: Explore the influence of organizational pro-activeness on social innovation outputs - a. product/service, b. process/administrative- within CSOs. *2*: Explore the influence of organizational risk-taking on social innovation outputs - a. product/service, b. process/administrative - within the CSOs. *3*: Explore the influence of transformational leadership behaviors within CSOs on social innovation outputs - a. product/service, b. process/administrative – within the CSOs.

Entrepreneurial Orientation Theory & Transformational Leadership Theory oriented this study and the hypothesis to test.

This research is an exploratory-descriptive study using cross-sectional data collected from directors of CSOs in Mexico with a 37-item online survey cross-culturally adapted to the local context. Multiple statistical procedures were used to test the hypothesis, including bivariate robust correlation analysis and multiple and linear robust regression analysis. The sample size of the study is 139 directors of non-profit organizations from 25 different states of Mexico. Data was collected using convenience sampling.

This study is relevant for multiple reasons, the primary being the following: 1) The results of this study may help CSOs identify what areas of organizations may need restructuring, improvement, or addition to generating innovations that could enhance program and service effectiveness and sustainability. 2) by providing knowledge about how to enhance the capacity of CSOs and involve their clients or beneficiaries (populations and groups in vulnerable or exclusion conditions) in innovation processes. 3) This study may contribute to the identification of critical components in the design of policies and programs aimed at strengthening CSOs innovation capacities and how to measure their results. 4) Finally, this study's results provide evidence on key variables to understand factors that enhance or limit organizational social innovation. In the context of the proposed study, to our knowledge, there is no readily available data from an extensive number of organizations to inform how CSOs are generating social innovation and with what intensity. Also, with the global socio-economic panorama in the last two years, innovativeness, proactiveness, risk-taking, and the social performance of non-profit organizations have become subject to growing interest.

This study has three main findings: Organizational proactiveness and risk-taking are significant predictors of social innovation outputs in non-profit organizations. On the

other hand, transformational leadership was not a significant predictor of social innovation outputs.

The primary contributions of this study are the generation of a baseline of the current situation regarding social innovation outputs generation among non-profit CSOs in Mexico. The study also contributes evidence on how social innovation can be promoted with organizational practices. It also contributes to the scholarly debate around leadership styles and their relationship to social innovation generation and CSOs better performance.

This study explores social innovation in the non-profit field from an international context, specifically in Mexico, for a field mainly concentrated in the U.S. and West Europe. The study also informs some implications for practitioners, policy decisions, and scholarship regarding the need to assess how the notion of risk-taking and proactiveness permeated the CSOs and the non-profit sector.

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DEDICATION

To the many versions of myself who transited this journey

To the future versions of myself that are about to be born

To the possibility of taking chances, believing, learning, changing

and building an authentic life.

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Study Background

Social innovation has been defined as developing and implementing effective and often systemic solutions for social and environmental complex problems to contribute to social progress (Phills et al., 2008). Studies from organizational science with a systemic perspective propose an approach to model radical innovation as "the outcome of interaction among a variety of organizations that pursue better technical performance in coevolutionary competition with one another" (Anderson, 1999, p. 227).

Many complex social and environmental problems are addressed by non-for-profit civil society organizations (CSOs). Those problems constantly evolve, and CSOs are often challenged to keep pace by changing and adapting their programs and strategies. In addition, non-for-profit organizations usually have funding concerns (Chávez-Becker et al., 2016; Witesman et al., 2019) and must constantly evolve their fundraising and financial sustainability strategies.

Civil society organizations working in challenging environments such as those with low democratic levels, a weak rule of law, or authoritarian policies in practice are targeted to make their work more complicated to accomplish. This happens in Mexico but also in other parts of the world, where non-profit organizations are facing political attacks, increasing fiscal and legal restrictions, making a hostile environment for them to operate (Diamond et al., 2016; Fernández & Moreno, 2019; Illades, 2018; Martínez López, 2019; Zúñiga, 2019). As a consequence, CSOs need to find new alternative collective actions to respond and move forward with their social labor. Thus, social innovation can help CSOs

to create and implement new and more efficient solutions to the challenges linked to their social and organizational goals.

Despite recognizing the urgency to innovate from and within civil society efforts towards social progress, there is not enough systematic evidence about how social innovation works in non-profit settings, particularly in diverse international settings like Mexico.

Mexico's welfare situation and non-profit civil society participation

From a context perspective, Mexico's non-profit civil society sector includes approximately 43,426 CSOs, according to the Federal Registry of Civil Society Organizations (Actualized on March 12th, 2022). Only about 27% of the organizations are registered as active; this is about 11,983 active CSOs at a national level[1].

The proportion of civil society organizations and the total population is about 33 organizations per one hundred thousand inhabitants; in comparison, in the United States, this proportion is 680 organizations per one hundred thousand inhabitants, in Chile, it is 650, and in Brazil is 170 (Osorio Chong, 2019). The sector occupies 2% of the population, while this percentage goes up to 10 - 11 in the U.S. and Germany (Osorio Chong, 2019).

[1] The Federal Registry of CSO is responsibility of the National Institute for Social Development (INDESOL). The current low level of active organizations at this Federal Registry (27%) can be explained due to the recent budget restrictions from the federal government to this institute and the cancellation of its COINVERSIÓN Program which was the largest federal program for funding allocation to social projects by CSO. The participation on this COINVERSION program to receive funds was one of the major motivations for CSO to remain active at the Federal Registry.
Also, just recently it was announced that INDESOL will disappear and the Federal Registry of CSO will be allocated to the Welfare and Social Cohesion Direction directly connected to the Government Secretary. (CEMEFI, 2022; Animal Político, 2022).

Less than half of the registered organizations have fiscal authorization to receive donations. Eighty-five percent of their resources come from self-generated income through fees from services provided and Board members' contributions; 9 percent of their income comes from philanthropy and only 8 percent from public resources. To put this number in context, in the U.S., public funds make up 31 percent of the organizations' income, while in Argentina, it is about 19 percent (Osorio Chong, 2019).

Mexico's current social welfare situation is challenging, which explains the relevance of non-profit civil society organizations.

The whole country's population is 126'014,024 inhabitants. The median age is 29 years old, and 50% of the total population has 29 years old or less. There are 95.2 men per every 100 women.

According to the most recent Population and Housing Census (2020), almost 21 million people have some type of limitation, disability, or mental condition; 53% are women, and 47% are men. There are 14,076 non-profit CSOs dedicated to providing services and work for this group's welfare, equivalent to 6.75 non-profit CSOs per 10 thousand inhabitants. There are also 2.5 million people who identify themselves as afro-descendants and more than 7 million indigenous people.

Of the entire country's population, 35.4% (44.9 million people) are currently in a moderated poverty situation, and 8.5% (10.8 million people) are living in extreme poverty, according to data from 2020. The economic crisis derived from the COVID pandemic had increased those numbers.

According to the different dimensions of poverty, there are some critical problems for Mexico's society, such as low- income, food deficit, lack of access to social security,

health services, and proper housing. The table below describes the severity of each welfare problem and the number of non-profit CSOs working directly or indirectly on each dimension.

Table 1

Mexico's deficit on multidimensional poverty 2020 - low income, food deficit, inexistent access to health services and housing – and non-profit CSOs providing direct or indirect attention services.

	Income below moderated poverty line	Income below the extreme poverty line	Food deficit	No access to social security	No access to health services	No access to proper housing	Educational Lag
Percentage of the total population	35.4	8.5	22.5	52	28.2	9.3	19.2
Million people	44.9	10.8	28.6	66	35.7	11.8	24.4
Num of CSOs providing services			15,103	30,777	20,642	11,550	23,445
The ratio of population per CSO (Number of people per organization)			1,893	2,144	1,729	1,021	1,040

Self-elaboration based on *CEMEFI Statistical Compendium of the Non-Profit Sector 2021* with data from the National Evaluation Council for the Social Development Policy (CONEVAL) Poverty measures 2018-2020.

With this information about poverty dimensions and the number of CSOs providing services and working towards those welfare issues, it is crucial to consider that the distribution of CSOs across the country is not equitable or fair. Those states where one welfare issue is more severe do not necessarily match the increased number of CSOs

providing services. According to recent data (CEMEFI, 2021), Mexico City concentrates the more significant number of non-profit CSOs (21%), followed by the State of Mexico (8.8%) and Veracruz (6.6%), while the states with the largest population in poverty are Oaxaca, Chiapas, and Guerrero (CONEVAL, 2021).

This data provides an initial description of how relevant the non-profit sector's participation in providing services to the population in vulnerable conditions and poor social welfare in a national context where the government agencies are overtaken and the needs are above their capacity to ensure the population's primary welfare conditions.

Study Aims

To help rectify the observed gaps in knowledge, this study advances towards the research goal, which is to examine the influence of leadership style, organizational pro-activeness, and organizational risk-taking on social innovation outputs in CSOs. The specific aims, within this goal, of this study include the following[2]:

Aim 1: Explore the influence of organizational pro-activeness on social innovation outputs - a. product/service, b. process/administrative- within CSOs.

Aim 2: Explore the influence of organizational risk-taking on social innovation outputs - a. product/service, b. process/administrative - within the CSOs.

Aim 3: Explore the influence of transformational leadership behaviors within CSOs on social innovation outputs - a. product/service, b. process/administrative – within the CSOs.

[2] The concepts appearing in the aims, questions and hypothesis will be defined later on the Literature Review and Definition of Major Constructs used in the Study sections.

Significance of the Study

This study is relevant for multiple reasons primary being the four articulated below:

First, the study has pertinence for CSOs as it can spearhead the creation and implementation of more efficient solutions to societal and environmental problems that are at the core of the mission of CSOs. This study's results may help CSOs identify what aspects and areas of organizations may need restructuring, improvement, or addition to generating innovations that could enhance program and service effectiveness and sustainability.

Second, this study has the potential to benefit populations and groups in vulnerable or excluded conditions by providing knowledge about how to enhance the capacity of non-profit civil society organizations and involve their clients or beneficiaries in innovation processes to imagine and achieve new solutions that are effective in addressing the socio-economic and environmental problems. Social innovation methods and techniques have a strongly participatory approach; the people experiencing the problems are critical participants in the solution generation processes, and their participation can improve their capacity to become active social innovators.

Third, this study's results can move the discussion of social innovation into more inclusive policies that better engage the CSOs as a critical source of innovation. The social welfare policy discussion can also be benefited by including more innovative approaches that take advantage of new methods, technologies, and data to design, implement, and evaluate policies. Indeed, critical stakeholders involved in social justice and social progress from the government, academia, and the non-profit sector itself in Mexico have recognized that CSOs have been a critical source of innovation in the public arena during the last

decades (Martínez López, 2019, p. 25, 74) but this has not been formalized in the current social innovation policies and investments. The evidence obtained as a result of this study may contribute to identifying critical components in the design of policies and programs aimed at strengthening CSOs innovation capacities and how to measure their results.

Finally, this study adds to the discussion on scholarship concerning how social innovation works. The results provide evidence on key variables to understand factors that enhance or limit organizational social innovation. In the context of the proposed study, to our knowledge, there is no readily available data from an extensive number of organizations to inform how CSOs are generating social innovation and with what intensity. The results of this study provide a baseline of evidence about what influences social innovation generation in Mexico in the civil society context and can potentially inform the development of a systemic map of how social innovation is produced in the non-for-profit sector.

Regarding the scholarship discussion, the Entrepreneurial Orientation (Morris et al., 2011) concept is measured and assessed as a unity, including its three sub-dimensions: innovativeness, risk-taking, and pro-activeness. This study proposes to examine each Entrepreneurial Orientation sub-dimension separately and its association with social innovation outcomes. This proposition is premised on the rationale that the sub-dimension "innovativeness" and "social innovation outcomes"[3] coincide in essential aspects as overlapping variables and therefore might not be differentiated enough between each other

[3] As it is described later, “social innovation” is the process of developing and implementing effective, and often systemic, solutions for social and environmental complex problems to contribute to social progress (Phills et al. 2008) while “social innovation outputs” are the results or products of those novel processes for more effective solutions. On the other hand, “innovativeness” refers to "dispositions" "organizational abilities/capacities" that are part of the organizational culture (Lumpkin & Dess,1996; Covin & Slevin, 1989; Miller;1983).

with the possibility of collinearity or redundancy. The results of this study could guide future research on the pertinence of using EO as a predictor of social innovation or only some of its sub-dimensions.

Chapter II. Theory and Previous Research

Definition of major constructs used in the study

The significant constructs used in this study are provided below to clarify the literature review and theoretical perspectives.

Social innovation outputs: Social innovation is developing and implementing effective and often systemic solutions to social and environmental problems to contribute to social progress (Phills et al. 2008). In a more straightforward form, social innovation is defined as "the development and application of novel solutions to social problems" (Phills et al., 2008) and "the ability to accomplish more with less by working together, leveraging resources, sharing data, and creating models for sustainable change" (Nandan et al., 2015). Social innovation outputs are the results or products of those novel processes for more effective solutions.

Pro-activeness: Defined as "the degree to which an organization supports the anticipatory development and implementation of innovations in advance of others, thereby enabling growth and enhanced performance" (Morris et al., 2011, p. 959).

Risk-taking: Drawing from the analysis by Morris, Webb, & Franklin (2011), this study defines organizational risk-taking as the disposition to take actions that are new to prevailing or previous organizational practices for the sake of prospective returns in potential gains to achieving social impact.

Transformational leadership behaviors: Transformational leadership seeks to transform the individual and to make each collaborator adopt the organizational mission (Bass & Avolio, 1994, 1997). Critical behaviors of a transformational leader are: (1)

communicates a vision, (2) develops staff, (3) provides support, (4) empowers staff, (5) is innovative, (6) leads by example, and (7) is charismatic. (Carless et al., 2000, p.390)

Review of the Literature

Social innovation provides a more comprehensive notion of innovation, by going beyond the economic and technological perspective on innovation and including the transformation of human relations and practices as necessary to produce novelty (Moulaert, 2010). In other words, social innovation conceives "the 'economic' as embedded within social relations and institutions" (Grimm et al., 2013, p.448).

Scholars have developed diverse typologies to classify social innovation: radical/incremental, borrowed/original, expansionary/evolutionary/developmental, product/process, and technological/administrative are some of the most used and discussed typologies in the literature (Kotsemir et al., 2013).

This study identifies social innovation outputs as product, process, administrative and technological. *Product/service innovation* is defined as the development and delivery of a new concrete product or service by the organization aimed to contribute to its social purpose (i.e., to improve the social conditions of its clients or social group of interest) or to improve the organizational operation (i.e., to raise funds). *Process/administrative innovation* is defined as the design and implementation of a new way to deliver a social service or product to the organization's clients or a new way to interact with them. It also involves an internal change in the organizational management practices among directors, employees, or staff members. It is essential to understand and differentiate the types of innovation because each type is associated with a different individual, organizational, and environmental factors (Damanpour, 1988).

Scholars have identified several factors at different levels that influence social innovation. Grimm et al. (2013) summarize the potential factors influencing the delivery of social innovations classified at the *macro, meso,* or *micro* levels. At the macro level, the identified factors are global market forces, regulatory and legal frameworks, welfare regimes, and modes of production; at the meso level, scholars have identified financing systems, practices, social norms, cultural norms, and identities; also, at the micro-level, scholars have focused on attitudes, capacities, and abilities.

At the micro-level, attitudes to social entrepreneurship and organizational cultures will shape opportunities for individuals and organizations to develop social innovation. However, individuals' financial and personal capacity, ability to access social capital, and willingness to take risks will influence opportunities for innovation. (Grimm et al., 2013 p.447).

At the micro-organizational level, scholars have identified and explored several factors related to the capacity to generate social innovation at non-for-profit organizations. Diverse studies have explored *three relevant factors related to social innovation*: type of leadership (Bass & Avolio, 1997), risk-disposition, and pro-activeness (Helm & Andersson, 2011; Morris et al., 2011); the latter two are dimensions under the concept of Entrepreneurial Orientation (Miller & Friesen, 1982). Finding further evidence on the factors related to social innovation in the non-profit context is relevant because it allows an understanding of how innovation works differently in this specific organization and how to promote organizational innovation more effectively.

The following subsections review the principal constructs of this study related to social innovation outputs.

Transformational leadership behaviors and social innovation outputs

The *leadership behaviors* within an organization are part of the micro-level factors influencing the potential delivery of social innovation. The leadership attitudes will contribute to defining a specific type of organizational culture. The leader's actions within an organization will also impact the individual attitudes, capacities, and abilities related to social innovation for each team member.

Several theorists and researchers have argued that leadership is the most crucial factor affecting innovation (Hofstede et al., 1990; King, 1990; Shin & McClomb, 1998). Leaders are seen as critical in creating and supporting pro-innovation cultures (Hage & Dewar, 1973), controlling the processes of monitoring the environment, creating policies to respond to external changes, influencing strategic decisions, and controlling organizational resources (Damanpour & Schneider, 2006).

Bass and Avolio's classification of leadership styles (Bass, 1985, 1990; Bass & Avolio, 1994, 1997) is one of the more frequently referred among the literature. Bass and Avolio consider three types of leadership, transactional, transformational, and laissez-faire, as part of a single scale.

At one extreme of the scale, transactional leadership emphasizes the exchange between the leader and their collaborators or followers. The followers must receive a specific value as retribution for their work within a cost-benefit logic (Bass, 1985). At the other extreme, there is the laissez-faire style of direction, which is mainly a passive-evasive way of non-direction. In the middle, the concept of transformational leadership focuses on developing the subordinates' interests beyond their interests, looking for the group and organizational well-being through having an interest in each individual's well-being. The

leader's profile may display a range of transactional and transformational characteristics (Bass et al., 1987).

Six behaviors have been recognized to identify transformational leadership (Podsakoff et al., 1990), i.e., identifying and articulating a vision, providing an appropriate model, fostering the acceptance of group goals and high-performance expectations, and providing individualized support to staff, and intellectual stimulation. Carless, Wearing, and Mann (Carless et al. 2000) adapted this classification proposing the concept of charisma in contrast to "high-performance expectations." They developed a list of seven behaviors of transformational leadership: (1) communicates a vision, (2) develops staff, (3) provides support, (4) empowers staff, (5) is innovative, (6) leads by example, and (7) is charismatic. (Carless et al., 2000, p.390).

Scholars have found evidence of the role of transformational leadership as a moderator factor in increasing creativity in research and development teams. They theorized that "transformational leadership moderated the relation between educational specialization heterogeneity and team creativity in such a way that when led by transformational leaders, teams high on educational specialization heterogeneity exhibited greater team creativity" (Shin & Zhou, 2007, p. 1717).

Some other studies have found evidence of the positive relationship between transformational leadership and employee creative performance, moderated by the type of organizational culture (Golden III & Shriner, 2017). Also, a positive relationship has been found between team psychological safety and team learning behavior, with transformational team leadership moderating this relationship (Kumako & Asumeng, 2013).

Identifying different leadership styles is relevant because some studies using leadership as a variable but not considering different leadership styles found no significant relationship between leadership to organizational innovativeness (Jaskyte & Kisieliene, 2016). However, it has been found that leadership was positively related to cultural consensus, indicating that leadership practices create strong cohesion around specific values (Jaskyte & Kisieliene, 2016). Therefore, "it is important to include the leadership factor but also to consider what values leadership emphasizes as well as how strongly shared those values are" (Jaskyte & Kisieliene, 2016, p.173) when exploring organizational innovativeness.

It has been recognized that leadership has particular implications when it comes to CSOs. In those organizations, management activities seek to produce order and consistency, whereas leadership activities seek to advance change and movement (Kotter, 1995).

However, more evidence is required to find what leadership style is more suitable for social innovation generation in non-for-profit settings. Recent studies recognize that the unprecedented scale and pace of changes brought by the COVID-19 pandemic have challenged non-profit organizations in multiple areas of their work. The CSOs, their directors, operative team members, and board members have been required to quickly adapt, change, and innovate their services, internal operations, and funding strategies (McMullin & Raggo, 2020). This rapidly changing context implies that "the sector is also being forced to adapt new leadership strategies" (p.1184).

Organizational risk-taking and social innovation outputs

The second relevant factor explored around social innovation as a predictor is a *risk-taking* disposition. Taking risks in the non-for-profit sector is defined and operates differently than a profit-seeking firm. While in the private sector, risk-taking is associated with actions and the prospective returns – in profit terms – those might generate, in the civil society sector, risks are not only related to potential economic return or loss but about potential loss or gains in achieving social impact. The challenge then is taking risks that could allow the organization "to generate social benefits as broadly as possible without undermining the organization's financial viability (Dellana & Hauser, 2000; Hauser, 1998; Hurley & Hult, 1998; Kitchell, 1995; Russell, 1990; Schein, 1994; Tushman & O'Reilly, 1997; Wallach, 1983; Morris et al., 2011, p.960)

Morris, Webb, & Franklin (2011) proposed three subdimensions to capture "risk-taking" in the not-for-profit sector: 1) "The ultimate risk in a non-profit concern an inability, or reduced ability, to achieve the social purpose" (p.960), this means, the organization's capacity to contribute with the solution of the social problem that is at the core of its mission., 2) To achieve social impact, organizations require, among others factors, financial stability, and support from their stakeholders including donors and investment partners. Innovative entrepreneurship might put those assets at risk 3) Non-economic assets and resources can also be at risk, like trust and willingness to support provided by the organization's constituencies. Those assets are human talent, volunteers, public legitimacy, political support, networks, allies with expertise, and a favorable public image.

Organizational pro-activeness and social innovation outputs

Finally, pro-activeness is another relevant factor explored around social innovation as a predictor. In the profit-seeking firms' context, pro-activeness is defined compared to the competitors. In the civil society sector, pro-activeness is defined by comparing an organization with other organizations or initiatives serving the same population or providing similar services, but also concerning their stakeholders (directive boards, employees, volunteers, community partners, clients, or beneficiaries, donors).

Previous studies in the CSOs context have explored "pro-activeness" through three sub-dimensions:

1) "the extent to which a non-profit supports pro-activeness in terms of social innovations relative to other non-profits or for-profit firms serving the same market." (Morris et al., 2011, p. 959),

2) pro-activeness in exploring innovative sources of funding in addition to the traditional donor and grant funding sources,

3) how the organization relates to its stakeholders and their capacity to undermine or promote proactive behaviors on the part of management (Morris et al., 2011). The notion of cooperation and coordination is transversal to the three described sub-dimensions.

Risk-taking and pro-activeness have been studied together as predictors of social innovation in two ways: one is as part of organizational culture and set of values, and the other is as part of the entrepreneurial orientation concept.

Several scholars agree on the importance of promoting risk-taking, experimentation, accepting mistakes, creativity, being quick to take advantage of opportunities, freedom, autonomy, flexibility, and adaptability as the type of organizational culture values that should be developed to become more innovative (Dellana & Hauser, 2000; Hauser, 1998; Hurley & Hult, 1998; Kitchell, 1995; Russell, 1990; Schein, 1994; Tushman & O'Reilly, 1997; Wallach, 1983).

Studies exploring social innovation in non-profit human service organizations found evidence indicating that those organizations that had as part of their cultural values like risk-taking, willingness to experiment, and were quick to take advantage of opportunities -which is at the core of the notion of pro-activeness- were more likely to be innovative organizations (Jaskyte & Dressler, 2005).

However, some contradictory results have been found regarding risk-taking and pro-activeness as part of organizational culture to produce social innovation. A study found that pro-activeness and innovativeness orientation were strong predictors, but risk-taking was not a significant predictor of innovation (Berzin et al., 2017).

On the other side, entrepreneurial orientation (EO) is a construct used to capture the degree to which the firm's posture may be characterized as entrepreneurial versus conservative (Morris et al., 2011). Firms or entrepreneurial-oriented organizations are considered to emphasize the development of new and different products, services, and processes (i.e., innovativeness), implementing these innovations before competitors (i.e., pro-activeness), and taking bold and aggressive steps to exploit opportunities (i.e., risk-taking) (Lumpkin & Dess, 1996). It is recognized that it is necessary to develop methods and tools to measure entrepreneurial orientation in non-profit organizations, as well as

more comparative research on entrepreneurial orientation in for-profit and non-profit organizations (Kusa, 2016).

-Studies have found different results regarding Entrepreneurial Orientation as a predictor of social innovation in non-profit contexts. Higher levels of Entrepreneurial orientation have been found to predict social innovation within non-profit organizations (Berzin et al., 2017). Authors have also suggested developing a broader understanding of risk-taking in the non-profit context. "Social risk-taking behavior" describes the capacity and disposition of CSOs "to take actions in areas of high uncertainty, which might have a long-term impact on beneficiaries, stakeholders, and the environment" (Lurtz & Kreutzer Karin, 2016, p.107). Compared to traditional financial risk-taking, CSOs have less capacity to take financial risks due to the nature of their funding sources. Lurtz and Kreutzer (2016) also recommend the development of further research to examine the pertinence of including the notion of "cooperation" as an additional sub-dimension related to entrepreneurial orientation, specifically in the non-for-profit context. Therefore, there is evidence of what Morris, Webb, and Franklin (2011) propose, affirming that Entrepreneurial Orientation in non-profit organizations might function differently than in other domains.

The literature reviewed provides a base to examine the questions of interest to this study. From the review, it is possible to identify some critical knowledge gaps. Despite the increasing literature applying the Entrepreneurial Orientation theoretical lens to non-profit contexts, there are some critical research gaps with Entrepreneurial Orientation theory as proposed initially by Covin & Slevin (1989), Lumpkin & Dess (1996), and Miller (1983). Recent theoretical studies and meta-analyses in the Entrepreneurial Orientation research

field recognize the need for studies towards a broader global perspective on Entrepreneurial Orientation and entrepreneurial activity across individuals, teams, and nations (Lumpkin & Pidduck, 2020). It has also been expressed the need to "foster the extension and adaptation of Entrepreneurial Orientation to "less corporate contexts such as non-profits organizations and entrepreneurs or nascent teams" (Wales et al., 2020) because it is recognized that established constructs, dimensions, and measures in different contexts do vary in the full spectrum of entrepreneurial expression. The present study explores the pertinence of the EO dimensions understood as independent processes within this multidimensional construct to explain social innovation generation.

On the other hand, despite the long evolution of the Transformational Leadership theory and the substantial scholarly attention during the last forty years, there are still significant research gaps and critics of the Transformational Leadership theory and the impact of this construct in improving the achievement of organizational objectives and on outcomes of social innovation specifically in non-profit contexts. Le & Lei (2019, p.256) affirm that "knowledge of the direct correlation between Transformational Leadership theory and innovation capability remains underdeveloped and insufficient" it has highlighted the theoretical and empirical gaps in the transformational leadership-innovation relationship that need further study and exploration (Ba Le, 2020). Some of the critical research gaps identified are the need for further evidence and theoretical test to specify and operationalize how "leaders' behaviors elicit follower transformation" and the "systematic ways in which followers are transformed" (Siangchokyoo et al., 2020).

There is also a need to provide further research to examine the mediation and moderator relationships of Transformational Leadership and other variables in the generation of

innovation in organizations (Ba Le, 2020; Golden III & Shriner, 2017; Siangchokyoo et al., 2020). This study will contribute to exploring the moderator relationship of transformational leadership between organizational strategic approaches such as risk-taking and pro-activeness and social innovation generation. An affirmation explored in this study is that Entrepreneurial Orientation promotes social innovation outputs only when there is a Transformational Leader in the organization that supports collaborators to question the status quo and encourages them to find innovative ways of solving problems.

On the other hand, when the organization's leader does not promote change of the status quo and does not inspire motivation to their collaborators by not considering their individual needs and providing enough intellectual stimulation, Entrepreneurial Orientation – specifically organizational Risk-Taking and Pro-activeness- may be unsuccessful in promotion Social Innovation Outputs.

Current literature uses data from limited samples: 19 organizations (Jaskyte & Dressler, 2005), 36 (Jaskyte & Lee, 2006), 40 (Jaskyte & Kisieliene, 2016), 79 (Jaskyte, 2011), and 97 organizations (Berzin et al., 2017).

Larger samples are desirable as "the prevalence of forms of innovativeness, pro-activeness, and risk-taking is likely to differ across niches and organizational types" Morris, Webb, and Franklin (2011, p.965). Also, much of the research has been done with data from the United States and Europe, and evidence from other international contexts is scarce. The present study contributes to current literature with the collection and data from an international context to test the applicability of the theoretical propositions presented.

As Jia & Desa (2020) affirm, further research in this field could make it possible to advance on the theoretical basis, methodologies, and techniques required to understand and

promote social innovation, including the CSOs contribution toward systemic social and environmental transformations (Jia & Desa, 2020).

Theoretical perspectives

This study's theoretical framework integrates two main theories, the Entrepreneurial Orientation Theory (Covin & Slevin, 1989; Lumpkin & Dess, 1996; Miller, 1983) and Transformational Leadership Theory (Bass, 1985; Bass & Avolio, 1995).

Entrepreneurial Orientation Theory

The Entrepreneurial Orientation Theory has been developed from a vast amount of research investigating the nature and implications of Entrepreneurial Orientation (Covin & Slevin, 1989; Lumpkin & Dess, 1996; Miller, 1983) on organizational performance. EO theory has different fundamental underpinnings developed within a history of almost five decades of research (Wales et al., 2020). A more recent group of studies has used this theoretical framework to explore performance results among civil society organizations (CSOs) and their capacity to innovate.

The work of Venkatraman (1989) served as a theoretical base to conceptualize EO as an *organizational* strategic orientation[4] that captures a set of means or actions which enable firms to obtain specific goals. In the EO context, those goals are "new value creation

[4] Venkatraman (1989) defined the notion of "strategic orientation" as a realized strategy or a pattern of critical decisions and actions which reflects consistency in the behavior of organizations over time.

and its associated benefits for organizational growth and competitive advantage" (Wales et al., 2020, p. 98).

Another theoretical scaffolding for Entrepreneurial Orientation theory is the work of Schumpeter (1934) and his perspective on entrepreneurship. *Schumpeterian economics* emphasizes the role of innovation in the entrepreneurial process, which has been considered "Entrepreneurial Orientation's conceptual heart" (Wales et al., 2019, p.98). For Schumpeter, innovation is inseparable and embedded within the definition of what characterizes the nature of entrepreneurial actors (Wales et al., 2020)[5].

The *resource-based rationale for performance* (Barney, 1991) is another theoretical foundation for the Entrepreneurial Orientation theory. This rationale captures how organizations put their resources to work in new combinations (Anderson & Eshima, 2013; Miao et al., 2017; Wiklund & Shepherd, 2003) to explore opportunities for new value creation (Covin & Slevin, 1991; Wales et al., 2020).

The intention is to create a competitive advantage with valuable, rare, and inimitable resources (Wiklund & Sheperd, 2003).

Finally, configurational theory (Miller & Friesen, 1977) provided an analytical framework for the Entrepreneurial Orientation -firm performance relationship. The configurational theoretical approach allowed for theorizing the manifestations of Entrepreneurial Orientation's dimensions – innovativeness, pro-activeness, and risk-taking

[5] The Schumpeter (1934) view of economic systems is one where the equilibrium or status quo is disrupted by innovations introduced by entrepreneurial actors (they introduce those new entries into the system to alter them), and for Schumpeter, all entrepreneurial rents or profits are the direct result of innovation (Wales et al., 2020 p. 571).

– as organizational processes within a multidimensional construct (Lumpkin & Piduck, 2020)[6].

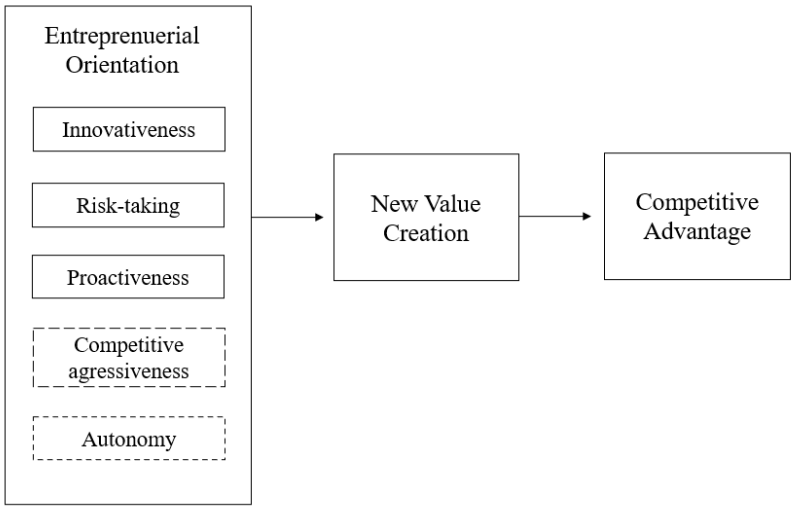
Entrepreneurial Orientation theory has been used to predict *organizational/firm performance and competitive advantage generation* and has been used to explore entrepreneurship processes in international contexts (e.g., Covin & Miller, 2014; Semrau et al., 2016), family business (e.g., Covin et al., 2016), education (e.g., Ismail et al., 2015), public administration (e.g., Karyotakis & Moustakis, 2016), and psychology (Palmer et al., 2019).

Based on those theoretical scaffoldings, a entrepreneurial orientation model is expressed as shown in figure 1. This figure represents Entrepreneurial Orientation as a multidimensional concept of strategic organizational orientation expressed as disposition and actions in three dimensions: innovativeness, risk-taking, and pro-activeness[7], to create competitive advantage.

[6] As a multidimensional concept, EO's dimensions – innovativeness, risk-taking, proactiveness, and competitive aggressiveness and autonomy in profit contexts – holds the notion that each dimension may have its own effect and might vary independently of each other in many situations. This study holds the assumption of EO as a multidimensional concept versus a uni-dimensional notion of EO that holds a unique and common effect of EO dimensions. This distinction is done to better contribute to research dialogue on the field as suggested by Covin & Lumpkin (2011) and Wales and colleagues (2020).

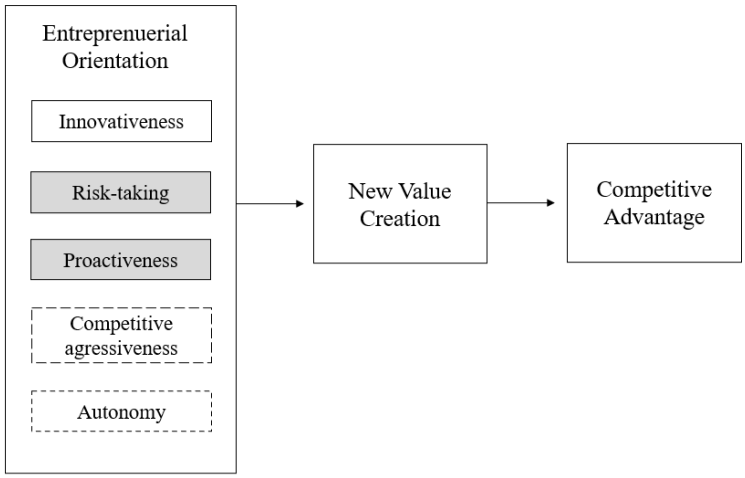
[7] Competitive aggressiveness and autonomy are considered also as dimensional characteristics of EO (Lumpkin & Dess, 1996). However, those dimensions have been recognized as required when the researcher chooses granularity vs. parsimony within the research question investigated (Covin & Wales, 2019). Also, in civil society and non-profit contexts, as it is the case of the present study, cross-cultural and contextual adaptation studies have found little evidence on the pertinence and do not recommend the use of 'competitive aggressiveness and autonomy' as dimensional characteristics when exploring entrepreneurship in non-profit organizations (Morris et al.,2011; Helm & Anderson, 2010).

Figure 1. Model of Entrepreneurial Orientation Theory



Scholars have used the Entrepreneurial Orientation theory to study organizational innovativeness and social innovation generation in non-profit human service organizations (Jaskyte, 2011; Jaskyte & Dressler, 2005; Kusa, 2016; Lurtz & Kreutzer Karin, 2016; Morris et al., 2011; Nandan et al., 2015). This study draws upon previous research and uses Entrepreneurial Orientation theory to explore the relationship between two subdimensions of this concept – risk-taking and pro-activeness – and the generation of social innovation outputs in non-profit contexts. By exploring those two subdimensions and their effect on social innovation outputs, it will be possible to assess whether or not levels of risk-taking and pro-activeness influence social innovation generation at the organizational level. Figure 2 highlights the dimensions of Entrepreneurial Orientation theory that will be integrated into the final model to guide the present study.

Figure 2. Entrepreneurial Orientation dimensions to integrate into the final model



Transformational Leadership Theory

This study also draws upon the Transformational Leadership Theory (Bass, 1985; Bass & Avolio, 1995) developed over the last four decades to explore the influence of a leader who can transform their followers or collaborators to enhance organizational and team performance.

Transformational Leadership Theory is underpinned by the following components/characteristics:

a) Leaders are considered transformational as a function of four leader dimensions: (1) Idealized influence (role modeling attributes and behaviors); (2) Inspirational motivation (articulations of compelling and inspiring visions of the future); (3) Intellectual stimulation (challenging existing assumptions and stimulating new ways of thinking); and (4) Individualized consideration (attending to followers' needs and concerns) (Bass & Avolio, 1995).

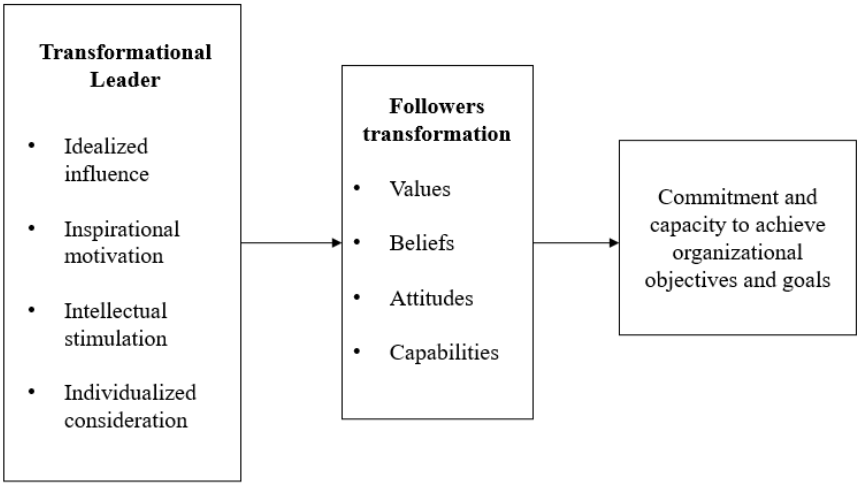
b) "[Transformational] leaders transform or change the basic values, beliefs, and attitudes of followers so that they are willing to perform beyond the minimum levels specified by the organizations" (Podsakoff et al.,1990, p. 108).

c) The essence of transformational leadership theory is a process whereby the leader builds followers' commitment to organizational objectives and develops followers to accomplish organizational goals (Avolio & Yammarino, 2013; Bass & Riggio, 2006; van Dierendonck et al., 2014; Yukl, 1998).

In summary, transformational leaders influence the development and transformation of their followers. The result, at least in theory, is the enhancement of follower performance, and subsequently, organizational performance, beyond expectations (Bass, 1985; Yukl, 1998).

Based on these theoretical underpinnings, a model of Transformational Leadership is expressed in figure 3. This figure represents Transformational Leadership as a process through which leaders transform followers' basic values, beliefs, and attitudes of followers so that they are willing to perform beyond the minimum levels building commitment to organizational objectives and goals (Podsakoff et al., 1990; Avolio & Yammarino, 2013; Bass & Riggio, 2006).

Figure 3. Transformational Leadership Model



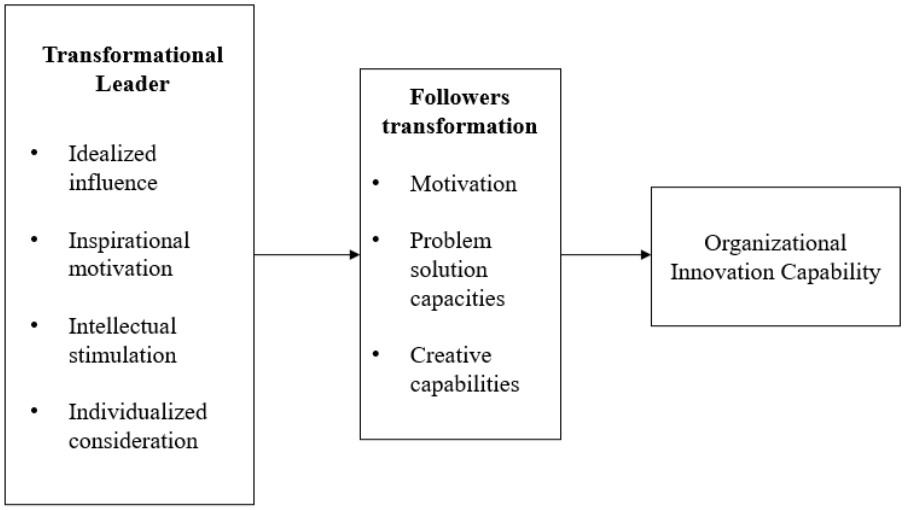
Scholars have used transformational Leadership theory to explore and predict employee performance (Bass, 1985, 1990), organizational effectiveness (Bass & Avolio, 1994), corporate's culture (Dellana & Hauser, 2000), employee creative performance (Golden III & Shriner, 2017), organizational change (Kotter, 1995), learning behavior (Kumako & Asumend, 2013), organizational governance (McMullin & Raggo, 2020), creativity (Shin & Zhou, 2007), trust, satisfaction, and organizational citizenship behaviors (Podsakoff et al., 1990).

Scholars have used the Transformational Leadership theory to study organizational innovativeness and social innovation generation (Ba Le, 2020; Damanpour & Schneider, 2006; Golden III & Shriner, 2017; Jaskyte, 2011; Jaskyte & Dressler, 2005; Le & Lei, 2019; Rego et al., 2012; Shin & McClomb, 1998; Shin & Zhou, 2007; Ziyae et al., 2015).

Figure 4 represents how transformational leaders foster organizations' innovation capability by stimulating, inspiring, and motivating followers to drive meaningful change and innovation (Choi et al., 2016; Vera & Crossan, 2004). According to these theoretical

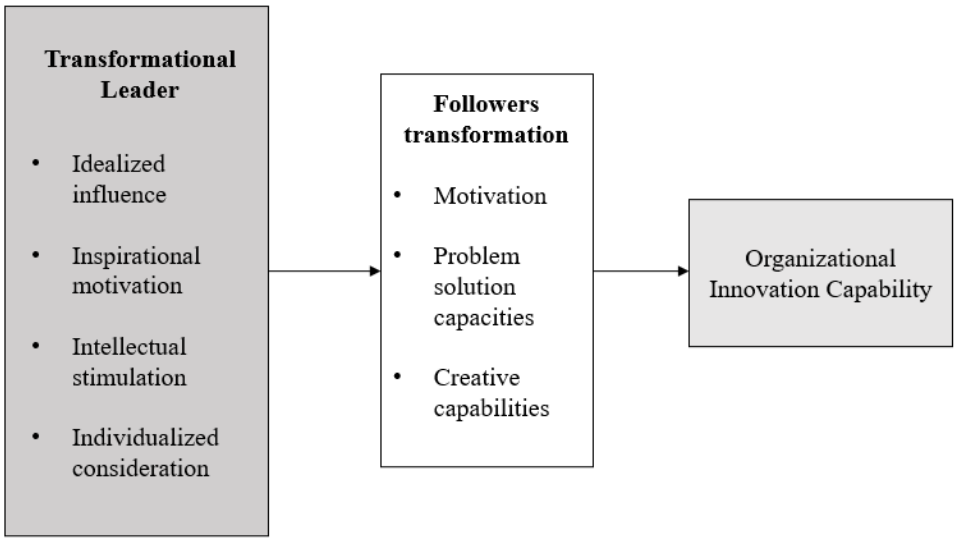
lenses, transformational leaders create an open and inspirational climate. In turn, employees became "more creative and effective in solving problems and trusted to work independently" in pursuit of innovations oriented toward an organization's vision and core purpose (Ba Le, 2020).

Figure 4. Transformational Leadership and Organizational Innovation Model



This study did not directly explore the follower's transformation of leadership. Instead, we used the Transformational Leadership theory to explore how the presence of transformational leadership behaviors impacts the generation of social innovation outputs in non-profit contexts. This exploration made it possible to test whether or not organizations with higher social innovation outputs have a leader who behaves in a transformational manner. Figure 5 highlights the components of Transformational Leadership theory that were integrated into the final model that guides the present study.

Figure 5. Transformational Leadership dimensions to integrate into the final model



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Proposed model

Taking both theories into account, Transformational Leadership could explain the relationship between Entrepreneurial Orientation and its subdimensions -risk-taking and pro-activeness- and social innovation outputs.

An affirmation explored in this study is that Entrepreneurial Orientation promotes social innovation outputs only when there is a Transformational Leader in the organization that supports collaborators to question the status quo and encourages them to find innovative ways of solving problems.

On the other hand, when the organization's leader does not promote change of the status quo and does not inspire motivation to their collaborators by not considering their individual needs and providing enough intellectual stimulation, Entrepreneurial Orientation – specifically organizational Risk-Taking and Pro-activeness- may be unsuccessful in promotion Social Innovation Outputs.

Thus, the intersection of these two theories points to Transformational Leadership as a possible moderator of the relationship between Entrepreneurial Orientation – specifically their subdimensions of Risk-Taking and Proactiveness – and Social Innovation Outputs (see Figure 6).

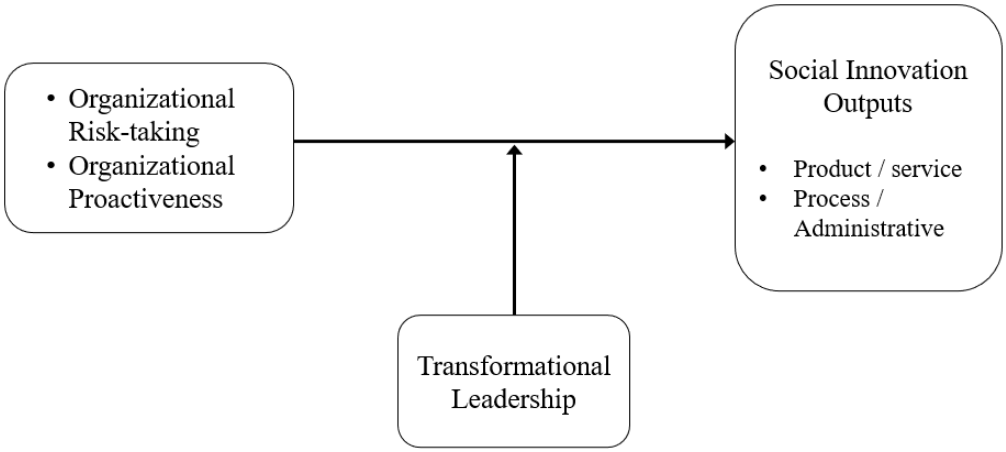


Figure 6. Final Proposed Model of the Study

The final model (Figure 6) suggests that Risk Taking and Proactiveness would increase organizational outputs depending on transformational leadership. More specifically, organizational risk-taking and proactiveness tend to increase social innovation outputs when there is a higher level of transformational leadership.

In summary, the theoretical framework of this study includes Entrepreneurial Orientation Theory (Covin & Slevin, 1989; Lumpkin & Dess,1996; Miller, 1983), Risk-taking, and the Pro-activeness subdimensions as factors that have a positive impact on Social Innovation Outputs generated by the organization. Also, from the Transformational Leadership Theory (Bass, 1985; Bass & Avolio, 1995), the model proposed to include transformational leadership practices as a potential moderator among organizational Risk-taking and Pro-activeness and Social Innovation Outputs.

Research Questions and Hypotheses

Based on the theoretical framework described above integrated with Entrepreneurial Orientation Theory and the Transformational Leadership theory, the following research questions guided exploration of the research questions outlined below:

Q1: Is there an association between organizational pro-activeness and social innovation outputs (a. product/service, b. process/administrative)?

H1: Organizational pro-activeness will have a positive association with social innovation outputs.

Q2: Is there an association between organizational risk-taking and social innovation outputs (a. product/service, b. process/administrative)?

H2: Organizational risk-taking will have a positive association with social innovation outputs.

Q3: Is there an association between transformational leadership behavior and social innovation outputs (a. product/service, b. process/administrative)?

H3: Transformational leadership style will have a positive association with social innovation outputs.

Q3a: Does transformational leadership behavior have a positive effect/impact on the relationship between organizational pro-activeness and social innovation outputs?

H3a: The positive association between organizational proactiveness and social innovation outputs depends on the levels of transformative leadership. Proactiveness increases innovation outputs if there is a higher level of transformational leadership.

Q3b: Does transformational leadership behavior have a positive impact/effect on the relationship between organizational risk-taking and social innovation outputs?

H3b: The positive association between organizational risk-taking and social innovation outputs depends on the levels of transformative leadership. Risk-taking increases innovation outputs if there is a higher level of transformational leadership.

Chapter III. Methods

Study Design

This research is an exploratory-descriptive study using cross-sectional data collected from directors of CSOs in Mexico with an online survey (See Annex 1 for the survey instrument).

Study Sample

The sample size of the study is 139 directors of CSOs in México. The selection criteria to participate in this study were:

1) Being a manager/director of a non-for-profit civil society organization (CSO) legally registered in Mexico;

2) Being in a CSO dedicated to one of the activities listed at the Federal Law of Promotion of Activities by Civil Society Organizations (*Ley Federal de Fomento a las Actividades Realizadas por Organizaciones de la Sociedad Civil. Última reforma publicada 2018*, 2004);

3) Willingness to participate in the study;

4) Ability to give informed consent. Participants ad to cover all four criteria to be included in the study.

Given the exploratory nature of this study, the sample is not expected to represent the whole population of observed units.

The study used convenience sampling. This method involves recruiting study participants from a conveniently available pool of respondents who meet the requirements to be part of the study (Creswell, 2014).

The total universe of CSO in Mexico is approximately 43,426 CSOs, according to the Federal Registry of Civil Society Organizations (Actualized on March 12th, 2021). Only about 27% of the organizations are registered as active; this is about 11,983 active CSOs at a national level[8].

Data Collection Procedures

We established informal institutional and professional agreements of collaboration for survey dissemination. The participant institutions from the non-profit sectors on this effort were: the Mexican Centre for Philanthropy (CEMEFI), Alternativas y Capacidades A.C., Corporativa de Fundaciones A.C., InnovaSocial A.C., Consejo Cívico A.C. Also, from government agencies, there was support from the Social Welfare Secretariat of the State Government of Jalisco, the State Office for Inclusion for People with Disabilities from the State Government of Jalisco, and the Institute for Inclusion and Attention of People with Disabilities from the State Government of Zacatecas.

The researcher did recruitment outreach of participants with a strategy for survey dissemination, including the following actions: 1) the design and publication of a website for the research study describing the purpose of the study and its potential implications. The website provided the full consent letter, the principal researcher profile, and the link

[8] The Federal Registry of CSO is responsibility of the National Institute for Social Development (INDESOL). The current low level of active organizations at this Federal Registry (27%) can be explained due to the recent budget restrictions from the federal government to this institute and the cancellation of its COINVERSIÓN Program which was the largest federal program for funding allocation to social projects by CSO. The participation on this COINVERSION program to receive funds was one of the major motivations for CSO to remain active at the Federal Registry.
Also, just recently it was announced that INDESOL will disappear and the Federal Registry of CSO will be allocated to the Welfare and Social Cohesion Direction directly connected to the Government Secretary. (CEMEFI, 2022; Animal Político, 2022).

to the Qualtrics survey (https://innovacionsocialosc.org/), 2) the development of a brief video which included a sign language interpreter to invite the target population, explaining the study purpose and relevance -available also at the website-, 3) the design of four different flyers for the invitation and follow up for respondents (See Appendix 1), 4) five videoconference calls with strategic allies – who provided collaboration with their CSO networks- for survey dissemination in different parts of the country: Mexico City, Nuevo León, Zacatecas, Jalisco, and Quintana Roo. 5) Two in-person presentations to a philanthropic foundation and a State Committee for CSO. 6) a videoconference presentation to a group of non-profit organizations dedicated to providing services for disabled populations, 6) follow-up actions via email to those strategic allies for survey dissemination, 7) direct mailing to more than 500 CSO from the (Federal Registry, 8) direct request via SMS messages to local networks of CSO in Jalisco.

The data collection was completed within eight weeks. There was a long period of official holidays (about a week and a half) while collecting data. In that period, there was a low rate of survey response. Therefore, there was a need to extend the data collection period. After the holidays, a second intensive set of dissemination actions helped to reach the final sample size.

The study received more than 198 survey responses. After data cleaning and checking the completeness of the survey responses on the variables of interest, 139 respondents were included in the data analysis. Further description of data cleaning procedures is presented below in the Missing Data Issues section (p.45)

We consider that developing such a multi-action strategy for dissemination was crucial to reaching the final sample size. Essential factors for the data collection success were the

audio-visual material, critical actors' disposition to support by inviting their networks to participate in the survey, and the current professional networks of the principal researcher in the non-profit sector.

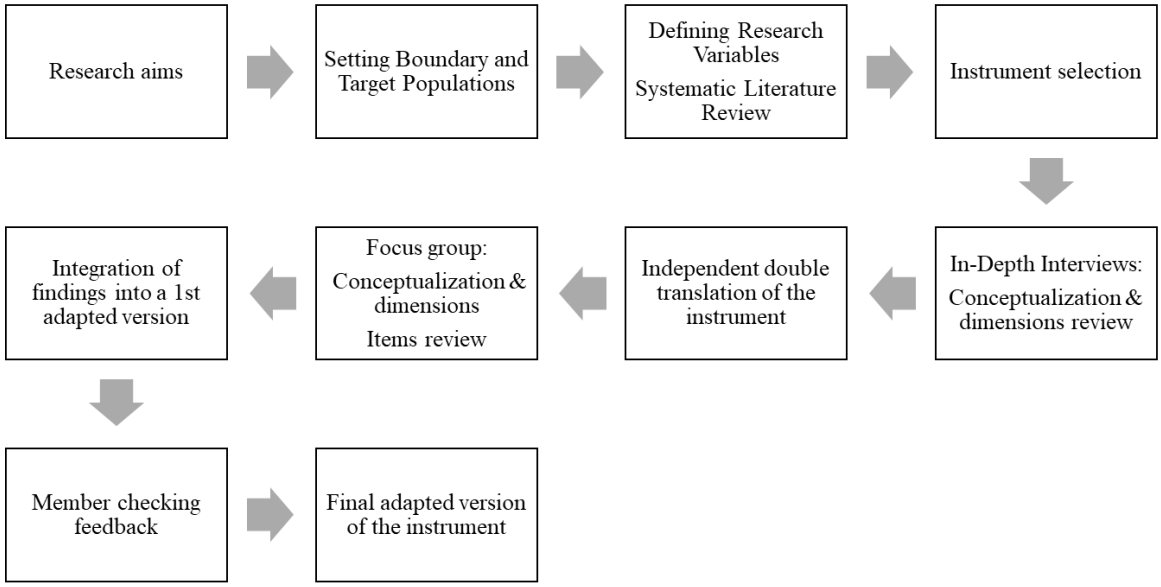
Data Collection Tool

The data collection was conducted using an online survey on the Qualtrics platform. Data were collected with an instrument with sections covering different topics; 1) descriptive data of the organization, its social mission, and resources, 2) information about the staff and the directive board, 3) transformational leadership practices, 4) entrepreneurial orientation practices, 5) social innovation outputs, 6) and technology use. The survey includes adapted version questions designed by multiple authors (See, e.g., Berzin et al., 2017; Carless et al., 2000; Helm & Andersson, 2011; Jaskyte, 2013; Jaskyte & Dressler, 2005; Jaskyte & Kisieliene, 2016; Morris et al., 2011).

The instrument was previously cross-culturally adapted by the principal researcher to match the context of the study population. A process of adaptation with ten sequential steps adapted from Tran et al. (2016) was followed using a participatory qualitative approach to get the final adapted version of the instrument for this study (See Diagram 1). This process included a process for instrument selection, in-depth interviews for conceptualization and dimensions review, double independent translation, focus-group for conceptualization and instrument revision, and member checking for the adapted instrument.

Data to guide the adaptation process came from twenty-five field experts; the professional profiles of the participants were: a) directors and founders of CSOs, b) collaborators at CSOs, c) independent consultants specialized in non-for-profit organizations or social innovation, d) directors of social innovation firms and co-working spaces, e) coordinators at private foundations, f) state-level and municipal-level public officials from areas related to civil society issues, g) academics with research agendas on civil society issues.

Diagram 1 – Cross-cultural adaptation process for the instruments.



Source: Self-elaboration adapted from Tran, Nguyen, and Chan (2016)

Results revealed how the target population perceives and defines social innovation, risk-taking, and pro-activeness. The instrument was adapted with double independent translation, rewording, terms substitution, substantial items modification, and extra items (See Annex 2).

The experts assessed language clarity, adequacy, easy comprehension, and relevance[9], the results of the average assessment of the instrument at the start of the process and then at the end by member-checking revealed a considerable increase in all the aspects (See table 2). The experts' opinions included 97 comments on the items and 124 change recommendations. Following the experts' recommendations, 29 out of the 30 items of the survey were adapted from the translated version.

Table 2 – Results of the initial and final assessment of the instrument

	Aspect assessed			
	Language clarity	Adequacy	Easy comprehension	Relevance
Initial Average Assessment	73%	70%	75%	92%
Final Average Assessment by member check-in	95%	93%	90%	97%

The fundamental changes were related to i) rewording and terms substitution to adopt a gender-inclusive language, ii) rewording and terms substitution to increase clarity and easy comprehension, iii) substantial changes to better match the target population and context of the survey. Seven questions were added to the survey, some resulting from splitting one question to simplify it and operationalizing the variables and subcategories that emerged from the previous steps of the process.

[9] Language Clarity: participants assessed the use of words and syntax of the translated item and its back-translation. Adequacy: assessing whether the translated items are culturally appropriate in both language and meaning for the target population. Easy comprehension: defined as whether the translated items are difficult for prospective respondents or participants to understand and to respond, and Relevance: to determine whether the translated items are culturally relevant to the participants' experiences in real-life situations. (Adapted from Tran et al., 2016, p.32).

Participants recommended consulting documents and official sources to guide the adaptation of the questions or the answer options, such as the Federal Law to Promote Activities by the CSOs and official formats by the National Secretariat for Social Development (*Ley Federal de Fomento a las Actividades realizadas por Organizaciones de la Sociedad Civil*, 2004; Comisión de Fomento, n.d). Additional documents were consulted to inform the participant's recommendations (*Ley de Asistencia Social*, 2004; Fernandez-Duran, 2015; National LGBT Health Education Center, s/f; UNHCR, 2018).

The adapted version of the Survey on Social Innovation and Entrepreneurial Orientation for CSO was captured into the Qualtrics platform and then sent for pilot testing to four non-profit directors and one academic expert on social innovation and quantitative research. They provided feedback on the user experience and recommendations on time invested in the responses, clarity of the questions, and other suggestions.

From this pilot test, five questions and their response options were reworded to improve clarity and make an easier way to respond. Additional five questions – that were not part of the critical variables of the study- were removed to reduce the total time required to respond.

The final instrument has 37 questions. Two are open-ended questions, one is close-ended, asking for a brief description of the response, and the rest are close-ended. The survey takes about 30 minutes to complete (See Annex 1) [10].

[10] This study implies minimal risk to participants, does not include special study populations or risky procedures. The online survey will include at the beginning an informed consent section with all the required elements of consent for participants approval. The proposal will be sent as an IRB application for expedite review.

Measures

There are four critical variables explored in this study, and those were measured using adapted scales from previous studies: social innovation outputs (Jaskyte, 2013; Jaskyte & Kisieliene, 2006; Berzin et al., 2017), organizational proactiveness (Helm & Andersson, 2010; Morris et al., 2011), organizational risk-taking (Helm & Andersson, 2010; Morris et al., 2011), and transformational leadership behavior (Carless et al., 2000). Table 1 presents a measurement description of each study's essential variables.

The survey also collected other organizational data such as social mission, number of years in operation, number of employees, number of volunteers per year, number of clients or beneficiaries, number of Board members, and organizational technology use, among other questions (see Annex 1 for the complete adapted questionnaire in Spanish and English).

Statistical Analysis Performed

Descriptive statistics allowed for examining data of the organizational characteristics, staff and directive board, organizational resources, and practices.

Bivariate analysis with parametric tests was performed to explore the effects of the predictor variables.

Robust multiple linear regression analysis was used to examine how specific predictor variables were associated with the organization's ability to produce social innovation outputs. All statistical analyses were conducted using SPSS. Table 2 below describes the statistical analysis performed with the data.

Table 3
Measurement description of the key variables in the study

Variable	References	Instrument	Items
Social innovation outputs	Translated and Adapted from Jaskyte, 2013; Jaskyte & Kisieliene, 2006; Berzin et al., 2017	Social Innovation in Non-Profit Settings Questionnaire	Frequency in the last two years that the organization has: 1) Adopted new training opportunities for employees or volunteers within the organization, 2) Adopted a new employee/volunteer incentive/reward system, 3) Adopted a new organizational structure or shape, 4) Adopted a new way of recruiting employees or volunteers, 5) Adopted a new employee performance evaluation system, 6) Adopted a new way to analyze problems and design solutions. 7) Adopted a new services/program for the organization's target population 8) Adopted a new activity/event, 9) Extended the existing service (-s) to new groups of clients previously not served by an organization, 10) Produced a new product, 11) Altered existing service/program into something new and recognizably different, 12) Adopted a new way of/process of service delivery, and 13) Conversion of an existing service delivery process. Response options: numeric Response options from 1 to 6 are process/administrative innovation outputs, and response options from 7 to 13 are service/product innovation outputs.

Organizational Pro-activeness	Translated and adapted from Helm & Andersson 2011; Morris, Webb, & Franklin (Morris et al., 2011)	Entrepreneurial Orientation Scale	How strongly these affirmations reflect the organizational actions within the last year: 1) Was the first organization in our sector to introduce a new program or service for our clients, 2) Benefited from changes that occurred in our sector, 3) Was a leader for similar service providers, 4) Created or adapted new strategies to meet donors' requirements and interests. 5) Keeps a permanent search for new ideas, new knowledge, and new references to inspire organizational changes. Response options: Strongly agree (1); Somewhat agree (2); Neither agree nor disagree (3); Somewhat disagree (4); Strongly disagree (5)
Organizational Risk-taking	Translated and adapted from Helm & Andersson, 2011; Morris, Webb, & Franklin (Morris et al., 2011)	Entrepreneurial Orientation Scale	How strongly these affirmations reflect the organizational actions within the last year: 1) Acted in concert with other organizations in our sector. 2) Implemented new services or programs that may alter our public image. 3) Created changes in staff stability. 4) Pursued financial opportunities that risked fiscal stability. Response options: Strongly agree (1); Somewhat agree (2); Neither agree nor disagree (3); Somewhat disagree (4); Strongly disagree (5).

Transformational Leadership Behaviors	Translated and adapted from Carless, Wearing, & Mann, (2000).	Global Transformational Leadership Scale	How frequently do you (the organization's director) engage in the behavior described (The instructions ask raters to be realistic and answer in terms of how they typically behave)? 1) Communicate a clear and positive vision of the future 2) Treat staff as individuals, supports and encourages their development 3) Give encouragement and recognition to staff 4) Foster trust, involvement, and cooperation among the team 5) members 6) Encourage thinking about problems in new ways and questions assumptions 7) Are you clear with your values and practice what you preach 8) Instill pride and respect in others and inspire others to be highly competent Response options[11]: Very frequently, almost always (1); Frequently (2); Occasionally (3); Infrequently (4); Rarely or never (5).

[11] In the original scale the response options go from “rarely or never” to “very frequently, almost always”. In this instrument, order was reversed to match the order at the rest of the scales that go from “strongly agree to “strongly disagree”.

Table 4

Data analysis performed

Analysis performed	Description	Variable / Scale
Descriptive Statistics	- Cronbach Alpha test - Central tendency - Standard deviation and variance - Normal distribution. - Variance independence	- Product/service innovation outputs (PIO) - Process/administrative innovation outputs (PAIO) - Social innovation outputs (SIO) which is the sum of PIO and PAIO - Organizational pro-activeness scale (OP) - Organizational risk-taking scale (ORT) - Transformational Leadership Behavior (TL)
Bivariate analysis for the correlation test	- Spearman Coefficient	- OP and SIO (and separately for PIO and PAIO) - ORT and SIO (and separately for PIO and PAIO) - TL and SIO (and separately for PIO and PAIO)
Multiple robust linear regression analysis	- To explore the simultaneous effect of explanatory variables on the dependent variables.	- OP and ORT on SIO - OP + ORT + TL on SIO - TL as a moderator between OP, ORT, and SIO

Missing Data Issues

Finally, regarding the missing data issues, 250 respondents entered the survey. Entries with no responses or less than 30% of the completed responses were deleted, leaving 198 surveys. Data were cleaned to those 198 respondents to leave only the data from respondents who completed all the questions of the variables targeted by this study hypothesis.

Data were revised to have valid and complete responses entered at the items in the survey assessing the dependent and independent variables to be tested. The required items are the scales at items 26, 29, 30, and 33 (The items described in Table 3 above).

Item 33 to assess social innovation required to indicate the number of occasions in which the organization executed specific types of products and innovation actions. Two cases were removed because their responses at item 33 were significant outliers compared with the rest of the responses. It was inferred that there was a misreport or misunderstanding issue. In the end, data from 59 cases were removed, leaving a final sample size of 139 respondents.

Chapter IV: Results

Sample description

The sample includes 139 surveys by directors of non-profit organizations from 25 states of Mexico. Table 3 describes some of the critical characteristics of the organizations included in the study. Of the organizations included, 40.3% of the CSO reported 1 to 10 years of operating, and 22.4% reported 11 to 20 years of operation.

Table 5
Organizational characteristics of the sample

Characteristic	Percentage
Years of operation	
1 to 10	40.3%
11 to 20	22.4%
21 to 30	19.4%
31 to 40	9.7%
41 to 50	5.2%
51 +	3%
Geographical scope of work	
One municipality	10.9%
Two or more municipalities	24.1%
State-level	27%
Two or more states	18.2%
National level	13.9%
Multinational (2 or more countries)	5.8%
Years at the directive position	
1 to 5	54.3%
6 to 10	24.7%
11 to 15	13.8%
+15	7.2%

The organizations included in the sample are legally registered in 25 different states of Mexico. The states with more representation are Jalisco, with 51% of organizations, Mexico City with 12.4% and Querétaro with 5%. The rest of the participants, were directors of nonprofit organizations in Baja California, Baja California Sur, Campeche, Chiapas,

Chihuahua, Coahuila, Estado de México, Guanajuato, Guerrero, Hidalgo, Michoacán, Morelos, Nayarit, Nuevo León, Puebla, Quintana Roo, San Luis Potosí, Sinaloa, Sonora, Tabasco, Yucatán and Zacatecas.

The geographical scope of work of the participant organizations is mainly at the state level (27%) and two or more municipalities (24.1%).

Ninety-five percent of the participant organizations declared their social and organizational purpose include from 1 to 4 social support and care services (*asistenciales*), and eighty-seven percent of the organizations declared to include 1 to 4 actions for social development in their mission or purpose.

Most of the organizations in this sample (74.3%) are part of a network to collaborate with other nonprofit organizations and stakeholders. Moreover, most of them (81.3%) belong to 1 to 3 different networks. Other key characteristics of the participant organizations in this sample are that only 24.5% do actions to influence public policy, 23% perform research or knowledge generation actions, and only 13.7% have an entrepreneurial initiative to commercialize goods or services.

More than half of the directors reported having 1 to 5 years in their position.

Finally, regarding gender characteristics, most of the respondents were female (70.3%). Also, most organizations reported having more women as collaborators – paid staff members (72.7%), and more than half of the organizations reported that at least half or more of their active board members are women (60.4%).

Data collection and CSOs changes in the COVID context

Data collected for this study explores the transformations civil society organizations underwent during the COVID-19 pandemic within the last two years. Most of the participants (82%) reported that they agree or strongly agree with the statement that the COVID-19 pandemic was a critical factor for their organizations to implement organizational changes and innovations in their programs, services, and processes.

The use of technology was an essential part of those organizational changes; however, most organizations (61.9%) still have a low level of communication and information technology use within their operative areas.

Even so, civil society organizations are trying to better adapt to the context; most (54.7%) have installed at least one formal structure, resource, or process-oriented toward social innovation generation.

General description of variables

The general description of the variables included in this study is reported in Table 6. The total of organizations who reported their number of years of operation (N=134) averaged 18.17 years (SD=14.93) with a minimum of 1 year and a maximum of 90 years averaging 1’532,900.83 (SD=12’776,318.77), with two cases with an outlier number of beneficiaries that were revised as correctly reported, and with a median of 300 beneficiaries. The average of full-time employees reported by the CSO (N=125) is 11.55 (SD=28.89), with a minimum of 0 employees and a maximum of 285. Regarding the board members, organizations reported (N=138) an average of 6 active members on their boards (SD=5.57), with a minimum of 0 board members to a maximum of 51.

Table 6

Descriptive Statistics

	N	Mean	SD	Median	Min	Max	Cronbach's Alpha
Proactiveness	139	14.75	3.392	15.00	3	20	.626
Risk Taking	139	10.92	3.048	11.00	0	16	.612
Transformative Leadership	139	25.53	4.108	27.00	0	28	.837
Total Social Innovation Outputs	139	15.88	13.287	11.00	0	75	
Service-Product Innovation Outputs	139	7.76	7.362	6.00	0	39	
Process-Administrative Innovation Outputs	139	8.13	7.516	6.00	0	36	
Years operation	134	18.17	14.93	13.5	1	90	
Beneficiaries[12]	134	1532900.83	12776318.77	300	0	125000000	
Full-time employees	125	11.55	28.89	5	0	285	
Active Board Members	138	6.07	5.57	5	0	51	

The average number of social innovation outputs within the last two years among the organizations (N=139) was 15.88 (SD=13.28), with a median of 11 outputs. From those social innovation outputs, there was an average of 7.76 (SD=7.36) innovation outputs related to services-product and an average of 8.13 (SD=7.51) for process-administrative innovation outputs.

The scale scores of the predictive variables, proactiveness, risk-taking, and transformative leadership, were computed by adding responses from each question included in each scale; its distribution resulted as follows. Proactiveness was coded on a

[12] There were a couple of significantly large values in the number of beneficiaries however those were not eliminated for possible misreporting because the register was evaluated, and the number was from large organizations who have a geographical scope of work at national level.

scale from 0 to 20 points, and the organizations in the sample (N=139) reported an average score of 14.75 (SD=3.39), the Cronbach's Alpha for this scale was relatively low at .626. Risk-taking was coded on a scale from 0 to 16 points, and the organizations in the sample (N=139) reported an average score of 10.92 (SD=3.04), the Cronbach's Alpha score for this scale was relatively low at .612. Finally, Transformative Leadership was coded on a scale from 0 to 28 points, and the organizations in the sample (N=139) reported an average score of 25.53 (SD=4.10), the Cronbach's Alpha score for this scale was acceptable at .837.

Correlation among variables

Some of the variables included in the model to test did not have not a normal distribution. Therefore, a Spearman Correlation was the alternative selected to use for the analysis. The Spearman correlation coefficient is usually adopted when the assumption of a bivariate normal distribution is not tenable (Artusi, R. et al., 2002; De Winter, J. et al., 2016). The Spearman correlation as a nonparametric measure allowed to test the rank correlation (statistical dependence between the rankings of two variables) among the variables of this study and to assess how well the relationship between two variables can be described using a monotonic function.

Spearman's rank correlation examined the relationship between the independent, the dependent, and the control variables included in the hypothesis of this study. There is a significant positive correlation between total social innovation outputs and proactiveness (ρ (137) = .23, p = .006), also there is a significant positive correlation between total social innovation outputs and risk-taking (ρ (137) = .37, p < .001). However, there is no statistically significant correlation between total social innovation outputs and transformational leadership (ρ (137) = .05, p > 0.05).

From the control variables, there is a significant positive correlation between social innovation outputs and the number of years in operation (ρ (132) =.30, $p < .001$). Also, there is a significant positive correlation between social innovation outputs and the number of beneficiaries served by the organization (ρ (132) = .21, p=.015) and the number of full-time employees (ρ (123) =.20, p=.019). No statistically significant correlation was found between social innovation outputs and the number of active board members (ρ (136) =.05, $p > 0.05$).

When assessed separately, the service-product social innovation outputs and the process-administrative social innovation outputs, the correlation with the predictor variables remained similar in terms of statistical significance.

Table 7

Spearman correlation matrix among independent, dependent, and control variables

	1	2	3	4	5	6	7	8	9	10
1. Total Social Innovation Outputs	1.000									
2. Service-Product Social Innovation Outputs	.886** [.000]	1.000								
3. Process-Administrative Social Innovation Outputs	.891** [.000]	.612** [.000]	1.000							
4. Proactiveness	.231** [.006]	.228** [.007]	.172* [.043]	1.000						
5. Risk Taking	.371** [.000]	.305** [.000]	.328** [.000]	.537** -[.000]	1.000					
6. Transformational Leadership	.053 [.533]	.035 [.678]	.045 [.599]	.238** [.005]	.150 [.078]	1.000				
7. Years of Operation	.300** [.000]	.343** [.000]	.251** [.003]	-.002 [.984]	-.010 [.911]	-.019 [.825]	1.000			
8. Beneficiaries	.210* [.015]	.223** [.010]	.164 [.058]	.369** [.000]	.269** [.002]	-.011 [.895]	.204* [.020]	1.000		
9. Full-time employees	.209* [.019]	.215* [.016]	.166 [.064]	.171 [.056]	.075 [.403]	-.028 [.753]	.487** [.000]	.238** [.008]	1.000	
10. Active Board Members	.054 [.526]	.089 [.302]	.065 [.451]	.155 [.070]	-.015 [.859]	-.035 [.683]	.277** [.001]	.278** [.001]	.372** [.000]	1.000

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

There is a statistically significant relation between service-product social innovation outputs and proactiveness (ρ (137) = .22, p = .007). Also, there is a significant positive correlation between service-product social innovation outputs and risk-taking (ρ (137) =.30, p < .001). However, there is no statistically significant correlation between service-product social innovation outputs and transformational leadership (ρ (137) = .03, p > 0.05).

For the process-administrative type, there is a statistically significant relation between process-administrative social innovation outputs and proactiveness (ρ (137) =.17, p = .043). Also, there is a significant positive correlation between process-administrative social innovation outputs and risk-taking (ρ (137) =.32, p < .001). Again, there is no statistically significant correlation between process-administrative social innovation outputs and transformational leadership (ρ (137) =.045, p > 0.05).

Hypothesis testing

Data collected for some variables violate the assumption of normally distributed residuals. Therefore, least-square regression was not the most adequate for the statistical analysis. Robust regression provides an alternative to least squares regression that works with less restrictive assumptions (Pennsylvania State University, 2022). Following this, robust regression was used for the data analysis presented here, as it provides much better regression coefficient estimates when outliers are present in the data. In this sense, robust regression is an iterative procedure that identifies outliers and minimizes their impact on the coefficient estimates. A special curve controls the weighting assigned to each observation in robust regression called an influence function. (NCSS, 2022).

To deal with autocorrelation and heteroskedasticity of unknown issues in the data, the robust regression analysis was done using covariance matrix estimators to consistently estimate the covariance of the model parameters (Zeileis, A., 2004). Several procedures for heteroskedasticity consistent (HC) and heteroskedasticity and autocorrelation consistent (HAC) covariance estimation have been developed in the econometrics literature and added as packages in statistical computing systems, such as SPSS, the software utilized for this study.

The procedure for heteroskedasticity consistent covariance estimation utilized here was HC4, developed more recently by Cribari-Neto (2004). To further improve small sample performance, especially in the presence of influential observations (Zeileis, A., 2004), Cribari-Neto (2004) and Zeileis (2004) studies, among others, have found that HC4 simulations show that HC4 can outperform HC3 in terms of test size control when there are high leverage points and nonnormal errors[13].

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[13] HC estimators are aimed to deal with heteroskedasticity. As Zeileis, A. (2004) explain, "if it is assumed that the errors ui are independent but potentially heteroskedastic—a situation which typically arises with cross-sectional data—their covariance matrix Ω is diagonal but has nonconstant diagonal elements. Therefore, various HC estimators Ψˆ HC have been suggested which are constructed by plugging an estimate of type Ω = diag(ˆ ω1, . . . , ωn) into Equation (4)" (p.167). Zeileis, A. (2004) describes that these estimators differ in their choice of the ωi , an overview of the most important cases is given in the following:

$$
\begin{aligned}
\text{const}: \quad \omega_i &= \hat{\sigma}^2 \\
\text{HC0}: \quad \omega_i &= \hat{u}_i^2 \\
\text{HC1}: \quad \omega_i &= \frac{n}{n-k}\,\hat{u}_i^2 \\
\text{HC2}: \quad \omega_i &= \frac{\hat{u}_i^2}{1-h_i} \\
\text{HC3}: \quad \omega_i &= \frac{\hat{u}_i^2}{(1-h_i)^2} \\
\text{HC4}: \quad \omega_i &= \frac{\hat{u}_i^2}{(1-h_i)^{\delta_i}}
\end{aligned}
$$

"where hi = Hii are the diagonal elements of the hat matrix, $\bar{h}$ is their mean and δi = min{4, hi/$\bar{h}$}. The first equation above yields the standard estimator Ψˆ const for homoskedastic errors. All others produce different kinds of HC estimators. The estimator HC0 was suggested in the econometrics literature by White (1980) and is justified by asymptotic arguments. The estimators HC1, HC2 and HC3 were suggested by

Hypothesis One

The first research question of this study explores if there is an association between organizational pro-activeness and social innovation outputs (a. product/service, b. process/administrative). Hypothesis 1 establishes that organizational pro-activeness will have a positive association with social innovation outputs. Robust linear and multiple regression was used to test if proactiveness level significantly predicted total social innovation outputs.

Robust linear regression was calculated to predict total social innovation outputs based on proactiveness, B=.98, t (137) = 3.33, p=.001 The robust standard error (.294) was estimated with the HC4 method, which was the case for all the regressions presented. This coefficient represents the mean increase in social innovation outputs in .98 points for every additional point in proactiveness levels. The corrected model is statistically significant at .003 with an adjusted R2 at .056 (AdjR2=.056, F (137) = 9.17, p=.003).

MacKinnon and White (1985) to improve the performance in small samples. A more extensive study of small sample behaviour was carried out by Long and Ervin (2000) which arrive at the conclusion that HC3 provides the best performance in small samples as it gives less weight to influential observations. Recently, Cribari-Neto (2004) suggested the estimator HC4 – which is the one used in this study - to further improve small sample performance, especially in the presence of influential observations" (p.169)
The author provides another description for the equations above:
HC0 -Based on the original asymptotic or large sample robust, empirical, or "sandwich" estimator of the covariance matrix of the parameter estimates. The middle part of the sandwich contains squared OLS (ordinary least squares) or squared weighted WLS (weighted least squares) residuals.
HC1- A finite-sample modification of HC0, multiplying it by N/(N-p), where N is the sample size and p is the number of non-redundant parameters in the model.
HC2 - A modification of HC0 that involves dividing the squared residual by 1-h, where h is the leverage for the case.
HC3 - A modification of HC0 that approximates a jackknife estimator. Squared residuals are divided by the square of 1-h. This method is the default if ROBUST is specified without specifying a method.
HC4 - A modification of HC0 that divides the squared residuals by 1-h to a power that varies according to h, N, and p, with an upper limit of 4.

The analysis of proactiveness predicting separately service-product social innovation outputs was done with a robust linear regression, B=.520, t (137) = 3.14, SE(B)= 165 p=.002. This coefficient represents the mean increase in service-product social innovation outputs in .52 points for every additional point in proactiveness levels. The corrected model of proactiveness predicting service-product social innovation is also statistically significant at less than .001 (AdjR2=.193, F (137) = 5.673, p < .001).

Also, robust linear regression was calculated too to predict process-administrative social innovation outputs based on proactiveness, B=.520, t (137) = 3.14, SE(B)= 165, p=.002. This coefficient represents the mean increase in process-administrative social innovation outputs in .52 points for every additional point in proactiveness levels. The corrected model of proactiveness predicting process-administrative social innovation is also statistically significant (AdjR2=.056, F (137) = 5.673, p < .001).

In a second model, a multiple regression analysis using robust standard errors was performed to include the control variables, years of operation, gender of the director, number of beneficiaries served, full-time employees served, and number of active board members. The corrected model resulted statistically significant (AdjR2=.193, F (137) = 5.67, p < .001), and proactiveness predicting social innovation outputs resulted statistically significant, B=1.108, t (137) = 2.78, SE(B)= .397, p=.006. This coefficient is the expression of the mean increase in social innovation outputs in 1.10 points for every additional point in proactiveness levels controlling for all the other variables.

In the models to predict service-product social innovation including the control variables, proactiveness remained positively statistically significant, B=.578, t(137) = 2.48, SE(B) = .232, p=.014, this was also the case of the model to predict process-administrative

social innovation outputs, B=.578, t(137) = 2.41, SE(B) = .219, p=.017. This means a mean increase in service-product social innovation in .578 points for every additional point in proactiveness levels and a mean increase in process-administrative social innovation outputs in .587 points for every additional point in proactiveness levels, controlling in both cases for all the other variables.

Table 8-

Robust linear regression and robust multiple regression analysis examining the effects of proactiveness on social innovation outputs

	Total Social Innovation Outputs				Service-Product Social Innovation Outputs				Process-Administrative Social Innovation Outputs			
Variable	B	SE(B)[a]	t	Sig.(p)	B	SE(B)[a]	t	Sig.(p)	B	SE(B)[a]	t	Sig.(p)
Model 1												
Proactiveness	.981	.294	3.332	.001	.520	.165	3.147	.002	.461	.166	2.776	.006
Model 2												
Proactiveness	1.108	.397	2.788	.006	.578	.232	2.488	.014	.529	.219	2.416	.017
Years operation	.166	.125	1.391	.190	.096	.069	1.389	.168	.069	.063	1.093	.277
Gender of directive	-2.00	2.512	-.799	.426	-1.375	1.281	-1.073	.286	-.633	1.598	-.396	.693
Beneficiaries[14]	9.044E-8	6.227E-8	.152	.152	5.634E-8	4.366E-8	1.291	.200	3.410E-8	2.573E-8	1.326	.188
Full-time employees	.106	.733	.465	.465	.056	.071	.789	.432	.050	.207	.242	.809
Active Board Members	-.208	.522	-.398	.691	-.104	.303	-.345	.731	-.104	.235	-.442	.659

Note: Robust Std. Error estimated with HC4* method

[14] E-8 at the table values stands for the scientific notation of exponential values, which means multiplied by 10 to the power of 8

Hypothesis Two

The study's second research question aims to explore if there is an association between organizational risk-taking and social innovation outputs (a. product/service, b. process/administrative). Hypothesis 2 test states that organizational risk-taking will have a positive association with social innovation outputs.

Robust linear and multiple regression was used to test if the risk-taking level significantly predicted total social innovation outputs.

Robust linear regression was calculated to predict total social innovation outputs based on risk-taking, B=1.60, t (137) = 5.39, p<.001 The robust standard error (.297) was estimated with the HC4 method, which was the case for all the regressions presented[15]. This coefficient is the expression of the mean increase in social innovation outputs in 1.60 points for every additional point in risk-taking levels. The corrected model is statistically significant at .0001 (AdjR2=.128, F (137) = 21.33, p<.001).

The analysis of risk-taking predicting separately service-product social innovation outputs was done with a robust linear regression, B=.833, t (137) = 4.45, SE(B)= .187 p <.001. This coefficient represents a mean increase in service-product social innovation outputs of .833 points for every additional point in risk-taking levels. The corrected model of risk-taking predicting service-product social innovation is also statistically significant at .001 (AdjR2=.113, F (137) = 18.5, p < .001).

On the other side, robust linear regression to predict process-administrative social innovation outputs based on risk-taking was performed, B=.767, t (137) = 4.70,

[15] HC4, a heteroskedasticity-consistent standard error estimator, was derived by CribariNeto (2004) with the explicit aim of taking large leverage values into consideration. HC4 simulations show that HC4 can outperform HC3 in terms of test size control when there are high leverage points and nonnormal errors.

SE(B)=.163, p < .001. This coefficient represents a mean increase in process-administrative social innovation outputs of .833 points for every additional point in risk-taking levels. The corrected model of risk-taking predicting process-administrative social innovation is also statistically significant at .001 (AdjR2=.090, F (137) = 14.67, p < .001).

In a second model, a multiple regression analysis using robust standard errors was performed to include the control variables, years of operation, gender of the directive, number of beneficiaries served, full-time employees served, and number of active board members. The corrected model resulted statistically significant (AdjR2=.250, F (137) = 7.51, p < .001), and risk-taking predicting social innovation outputs resulted statistically significant, B=1.631, t (137) = 2.86, SE(B)= .570, p=.005. The interpretation of this coefficient is that there is a mean increase in social innovation outputs of 1.631 for every additional point in risk-taking, controlling for all the other listed variables.

In the models to predict service-product social innovation including the control variables, risk-taking remained positively statistically significant, B=.824, t(137) = 3.11, SE(B) = .265, p=.002, this was also the case of the model to predict process-administrative social innovation, B=.807, t(137) = 2.04, SE(B) = .396, p=.044. This means that there is a mean increase in service-product social innovation in .824 points for every additional point in risk-taking levels and a mean increase in process-administrative social innovation outputs in .807 points for every additional point in risk-taking levels, controlling in both cases for all the other variables.

Hypothesis Three

The study's third research question aims to explore the association between transformational leadership behavior and social innovation outputs (a. product/service, b. process/administrative). Hypothesis 3 test states that transformational leadership style will have a positive association with social innovation outputs.

Robust linear and multiple regression was used to test if transformational leadership level significantly predicted total social innovation outputs. Robust linear regression was calculated to predict total social innovation outputs based on transformational leadership with no statistically significant result, $B=.221$, $t(137) = .585$, $p=.559$

Table 9

Robust linear regression and robust multiple regression analysis examining the effects of risk-taking on social innovation outputs

	Total Social Innovation Outputs				Service-Product Social Innovation Outputs				Process-Administrative Social Innovation Outputs			
Variable	B	SE(B)	t	Sig.(p)	B	SE(B)	t	Sig.(p)	B	SE(B)	t	Sig.(p)
Model 1												
Risk-Taking	1.600	.297	5.390	.000	.833	.187	4.452	.000	.767	.163	4.703	.000
Model 2												
Risk-Taking	1.631	.570	2.863	.005	.824	.265	3.116	.002	.807	.396	2.040	.044
Years operation	.162	.118	1.367	.174	.094	.063	1.504	.135	.067	.063	1.061	.291
Gender of directive	-.950	2.966	-.320	.749	-.840	1.337	-.628	.531	-.110	1.960	-.056	.955
Beneficiaries[16]	4.523E-8	5.498E-8	.774	.441	3.264E-8	2.817E-8	1.159	.249	9.891E-9	4.227E-8	.234	.815
Full-time employees	.110	.399	.276	.783	.058	.055	1.056	.293	.052	.346	.149	.882
Active Board Members	-.121	.594	-.204	.839	-.062	.315	-.198	.844	-.059	.299	-.196	.845

Note: Robust Std. Error estimated with HC4* method

[16] E-8 and E-9 at the table values stands for the scientific notation of exponential values, which means multiplied by 10 to the power of 8 and 9 accordingly

The robust standard error (.377) was estimated with the HC4 method, which was the case for all the regressions presented[17]. The corrected model is not statistically significant (AdjR2=-.003, F (137) = .642, p=424).

The analysis of transformational leadership predicting separately service-product social innovation outputs was done with a robust linear regression, B=.043, t (137) = .140, SE(B)= .308 p=.888 The corrected model of transformational leadership predicting service-product social innovation is not statistically significant (AdjR2=.007, F (137) = .080, p=.778).

Robust linear regression was calculated too to predict process-administrative social innovation outputs based on transformational leadership, B=.178, t (137) = 1.31, SE(B)=.136, p .192. The corrected model of transformational leadership predicting process-administrative social innovation is not statistically significant (AdjR2=.002, F (137) = 1.30, p =.256).

In a second model, a multiple regression analysis using robust standard errors was performed to include the control variables, years of operation, gender of the directive, number of beneficiaries served, full-time employees served, and number of active board members. The corrected model resulted statistically significant (AdjR2=.118, F (137) = 3.60, p=.003), however transformational leadership predicting social innovation outputs resulted not statistically significant, B=.065, t (137) = .164, SE(B)= .394, p=.870

[17] HC4, a heteroskedasticity-consistent standard error estimator, was derived by CribariNeto (2004) with the explicit aim of taking large leverage values into consideration. HC4 simulations show that HC4 can outperform HC3 in terms of test size control when there are high leverage points and nonnormal errors.

Table 10

Robust regression analysis examining the effects of transformational leadership on total social innovation outputs

	Total Social Innovation Outputs				Service-Product Social Innovation Outputs				Process-Administrative Social Innovation Outputs			
Variable	B	SE(B)	t	Sig.(p)	B	SE(B)	t	Sig.(p)	B	SE(B)	t	Sig.(p)
Model 1												
Transformational Leadership	.221	.377	.585	.559	.043	.308	.140	.888	.178	.136	1.310	.192
Model 2												
Transformational Leadership	.065	.394	.164	.870	-.060	.359	-.168	.867	-.060	.359	-.168	.867
Years operation	.168	.118	1.423	.158	.101	.065	1.555	.123	.101	.065	1.555	.123
Gender of directive	-1.983	2.359	-.840	.402	-1.331	1.321	-1.008	.316	-1.331	1.321	-1.008	.316
Beneficiaries[18]	1.198E-7	1.482E-7	.808	.421	7.302E-8	9.334E-8	.782	.436	7.302E-8	9.334E-8	.782	.436
Full-time employees	.132	.046	2.843	.005	.071	.133	.531	.597	.071	.133	.531	.597
Active Board Members	-.306	.167	-1.836	.069	-.181	.141	-1.283	.202	-.181	.141	-1.283	.202

Note: Robust Std. Error estimated with HC4* method

[18] E-7 and E-8 at the table values stands for the scientific notation of exponential values, which means multiplied by 10 to the power of 7 and 8 accordingly

Hypothesis 3a & 3b

The third research question has two complementary research questions and hypotheses: Q3a) Does transformational leadership behavior have a positive effect/impact on the relationship between organizational pro-activeness and social innovation outputs? Hypothesis H3a states that the positive association between organizational proactiveness and social innovation outputs depends on the levels of transformative leadership. This means that proactiveness increases innovation outputs if there is a higher level of transformational leadership.

Additionally, Q3b asks if transformational leadership behavior has a positive impact/effect on the relationship between organizational risk-taking and social innovation outputs. The H3b establishes that the positive association between organizational risk-taking and social innovation outputs depends on the levels of transformative leadership. Risk-taking increases innovation outputs if there is a higher level of transformational leadership.

Although transformational leadership did not result in a significant correlation as a predictor of total social innovation outputs, a robust regression analysis was performed to test the effect of the interaction between transformational leadership and proactiveness. The model, including the effect of the interaction between transformational leadership – proactiveness on total social innovation outputs, was calculated at AdjR2=.048, F (137) =3.30, p=.022, ηp2=.068)[19]. The interaction was not statistically significant (B=.132, t (137) = .207, SE(B)=.638, ηp2=.000).

[19] Partial eta squared (ηp2) is the variance explained by a given variable of the variance remaining after excluding variance explained by other predictors (Richardson, 2011)

-Regarding the model including the effect of the interaction between transformational leadership – risk-taking on total social innovation outputs, it was calculated at AdjR2=.120, F (137) =7.27, p < .001, ηp2=.139). The interaction was not statistically significant (B=.300, t (137) = .517, SE(B)=.581, ηp2=.002).

Table 11

Robust Regression Analysis to assess the interaction effect of proactiveness and transformational leadership on total social innovation outputs

Variable	B	SE(B)	T	Sig.(p)	ηp2[20]
Model 1					
Proactiveness	.855	.516	1.657	.100	.020
Transformational Leadership level	.248	8.842	.028	.978	.000
Interaction Proact_TransfLead Level	.132	.638	.207	.836	.000
Model 2					
Proactiveness	.810	1.038	.780	.437	.006
Transformational Leadership level	-2.666	14.807	-.180	.857	.000
Interaction Proact_TransfLead[21] Level	.367	1.038	.353	.725	.001
Years operation	.161	.123	1.303	.195	.015
Gender of directive	-1.760	2.544	-.692	.491	.004
Beneficiaries	1.015E-7	4.066E-8	2.496	.014	.054
Full-time employees	.105	.122	.862	.391	.007
Active Board Members	-.234	.550	-.425	.672	.002

[20] ηp2 – Partial eta squared

[21] Interaction Proact-TransfLead is a variable created to indicate the interaction of transformational leadership on proactiveness to predict social innovation outputs.

Table 12

Robust Regression Analysis to assess the interaction effect of proactiveness and transformational leadership on total social innovation outputs

Variable	B	SE(B)	T	Sig.(p)	ηp2[22]
Model 1					
Risk Taking	1.381	.406	3.405	.001	.079
Transformational Leadership Level	-1.542	5.466	-.282	.778	.001
Interaction RiskT_TransfLead Level	.300	.581	.517	.606	.002
Model 2					
Risk Taking	1.271	1.046	1.215	.227	.013
Transformational Leadership Level	-3.370	10.237	-.329	.743	.001
Interaction RiskT_TransfLead[23]	.489	.998	.490	.625	.002
Years operation	.157	.117	1.346	.181	.016
Gender of directive	-.834	2.940	-.284	.777	.001
Beneficiaries	5.657E-8	1.066E-7	.531	.597	.003
Full-time employees	.111	.378	.294	.769	.001
Active Board Members	-.153	.588	-.259	.796	.001

[22] ηp2 – Partial eta squared

[23] Interaction RiskT-TransfLead is a variable created to indicate the interaction of transformational leadership on risk taking to predict social innovation outputs.

Chapter V: Discussion and Implications

This study aimed to examine the influence of organizational pro-activeness, organizational risk-taking, and transformational leadership behaviors on social innovation outcomes. The study was focused on the not-for-profit civil society organizations (CSOs) in Mexico. An electronic survey for CSOs directors was used for data collection; this asked participating directors to reflect on their experiences and perceptions in managing CSOs in Mexico. Entrepreneurial Orientation Theory & Transformational Leadership Theory oriented this study, and multiple statistical procedures, including bivariate robust correlation analysis and multiple and linear robust -regression analysis, were used to test the hypothesis.

The pertinence of this study is related to the fact that "with the downturn in the global socio-economic panorama, the social entrepreneurship orientation (SEO) – innovativeness, proactiveness, and risk-taking- and the social performance of non-profit organizations have become subject to growing levels of attention" (McMullin, C., & Raggo, P., 2021) due to the relevance of having CSO with more robust capacities to transform social and environmental challenges. In that sense, this was a challenging research approach but worth generating data on relevant issues for the civil society sector in Latin America. This study provides evidence from an international context, specifically in Mexico, for a field mainly concentrated in the U.S. and Western Europe.

Discussion of main findings-

This study has three main findings: Organizational proactiveness and risk-taking are statistically significant predictors of social innovation outputs in non-profit

organizations. On the other hand, transformational leadership was not a significant predictor of social innovation outputs. The study provides evidence on what factors influence the organizations' capacity to generate social innovation. Below, a more detailed discussion will be presented around each finding and its implications.

With regards to organizational *proactiveness,* it is more likely that organizations producing social innovation outputs are those that: take the good side of unexpected changes in the field, act as leaders for other CSOs, try new ways to raise funds, engage new donors and supporters, and look for new ideas, are those organizations more likely to produce social innovation outputs.

The significant positive relationship between proactiveness and social innovation outputs can be explained because the organizations producing social innovation outputs are more willing to overcome their structural barriers and make effective decisions (Corsini et al., 2018; Turpin & Shier, 2020). The CSOs generating social innovation outputs are also active in searching for opportunities, being the first to take an attitude and bet on the implementation of new measures (Alarif et al., 2019; Pearce et al., 2010); and they search to deploy information and knowledge to identify the opportunities arising and to gain competitive advantages over their peers (Lumpkin & Dees, 2001; Rauch et al., 2009).

Some authors (Chen & Hsu, 2013) have attempted to ascertain whether there is an inverted U-shaped relationship between proactive behaviors and levels of non-profit organizations' performance wich is a different concept from social innovation outputs generation. Although there has been no verification of the hypothesis that excessive proactivity might harm performance, further analysis could be performed to test this

possibility. Turpin and Shier (2020) identify the need for further study to understand the role of proactivity in the entrepreneurial orientation of non-profit CSO and how these aspects involve the assumption of risk and social innovation.

The results also show that proactiveness was significant for service-product and process-administrative innovations. Proactiveness resulted in a slightly more significant predictor of service-product innovations (.002) than process-administrative (.006). This means that the development and delivery of a new concrete product or service by the organization aimed to contribute to its social purpose (i.e., to improve the social conditions of its clients or social group of interest) or to improve the organizational operation (i.e., to raise funds) might be better performed with a proactive organizational approach. Also, process / administrative innovation, defined as the design and implementation of a new way to deliver a social service or product to the organization's clients, might also be better developed with a proactive approach.

Although these results confirm a positive relationship, this does not confirm causality and the level of influence of proactiveness on social innovation outputs seems to be a relevant factor but not a determinant for it. This means other variables are to consider to understand how social innovation operates within the CSOs.

The second main finding is that organizational *risk-taking* was a significant predictor of social innovation outputs in non-profit civil society organizations. This finding means that those organizations that are willing to assume the risks and take action to coordinate with other organizations in the sector, implement programs that may alter their public image, adopt changes that would modify the status quo of the staff, and pursue new

financial opportunities, are those organizations more likely to produce social innovation outputs.

Risk-Taking for nonprofit civil society organizations has to do with the capacity to take risks to achieve their social purpose better by using strategies that might challenge their status quo regarding financial stability, stakeholders' relations, and public image (Morris, Webb, & Franklin (2011). This study found risk-taking to be significant for both service-product and process-administrative innovations, meaning that to develop a new product or service or modify the way a particular process or service is delivered, taking risks might be an approach to improve the effectiveness of those innovative efforts.

The acceptance of risks involves the capacity to act beyond the usual practices and accepted norms (Pearce et al., 2010); considering the context of the period the data was collected, the pandemic for COVID, civil society organizations faced challenges that required the transformation of their programs and the way they provide services due to health protection policies, funding trends changes, among others. This can explain why higher levels of disposition to take risks were correlated and could significantly predict the generation of social innovation outputs.

It is relevant to explore the organization's motivations to take risks. There are different sources and conditions motivation the acceptance or avoidance of risks.

External factors include economic and health crises, challenging political contexts, and internal motivations like cultural values, mental models and beliefs, and personal capacities. Taking those risks leads the organization to implement and adopt new practices to perform their social mission better.

Following Do Adro et al. (2021) and Alarif et al. (2019), there is a need for further discussion and evidence on what it means to accept risk in the social sector, and the results of this study contribute to that understanding by operationalizing the notion of risk-taking for those CSOs. From a qualitative perspective, it is crucial to explore the type of risks CSOs take to produce social innovations and how other stakeholders' behaviors are related to creating a more or less risky environment for CSOs.

In this line of thought, Lurtz & Kreutzer (2017) propose differentiating risk-taking into two categories: social and financial. Civil society non-profit sector organizations are usually familiar with taking social risks in volatile and risky environments and executing interventions with "unclear long-term impact on beneficiaries, other stakeholders, and the environment" (p.1016). They found non-profit organizations to be highly tolerant of that type of risk. Lurtz & Kreutzer (2017) found that "social risk-taking and uncertainty was part of their 'daily business in the program departments" (p.106). This has a coincidence with the qualitative findings of the cross-cultural process of the instrument's adaptation (Annex 2), where there was a similar agreement among the participant directors; the reflection can be summarized with one of the testimonies: "*Yes, the risk is latent. How do we perceive it? as the daily companion of our activities*" (p.20).

On the other hand, they found low levels of tolerance for financial risk-taking and highly risk-averse behavior toward financial outcomes throughout the organization as well as in the process of venture creation. This also matches the findings from the qualitative data analysis of the cross-cultural process of the instrument's adaptation (Annex 2), where the informants identified a difference when taking risks could imply the loss of funding sources or financial uncertainty: *"Risk is there, and in this sector we all recognize risk, but*

there is also fear" (p.19). Although people in the civil society sector are probably familiar with risks, there is also fear when it comes to putting at risk their limited resources. The statistical analysis with the data from the EO scale, however, cannot differentiate among those categories, and the results took both types of risk-taking altogether as a correlated and good predictor of social innovation outcomes.

Similar to the first finding of this study, these results confirm a positive relationship; this does not confirm causality and the level of influence of risk-taking on social innovation outputs seems to be a relevant factor but not a determinant for it. This means other variables to consider to understand how social innovation operates within the CSOs.

Finally, *transformational leadership* was not statistically significant in predicting the organization's production of social innovation outputs. The strong presence of transformational leadership traits does not necessarily lead to social innovation outputs in the non-profit civil society sector, and there are some other factors with higher leverage on that capacity. This result is similar to other studies (Jaskyte & Kisieliene, 2016) that found no significant relationship between strong leadership to organizational innovativeness. However, it has been found that leadership was positively related to cultural consensus, indicating that leadership practices create strong cohesion around specific values (Jaskyte & Kisieliene, 2016).

Critics of the Transformational Leadership theory have emphasized the theoretical and empirical gaps in the transformational leadership-innovation relationship that need to continue to be explored and studied (Ba Le, 2020). Some of the critical research gaps identified the need for further evidence and theoretical test to specify and operationalize

how “leaders' behaviors elicit follower transformation” and the “systematic ways in which followers are transformed” (Siangchokyoo et al., 2020).

The Global Transformational Leadership Scale (2000) showed good internal consistency in this study. However, the variable was not correlated to social innovation outputs nor statistically significant in the regression analysis for social innovation outputs and the model with the control variables. These results might have been influenced by the fact that most participants reported very high levels of transformational leadership; 28 was the highest possible value, and for the 139 cases, the median value was 27, and the mean was 25.53.

There were not enough cases with low transformational leadership values to assess a more significant comparison of groups. The question, therefore, might be, why do most of the respondents have the highest level possible for the scale?

It is important to remind readers that most directive respondents (70.3%) are women. This might lead to a potential explanation of a gender perspective on leadership. A study on the cultural feminist perspective on leadership in nonprofit organizations (Vasavada, T., 2012) identified that "despite the significant contributions of women, the literature on women’s leadership in the nonprofit sector and developing countries is still in its infancy" (p. 465). Similar studies have also found that "[...] in general, women bring value by creating a participatory environment (Budhwar et al., 2005; Gupta et al., 1998), which can increase trust among employees, and respect the ideas of the individuals around them (Budhwar et al., 2005; Kulkarni, 2002), which can enhance communication". (p.469).

Values like compassion, empathy in relationships, the ability to network more effectively among colleagues, and better management of crises were strengths of women

leaders of non-profits and public sector enterprises (Budhwar et al., 2005). Those leadership style characteristics are similar to the transformational leadership participants reported- in this study.

Alternatively, a potential bias from self-reporting and self-assessment of leadership traits might have influenced the results. Even though there is evidence that self-assessment versus assessment by others in terms of leadership and organizational behaviors does not necessarily lead to biased results (Carpenter et al., 2014), there are also studies that found that "self-overraters" leaders were rated lowest by their co-workers or subordinates (Van Velsor et al., 1993, p.2). Still, literature has generally found that female leaders tend to underrate and not overrate their leadership skills (Van Velsor et al., 1993; Parsons et al., 1982; Erkut, 1983; LaNoue & Curtis, 1985; Meehan & Overton, 1986), so, an overrating issue might not be the case in this sample.

Another line of discussion around the prevalence of high levels of transformational leadership and no significant correlation with social innovation outputs and predictive capacity might have to do with the COVID-19 and post-COVID-19 context. McMullin & Raggo (2020) stated that the directors, staff, and board members of CSOs have gone through a rapidly changing context that requires new leadership strategies. Those leadership strategies might have been transformational but not necessarily centered on producing social innovation outputs but on "surviving" and "preserving" the valuable assets of their organizations in the middle of economic crisis and profound operative transformations.

Also, the interpretation of the results regarding transformational leadership needs to acknowledge the potential effect of other *micro* and *meso*-level factors in the relationship

between transformational leadership and innovation capabilities. For instance, Ba Le & Hui Lei (2020) explored the effects of knowledge sharing and perceived organizational support on innovation capabilities to generate product and process innovation.

Knowledge sharing refers to the organization's abilities to "identify, collect, share, apply knowledge and turn such knowledge capital into reality in firms' outcomes" (Ba Le & Hui Lei, 2020, p.530); the study using structural equation modeling, found that knowledge sharing mediates the transformational leadership's effects on product innovation and process innovation. Therefore, it might be possible that there are organizations with high levels of transformational leadership – as in this study- but without adequate organizational knowledge management and sharing, which hinders the organization's capacity to produce innovation. Further research could explore this affirmation for the CSO in specific and international contexts.

Ba Le & Hui Lei (2020) also found that the influence of transformational leadership and knowledge sharing on innovation capabilities depends on employees' perceived organizational support. This last concept is defined as the extent to which employees perceive that they are valued and supported by their organization and treated fairly (Eisenberger et al., 1986; Choi et al., 2016). This means that the perception of the operative staff of the CSOs on how supported and valued they are at their organizations influences the organizational innovation capabilities impacting the effect of transformational leadership on product and service innovation.

Following the analysis of the perceived organizational support effect on innovation capabilities, it might be relevant to explore to what extent the staff members of the CSOs in Mexico feel valued, supported, and treated fairly. This might be relevant considering the

precarious working conditions that are present in most of the firms in Mexico (Villavicencio-Ayub et al., 2020), including the employment generated in the civil society sector. Therefore, it should be explored to what extent the presence or absence of good quality labor conditions – salary, employment benefits, social security, stability, internal employment policies – influence the perceived organizational support and, later, the innovation capabilities.

Finally, it is critical to interpret this study's results contrasting Phong Ba Le's (2020) work on exploring how transformational leadership facilitates radical and incremental innovation in organizations. Ba Le's study revealed transformational leadership's positive and significant influence on radical and incremental innovation.

The first key aspect of the assessment is that the study measured Transformational Leadership using an 8-items-scale adapted from Dai et al. (2013) response by the employees about their leader, i.e., "Our leader encourages me to think about problems from a new perspective." This decision to measure the concept by collaborators and not self-assessment can be related to the previous analysis of potential bias by self-reporting and self-assessment on leadership style in this study's results.

Another aspect to consider is that Phong Ba Le (2020) explored the mediating role of individual psychological capital between transformational leadership and radical and incremental innovations. The concept of individual psychological capital refers to "employees' positive psychological resources such as self-efficacy, hope, optimism, and resilience. These resources are the main motivators for employees to create and apply new and innovative ideas to the organization's operational practices" (Luthans et al., 2007; Sweetman et al., 2011). The study found there is a significant positive influence on

employees' psychological capacities and that "significantly enhances firm's innovation capabilities."

In the light of those results, it can be interpreted that in the case of the present study, where transformational leadership was not found to be a predictor of social innovation outputs, it might be possible that the individual capacities of the collaborators or employees might influence the social innovation outputs results.

The exploration of individual capacities, precisely the psychological capacities, of the CSOs staff was not within the scope of this study, so this possible affirmation about the influence of those individual capacities cannot be confirmed. The theoretical perspectives presented above (Ch.2) about the transformational leadership theory describe it as a process through which leaders transform followers' fundamental values, beliefs, and attitudes of followers so that they are willing to perform beyond the minimum levels building commitment to organizational objectives and goals (Podsakoff et al., 1990; Avolio & Yammarino, 2013; Bass & Riggio, 2006).

Below are some implications and potential future research guidelines based on this analysis. Results of this study point to several implications; we focus narrowly on implications for practitioners, policy design, and scholarship in the social work/social welfare field.

Implications for practitioners at non-profit civil society organizations

In unstable, hard-to-predict contexts like Mexico, there are different ways to respond as non-profit CSOs. One is to remain in the 'safe' zone as much as possible, keeping the same intervention logic, interacting with the expected roles and positions in

the sector, and following the traditional practices that have worked for years. Alternatively, on the other hand, the organization could be willing to take risks beyond what is considered "safe" and, instead of waiting for a new status quo to establish slowly, take proactive actions to move forward in the sector and take advantage of the already changing context by adapting better and faster. According to this study's findings, this second option might help the organization increase its generation of social innovation outputs.

One way for the CSOs to start in this process is to open space for dialogues with board members, the directors, staff, usuaries-beneficiaries, donors, and other key stakeholders to talk and share their perspectives on how proactive and how much risk the organization is taking. Openly discuss if more proactiveness and risk-taking might be desirable and why which could be the implications of those changes.

Identifying, naming, and following when and how innovative ideas and initiatives perform within their organizations will generate new knowledge on best practices and mistakes to avoid. Also, sharing externally with their counterparts and stakeholders from other sectors how the organization is producing innovation will help to create a public image of leadership and help others in the sector to advance on their capacities and disposition toward innovation.

Additionally, the suggestion of promoting entrepreneurial skills among the CSOs directors and collaborators is aligned with the findings by Nandan et al. (2015). They propose the relevance of developing intrapreneurship and entrepreneurship capacities among humanitarian organization staff members to facilitate social and organizational change. Nadan et al. (2015) identified that by improving intrapreneurial and entrepreneurial skills among collaborators, some of the actions that could be facilitated are: the

development of social marketing strategies, strategic networking, funding of risky ventures, identifying new markets, and building a more substantial volunteer base. If CSOs have team collaborators who are more capable of performing those strategic actions, better social performance could be expected, as well as innovation outputs to benefit their organizational mission.

There are also implications resulting from this study for practitioners, not directly at the organizations, but for consultancy firms, foundations, training centers, and capacity-building actors around the CSOs. The implications for them are to reflect on how much they are adopting a proactive and risk-taking approach to their institutions, but also how they interact with CSOs. And then take action to incorporate into their methodologies, programs, and services aimed at CSOs a transversal approach of proactiveness and risk-taking promotion oriented towards social innovation.

Implications for policy decision/s

Recalling from the literature in the field, several factors at different levels influence social innovation (Grimm et al.,2013). This study was designed to center on the micro-level factors, which are attitudes, capacities, abilities, and organizational cultures that might promote social innovation. It was found that two out of the three micro-level factors analyzed significantly predicted social innovation at CSOs.

Finding proactiveness and risk-taking as significant predictors for social innovation outputs has two critical implications for policy decision/s. The first one is to acknowledge the need to design and implement policies and programs promoting CSOs to try new non-traditional approaches to solve complex social-environmental problems, policies

enhancing collaboration opportunities, new and non-conventional strategies to fund civil society efforts, and spaces and resources to look for new ideas and broadening traditional visions and practices.

Public agencies, international cooperation agencies, private foundations, and social investors need to revisit their policies and programs and assess to what extent those promote practices that imply risk and proactiveness to try new approaches.

Another policy implication of finding proactiveness and risk-taking as predictors for social innovation outputs is to recognize that those factors do not provide a full explanation of how social innovation works at CSOs. The portion of explanation provided by predicting social innovation outputs needs the exploration of other factors at a micro level. However, it also shows that factors at the *meso* and *macro* level might be important in making social innovation happen in the civil society sector.

Therefore, at the *macro* level, policy analysis around social innovation should contemplate global market forces, regulatory and legal frameworks, welfare regimes, and modes of production; and at the *meso* level, financing systems, social norms, cultural norms, and sectoral identities as potential factors that could be hindering or promoting social innovation in the non-profit sector.

Another policy implication from this study is the need to invest in capacity development and infrastructure for CSOs to improve their communication and information technology use within their operative areas. Technology use is a critical factor in improving innovation capacity in organizations. Despite the efforts the CSOs have been performed to adapt and transform their operations, increased adoption of information and

communication technologies could facilitate organizational changes and innovations in their programs, services, and processes.

A final implication for policy decisions is the possibility to empirically assess if there is a prevalence of a specific type of leadership among the CSOs funded or supported by specific policies and if there is a perception of differentiated outputs – traditional or innovative- depending on the leadership style.

Implications for scholarship

The results of this study also advance scholarship around social innovation and non-profit civil society organizations. The study results regarding the proactiveness and risk-taking scales reveal the need for further exploration of using the entrepreneurial orientation subscales integrated as a single variable instead of separate scales. However, this should be done with a simultaneous exploration of potential confounding issues among the innovativeness subscale and social innovation outputs as the dependent variable.

Kusa (2016) recommended for the entrepreneurial orientation scale to be enriched with items related to cooperation with other organizations. Lurtz & Kreutzed (2017) also identified collaboration as a "pivotal element" for social entrepreneurial orientation, proactiveness, risk-taking, and innovativeness. The present study collected data for variables not included in the hypothesis to test. One of them is collaboration intensity, which, if found to be a significant predictor of social innovation outputs, might provide some evidence on the pertinence of Kusa's and Lurtz & Kreutzed's advice.

Also, future research could be done to test and improve the instruments' internal consistency with different samples in international contexts and more extensive representations. It is also recommended to consider selecting only key items for socio-

demographic data and other control variables to make the instrument shorter and easier to respond to.

Collecting data periodically with the instrument developed for this study – and refined after this initial application – could provide a baseline for a longitudinal study on social innovation generation to explore potential causal relationships among variables.

Another possible step in scholarship is to test the transformational leadership variable as a mediator– instead of moderator – in the relationship between proactiveness and risk-taking with social innovation outputs using path analysis.

Additionally, future research could use alternative instruments to explore further the nature of leadership in the sector and the outcomes for the CSO. One option is the Multifactorial Leadership Questionnaire (Bass & Avolio, 1994; 1997), a well-recognized tool in the literature to assess leadership styles were adapted and validated to fit the Mexican context by Mendoza (2005 & 2017) which has been used in business and educational settings but not at CSOs yet. Alternative measures for transformational leadership using a report by collaborators/employees should also be considered. Additional mediator variables between transformational leadership and innovation outputs should be explored, mainly those related to the individual capacities of the staff members of the organizations.

Finally, it is crucial to the field to generate evidence on the influence of *meso* and *macro* factors on the generation of social innovation for CSOs, such as regulatory and legal frameworks, welfare regimes, political contexts, fundraising systems, and standard sectoral practices, social norms, and cultural norms. This evidence generation requires different

methodological approaches and techniques, quantitative, qualitative, and mixed methods, for a more comprehensive exploration.

Study Limitations

There are some limitations of this study that need to be acknowledged. The first one is that the sample was integrated by convenience, and it is a non-representative sample of the target group of the study. Therefore, the findings cannot be generalized beyond the scope of this sample. However, similar studies exploring these variables are based on results from smaller samples – 19 organizations (Jaskyte & Dressler, 2005), 36 organizations (Jaskyte & Lee, 2006), 40 organizations (Jaskyte & Kisieliene, 2016), 79 organizations (Jaskyte, 2011), and 97 organizations (Berzin et al., 2017) to list some. In light of those samples, the sample size of this study is adequate.

Furthermore, assessment using a 360 grades approach might have been more accurate for some variables by having data from self-assessment plus subordinates' assessment. However, the logistics, the resources, and the time required to achieve that were not available. Future studies should try to address these limitations.

Data were collected with an instrument piloted among CSO directors and revised by local experts, but it has not been used in the context of Mexico before, making this an initial test of the instrument's pertinence after the cross-cultural assessment.

Finally, during the process, the COVID pandemic started, and some changes had to be made to the timeline and recruitment actions. Survey dissemination was done, and the period for data collection had to extend almost to the double expected time. On the side of the CSOs, the sanitary measures affected the CSOs' operations over the last two years;

raising funds has become harder for some of them and others had to stop operations permanently. Also, the study did not include in the statistical analysis the assessment of the COVID effects.

Other contextual variables such as political environment were neither included in the statistical analysis. The national political context around CSOs has not been favorable. There has been a political discourse against civil society organizations, and fiscal reforms have been approved against the CSOs' capacity to raise funds and increase the administrative load for the usually limited staff. Therefore, impacting the willingness and available time for CSOs' directors to participate in research initiatives.

Additional contributions

Despite the mentioned limitations of the study, the implementation and results of this study have merit. The study includes a large sample compared to what is currently available in the literature on the field. It is the first study exploring with a quantitative approach the social innovation generation specifically for civil society organizations in Mexico, and, to the extent of our knowledge, this is also the case for Latin America. The study also has the potential to enrich the discussion on what it constitutes to socially innovate beyond the use of leading-edge technology, recognizing the different types of administrative, process, product, and service innovation outputs. In addition, the methods designed and implemented for the study provide a useful reference on how to proceed for cross-cultural adaptation of instruments with a strongly participatory approach to involve critical stakeholders in the sector.

The survey dissemination strategy described in the methods section also provides a reference for collecting data for under-explored issues and during challenging times such

as the COVID pandemic. The study is an example of how strategic alliances with key stakeholders in the sector – and not only directly with the target group of the study as "information providers" – are crucial to reaching the right participants and motivating them but also pave the way for the potential use of the results. This alliances approach for quantitative and qualitative participatory research is practical, particularly when it comes to collecting sensitive data, data collection techniques requiring a considerable amount of time, and during challenging times. An unexpected benefit of collecting data during this time is that it allowed us to get information on how the CSOs responded to unprecedented challenges and how they transformed or not their organizational practices and structure.

In this line, it was found that most CSOs declared that the COVID-19 pandemic was a critical factor for their organizations to implement the organizational changes and innovations in their programs, services, and processes. Also, they declare that most CSOs have installed at least one formal structure, resource, or process-oriented toward social innovation generation. However, because technology is an important part of those organizational changes; a weakness is that most organizations still have a low level of communication and information technology used within their operative areas.

Finally, additional merit of this study is the data generated, which includes some variables not explored by the hypothesis tested here, which will provide input for future research. For example, there is data available to test the role of technology use in generating social innovation, data for collaboration intensity as a predictor for social innovation, and qualitative insights on what type of innovations were developed by CSOs within the last two years and the most relevant challenges they faced in this period.

Conclusions

This study explores the following: (i) Whether or not there is an association between organizational pro-activeness and social innovation outputs. (ii) Whether or not there is an association between organizational risk-taking and social innovation outputs? (iii) Whether or not there is an association between transformational leadership behavior and social innovation outputs (product/service &process/administrative)? Furthermore, complementing, (iii-a) Whether or not transformational leadership behavior has a positive effect/impact on the relationship between organizational pro-activeness and social innovation outputs? (iii-b) Whether or not transformational leadership behavior has a positive impact/effect on the relationship between organizational risk-taking and social innovation outputs?

Key lessons from the study include that organizational proactiveness and risk-taking are statistically significant predictors of social innovation outputs in non-profit organizations. On the other hand, transformational leadership did not result in a statistically significant predictor of social innovation outputs.

The primary contributions of this study are the generation of a baseline of the current situation regarding social innovation outputs generation among non-profit CSOs in Mexico. The study also contributes evidence on how social innovation can be promoted with organizational practices. It also contributes to the scholarly debate around leadership styles and their relationship to social innovation generation and CSOs better performance. Hopefully, this study can be helpful for CSOs and other stakeholders in the sector in their efforts to approach complex social and environmental issues with new ways of building solutions to improve social welfare and social justice.

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ANNEX 1 – Adapted (Spanish) Version of the Survey on Social Innovation and Entrepreneurial Orientation in Civil Society Organizations

Esta encuesta es parte de una investigación sobre innovación social en el contexto de las organizaciones de la sociedad civil sin fines de lucro en México. El estudio se realiza como parte del Programa Internacional de Doctorado sobre Bienestar Social del Boston College y el ITESO, Universidad Jesuita en Jalisco.
Para apoyar este fin, te pedimos que respondas las siguientes preguntas relacionadas con tu organización. La encuesta debe ser respondida por LA DIRECTORA O DIRECTOR de la organización.

This survey is part of a research project about social innovation in the context of nonprofit civil society organizations in Mexico. The study is performed as part of the ITESO (Jesuit University of Jalisco)-Boston College International Doctorate in Social Welfare.

To support this objective, we ask you to answer the following questions related to your organization. The survey must be filled by the organization's DIRECTOR.

Tu participación es voluntaria. La información recolectada será de carácter confidencial, cualquier tipo de reporte que se publique no incluirá ninguna información que haga posible su identificación o la de la organización. Los registros de investigación se mantendrán en archivos protegidos. y la información sólo se utilizará con fines de investigación y sólo tendrá acceso a la misma la investigadora principal, asistentes de investigación y los Comités de Ética en la Investigación de las universidades mencionadas. Puedes acceder a la versión completa de la información de consentimiento en el sitio web: innovacionsocialosc.org
Al marcar el siguiente recuadro expresas tu consentimiento para participar en la misma.

Your participation is voluntary. The information here gathered will be confidential, any sort of published report will not include any information that allows for yourself or your organization to be identified. The research records will be kept in protected files, and the information will be utilized for research purposes only. Only the researcher, research assistants and Ethics Committee will access the information. To access the full version of the consent form, go to: innovacionsocial.org

SOY DIRECTOR(A) DE MI ORGANIZACIÓN, ENTIENDO LA NATURALEZA DE ESTE ESTUDIO Y ACEPTO PARTICIPAR DE ESTA ENCUESTA

I'M THE DIRECTOR OF MY ORGANIZATION, I UNDERSTAND THE NATURE OF THIS STUDY AND I AGREE TO FILL THIS SURVEY

☐ Acepto/ *I agree*
Proporcione su correo electrónico si desea confirmación de su participación e información sobre los resultados de este estudio ***Write your e-mail address if you want a confirmation of your participation and receive further information about the results of the study***
1. ¿Cuántos años tiene su organización constituida legalmente? / *1. For how many years has your organization been legally constituted?* Responde con valor numérico/ *Respond with a numerical value*
2. ¿En qué estado de la república está legalmente registrada su organización? /*2. In which state of the Republic is your organization legally registered?*
3. ¿Qué cobertura geográfica tienen los servicios directos que ofrece su organización? Indique sólo una opción / *3. What is the geographic coverage of the services provided by your organization? Choose only one option* • Municipal / *Municipality* • Dos o más municipios / *Two or more Municipalities* • Estatal */ Local state* • Dos o más estados / *Two or more states* • Nacional */ National* • Multinacional (operaciones en dos o más países) / *Multinational (operations in two or more countries)*
4. ¿Cuál es el objeto social de su organización? Seleccione todas las opciones que apliquen. / *4. What is the social purpose or social objective of your organization? Select all that apply.* • Ia. Asistencia social a niñas, niños y adolescentes, en situación de riesgo o vulnerabilidad./ *Ia. Social Assistance for children and teenagers subjected to risk or vulnerability.* • Ib. Asistencia social a mujeres en situación de riesgo o vulnerabilidad /*Ib. Social assistance to women subjected to risk or vulnerability.* • Ic. Asistencia social a indígenas desplazados o en situación vulnerable/ *Ic. Social assistance to displaced or vulnerable indigenous individuals.* • Id. Asistencia social a migrantes/ *Id. Social assistance to migrants.*

- Ie. Asistencia social a personas adultas mayores/ *Ie. Social assistance to senior adults.*
- If. Asistencia social a personas con algún tipo de discapacidad/ *If. Social assistance to people with any sort of disability.*
- Ig. Asistencia social a familiares y dependientes de personas privadas de su libertad, de desaparecidos, de enfermos terminales, de alcohólicos o de fármaco dependientes/ *Ig. Social assistance to relatives and those dependent on peeoples deprived of their liberty, disappeared people, terminally ill patients, alcoholics, or drug-dependents.*
- Ih. Asistencia social a víctimas de la comisión de delitos/ *Ih. Social assistance to crime victims.*
- Ii. Asistencia social a Indigentes/ *Ii. Social assistance to the homeless.*
- Ij. Asistencia social a personas con alcoholismo y otras adicciones./ *Ii. Social assistance to alcoholics and other people with addictions.*
- Ik. Asistencia social a personas afectadas por desastres naturales/ *Ik. Social assistance to people affected by natural disasters.*
- II. Apoyo a la alimentación popular;/ *II. Supporting people's nourishment;*
- III. Cívicas, enfocadas a promover la participación ciudadana en asuntos de interés público;/ *III. Civic duties, focused on promoting civil participation in public affairs;*
- IV. Asistencia jurídica; /*IV. Legal advice;*
- V. Apoyo para el desarrollo de los pueblos y comunidades indígenas;/ *V. Supporting the development of indigenous populations and communities;*
- VI. Promoción de la equidad de género;/ *VI. Promoting gender equality;*
- VII. Servicios no asistenciales para la atención a grupos sociales con discapacidad;/ *VII. Non-assistential services for disabled social groups;*
- VIII. Cooperación para el desarrollo comunitario en el entorno urbano o rural;/ *VII. Cooperation for development of rural or urban communities;*
- IX. Apoyo en la defensa y promoción de los derechos humanos;/ *Support in the defense and promotion of Human Rights;*
- X. Promoción del deporte;/ *X. Promoting sport related activities;*
- XI. Promoción y aportación de servicios para la atención de la salud y cuestiones sanitarias;/ *XI. Promoting and providing healthcare and sanitary services;*
- XII. Apoyo en el aprovechamiento de los recursos naturales, la protección del ambiente, la flora y la fauna, la preservación y restauración del equilibrio ecológico, así como la promoción del desarrollo sustentable a nivel regional y comunitario, de las zonas urbanas y rurales; /*XII. Support in the use of natural resources; protection of the environment, the flora and the fauna; preservation and restoration of the ecological equilibrium as well as promoting sustainable development of urban and rural zones on a regional and community level.*
- XIII. Promoción y fomento educativo, cultural, artístico, científico y tecnológico;/ *XIII. Promoting and encouraging education, culture, arts, science and technology;*

- XIV. Fomento de acciones para mejorar la economía popular;/ *XIV. Encouraging actions to improve population's economy;*
- XV. Participación en acciones de protección civil;/ *XV. Participation in civil protection actions.*
- XVI. Prestación de servicios de apoyo a la creación y fortalecimiento de organizaciones de la sociedad civil;/ *XVI. Providing support services for the creation and strengthening of civil society organizations;*
- XVII. Promoción y defensa de los derechos de los consumidores;/ *XVII. Promotion and defense of consumer rights;*
- XVIII. Acciones que promuevan el fortalecimiento del tejido social y la seguridad ciudadana/ *XVIII. Actions to promote the strengthening of the social fabric and the security of the citizens;*
- XIX. Otro (explique)/ *XIX. Other (specify)*

5. ¿El objeto social al que se dedica su organización incluye alguna de las siguientes acciones? Seleccione todas las que apliquen: / *5. Does the social purpose of your organization include any of the following actions? Choose as many options as applicable:*

- 1) Servicios de defensoría legal/ *1) Legal defense services*
- 2) Acciones de organización comunitaria/ *2) Community efforts action*
- 3) Servicios asistenciales para atención a necesidades básicas / *3) Assistance services for the attention of basic needs*
- 4) Formación / Capacitación/ *4) Training*
- 5) Campañas de concientización / sensibilización/ *5) Campaigns of sensibilization*
- 6) Acciones para la incidencia en políticas públicas / *6) Actions to influence public policy*
- 7) Investigación/ *7) Research*
- 8) Iniciativas productivas para la comercialización de productos y servicios/ *8) Production initiatives for the commercialization of products and services*
- Otro (describa)/ *Other (describe)*

6. ¿A cuántas personas atiende de manera directa al año? Aproximadamente… / ***6. How many people do you serve directly on a yearly basis? Approximately…***

7. ¿Cuál es el grupo poblacional al que atiende directamente su organización? Seleccione todas las opciones que apliquen./ *7. What is the population that your organization serves directly? Choose as many options as applicable.*

- Niñas menores de 5 años/ Girls younger than 5 years old
- Niños menores de 5 años/ Boys younger than 5 years old
- Niñas de 5 a 12 años/ Girls between 5 and 12 years old
- Niños de 5 a 12 años/ Boys between 5 and 12 years old
- Mujeres adolescentes de 13 a 17 años/ Teenager girls between 13 and 17 years old
- Hombres adolescentes de 13 a 17 años/ Teenager boys between 13 and 17 years old
- Mujeres jóvenes de 18 a 25 años/ Young women between 18 and 25 years old
- Hombres jóvenes de 18 a 25 años/ Young men between 18 and 25 years old
- Mujeres adultas de 26 a 64 años/ Adult women between 26 and 64 years old
- Hombres adultos de 26 a 64 años/ Adult men between 26 and 64 years old
- Mujeres adultas mayores de 65 y más/ Old women 65 years old or more
- Hombres adultos mayores de 65 y más/ Old men 65 years old or more

8. ¿Su organización participa de manera activa en una red de organizaciones?
Si la respuesta es positiva ¿a cuántas redes pertenece de manera activa?/ ***8. Does your organization actively participate in a CSO network? If so, in how many networks is your organization actively participating?***

9. En los últimos dos años ¿con qué frecuencia su organización realizó alguna de estas modalidades de colaboración con otras organizaciones o instituciones?/ ***9. In the last two years, how often did your organization perform any of the following collaboration forms with other organizations or institutions?***

- 1) Acciones conjuntas de defensoría legal /*1) Joint actions of legal defense*
- 2) Acciones conjuntas de organización comunitaria/ *2) Joint actions of community coordination*
- 3) Enviar y / o recibir beneficiarios (canalizaciones, subcontratos, etc.)/ *3) Send and/or receive recipients (referrals, subcontracts, etc.)*
- 4) Intercambio o coordinación conjunta de acciones de formación / capacitación/ *4) Exchange or joint coordination of training actions*
- 5) Campañas conjuntas de concientización / sensibilización/ *5) Joint campaigns of sensibilization*
- 6) Acciones coordinadas para la incidencia en políticas públicas/ *6) Joint actions to influence public policy*
- 7) Esfuerzos conjuntos para la procuración de fondos/ *7) Joint fundraising efforts*

- 8) Investigación conjunta/ *8) Joint research*
- 9) Esfuerzos conjuntos para la comercialización de productos y servicios/ *9) Joint efforts for the commercialization of products and services*
- 10) Compartir información para fines de planificación o evaluación/ *10) Sharing information for planning and evaluation purposes*
- 11) Apoyo con asistencia técnica (consultoría o servicios para el personal)/ *11) Technical assistance support (consulting and personnel services)*
- 12) Esfuerzos conjuntos para brindar servicios asistenciales a su población objetivo/ *12) Joint efforts to provide assistance services to your target population*

Opciones de respuesta:

- Ninguna/ *Never*
- Una vez / *One time*
- Al menos en 3 ocasiones / *At least 3 times*
- En 4 ocasiones o más / *4 times or more*

10. ¿Cuántos años lleva en su cargo como director(a) operativo(a) de su organización? / *10. How long has the operational manager of your organization been in their position?*

11 ¿Con qué genero se identifica? / *11. What is the gender you identify with?*

- Mujer/ *Female*
- Hombre / *Male*
- Otro (transgénero, no binario) / *Other (transgender, non-binary)*
- Prefiere no compartir/ *Would rather not specify*

12. ¿Eres director(a) operativo y al mismo tiempo presidente/a del Consejo?/ *12. Are you the operative manager as well as the Board Director?*

- Sí/ *Yes*
- No/ *No*

13. ¿Cuántas personas colaboran con remuneración en su organización?/ *13. How many people work as paid collaborators in your organization?*

Número de personas colaborando de tiempo completo ___/ *Number of people collaborating full-time*
Número de personas colaborando de medio tiempo ____ ___ / *Number of people collaborating part-time*
Número de personas colaborando por proyecto con honorarios variables ___ __/ *Number of people collaborating on a Project-basis with variable payments*

13 a. ¿Cuántas personas fueron voluntarias en su organización este año?/ *13 a. How many people volunteered this year in your organization?*

- Personas voluntarias por año: / *Volunteers per year:*

14. ¿Qué porcentaje de las personas que colaboran en su organización se identifica como perteneciente a los siguientes géneros? (el total debe de sumar 100%)/ *14. What percentage of your collaborators identify as one of the following genders?*

- Mujer/ *Female*
- Hombre / *Male*
- Otro (transgénero, no binario) / *Other (transgender, non-binary)*
- Prefiere no compartir/ *Would rather not specify*

15. ¿Entre los colaboradores remunerados de su organización hay personas que hablen alguna lengua indígena?/ *15. Among your organization's paid collaborators, do any of them speak an indigenous language?*

16. ¿Entre los colaboradores remunerados de su organización hay personas que se autoidentifiquen como afrodescendientes (afromexicanos)?/ *16. Among your organization's paid collaborators, do any of them identify as afro descendants (afromexicans)?*

17. ¿Cuántos de sus colaboradores remunerados pertenecen a cada uno de los siguientes rangos de edad?/ *17. How many of your paid collaborators belong to each of the following age cohorts?*

- 18 a 29 / *18 to 29*
- 30 a 39 */ 30 to 39*
- 40 a 49 / *40 to 49*
- 50 a 59 / *50 to 59*

• 60 y más */ 60 and more*
18. Actualmente ¿Cuántas personas del Consejo Directivo de su organización participan activamente? (ej. participando en las reuniones de Consejo, formando parte de un comité, asesorando al equipo operativo, procurando fondos)/ *18. Currently, how many Board Members participate actively? (Assisting to Board meetings, integrating a committee, providing assistance to the operative team, supporting fundraising activities)*
19. ¿Qué porcentaje de las personas que integran el Consejo Directivo de su organización se identifica como perteneciente a los siguientes géneros? (el total debe de sumar 100%)/ *19. What percentage of those who conform your organization's Executive Board identify as one of the following genders? (the total number must add up to 100%)* • Mujer/ *Female* • Hombre/ *Male* • Otro (transgénero, no binario)/ *Other (transgender, non-binary)* • Prefiere no compartir/ *Would rather not share*
20. ¿Entre los integrantes del Consejo Directivo hay personas que hablen una lengua indígena?/ *20. Among the Board Members, do any of them speak an indigenous language?* **21. ¿Entre los integrantes del Consejo Directivo hay personas que se autoidentifiquen como afrodescendientes (afromexicanos)?/ *21. Among the Board members, do any of them identify themselves as afro descendants (afromexicans)?***
22. ¿Cuál estima que será el presupuesto anual recaudado para el año 2021, en pesos mexicanos? Favor de agregar valor numérico sin símbolos ni comas (ej. 1345). */ 22. What is the estimation for your annual Budget of 2021 in Mexican pesos? The answer must be a numerical value without symbols or commas (e.g. 1345)*
23. Del presupuesto anual recaudado en 2021, indique aproximadamente qué porcentaje vino de instancias públicas (incluyendo el proveniente del gobierno federal, estatal o municipal). Favor de agregar valor numérico sin símbolo de porcentaje (ej. 20) / *23. Out of the 2021 annual Budget, which percentage came from public funding (including federal, state, and municipal funds). The answer must be a numerical value without symbols or commas (e.g. 20).*

Instrucciones/ *Instructions*

Identifique algunas características de SU comportamiento como titular de la dirección de la organización. / *Identify some elements of YOUR behavior as head of your organization.*

24. ¿En qué medida está de acuerdo o en desacuerdo con las siguientes afirmaciones respecto a SU comportamiento como titular de la dirección considerando su ámbito organizacional actual? Elija una sola opción de respuesta para cada afirmación: *24. To what extent to do you agree or disagree on the following statements about YOUR behavior as director, considering your current organizational scope? Choose only one option for every statement:*

Como titular de la dirección, YO:
As director, I:

	1) Totalmente de acuerdo/ *1) Strongly agree*	2) Parcialmente de acuerdo/ *2) Somewhat agree*	3) Parcialmente en desacuerdo / *3) Somewhat disagree*	4)Totalmente en desacuerdo/ *4) Strongly disagree*
Comunico una visión clara y positiva del futuro / *Communicate a clear and positive vision of the future*	•	•	•	•
Trato al equipo de trabajo como individuos, apoyando y fomentando su desarrollo / *Treat staff as individuals, supporting and encouraging their development*	•	•	•	•
Motivo y le doy reconocimiento a mi equipo de trabajo / *Encourage and acknowledge my staff*	•	•	•	•
Promuevo la confianza, el involucramiento y la cooperación entre los miembros del equipo de trabajo / *Promote trust, involvement, and cooperation among team members*	•	•	•	•

Motivo a pensar los problemas de maneras novedosas y a cuestionar suposiciones / *Encourage thinking about problems in new ways and question assumptions*	•	•	•	•
Soy claro/a respecto a los valores y prácticas que promuevo / *I am clear about the values and practices I preach*	•	•	•	•
Infundo en otras personas orgullo y respeto, inspirándoles a ser altamente competentes / *Instill pride and respect in others, inspiring them to be highly competent*	•	•	•	•

25. Por favor responda Si o No.
Su organización:
/ 25. Please answer Yes or No.
Does your organization:

	SI/ YES	NO/ NO
¿Cuenta con personal o un departamento dedicado a innovación, o investigación-desarrollo para la innovación?/ *Have a personnel unit or department focused on innovation or research-development for innovation?*	•	•
¿Tiene un fondo o partida presupuestal designado a innovación?/ *Have a fund or a designated Budget for innovation?*	•	•
¿Cuenta con espacios físicos para procesos de innovación, o investigación y desarrollo?/ *Have physical facilities for innovation processes or innovation and research?*	•	•
¿Realiza dinámicas como laboratorio de innovación o diseño de procesos?/ *Carry out dynamics such as innovation laboratories or process design?*	•	•
¿Cuenta con una plataforma de sugerencias de innovación o idea del mes?/ *Have an innovation suggestions or monthly idea platform?*	•	•
¿Realiza competencias o concursos para promover la innovación vinculada a su objeto social?/ *Carry out competitions or contests for promoting innovation related to your social purpose?*	•	•

26. ¿Qué porcentaje del presupuesto de su organización se dedica a actividades de innovación, o investigación-desarrollo para la innovación?/ ***26. What percentage of your organization's Budget is designated to innovation activities or research-development for innovation?***

27. ¿En qué medida está de acuerdo o en desacuerdo con las siguientes afirmaciones respecto a su organización?/ ***27. To what extent do you agree or disagree on the following statements regarding your organization?***

En los últimos dos años, en nuestra organización:/ ***In the last two years, in our organization:***

	1) Totalmente de acuerdo/ *1) Strongly agree*	2) Parcialmente de acuerdo/ *2) Somewhat agree*	3) Parcialmente en desacuerdo/ *3) Somewhat disagree*	4)Totalmente en desacuerdo/ *4) Strongly disagree*
Desarrollamos nuevos servicios o productos/ *We developed new services or products*	•	•	•	•
Modificamos la estructura de la organización o la forma en que operamos/ *We changed the structure of our organization or how we operate*	•	•	•	•
Se introdujo un nuevo programa o servicio para responder a las necesidades de la población que atendemos/ *We introduced a new program or service to meet the needs of the population we serve*	•	•	•	•
Modificamos uno de los programas o servicios existentes para responder a las necesidades de la población que atendemos/ *We modified one of the existing programs or services to meet the needs of the population we serve*	•	•	•	•

Generamos nuevas fuentes de ingresos que complementan nuestras fuentes convencionales/ *We created new revenue sources that supplement our conventional sources*	•	•	•	•

28. ¿En qué medida está de acuerdo o en desacuerdo con las siguientes afirmaciones respecto a su organización?/ *28. To what extent do you agree or disagree on the following statements regarding your organization?*

En los últimos dos años, nuestra organización:/ *In the last two years, our organization:*

	1) Totalmente de acuerdo/ *1) Strongly agree*	2) Parcialmente de acuerdo/ *2) Somewhat agree*	3) Parcialmente en desacuerdo / *3) Somewhat disagree*	4)Totalmente en desacuerdo/ *4) Strongly disagree*
Fue la primera organización en nuestro sector en introducir un nuevo programa o servicio para la población que atendemos./ *Was the first organization in our sector to introduce a new program or service for the population we serve*	•	•	•	•
Se benefició de los cambios que ocurrieron en el sector./ *Benefitted from the changes in the sector*	•	•	•	•
Fungió como líder para otras organizaciones similares./ *Acted as a leader to other similar organizations*	•	•	•	•
Creó o adoptó nuevas estrategias de fondeo para responder a los requerimientos de los donantes/ *Created or adopted new fundraising strategies to respond to donor's requirements*	•	•	•	•

Se mantiene en una búsqueda permanente de nuevas ideas, nuevo conocimiento, y nuevas referencias para inspirar cambios en la organización./ *Keeps a permanent search for new ideas, new knowledge and new references to inspire changes in the organization*	•	•	•	•

29. ¿En qué medida está de acuerdo o en desacuerdo con las siguientes afirmaciones respecto a su organización? / *29. To what extent do you agree or disagree on the following statements?*

En los últimos dos años, nuestra organización:/ *In the last two years, our organization:*

	1) Totalmente de acuerdo/ *1) Strongly agree*	2) Parcialmente de acuerdo/ *2) Somewhat agree*	3) Parcialmente en desacuerdo/ *3) Somewhat disagree*	4)Totalmente en desacuerdo/ *4) Strongly disagree*
Actuó en colectivo con otras organizaciones del sector/ *Worked alongside other organization from the sector*	•	•	•	•
Implementó servicios o programas que modificaron nuestra imagen pública como organización/ *Implemented services or programs that altered our public image as organization*	•	•	•	•
Propició cambios que modificaron la estabilidad del personal/ *Promoted changes that altered personnel's stability*	•	•	•	•
Intentó oportunidades de fondeo que arriesgaron la estabilidad económica de la	•	•	•	•

organización/ *Tried fundraising opportunities that jeopardized the economic stability of the organization*				

30. En los últimos dos años ¿Con qué frecuencia el personal de su organización participó en las decisiones sobre: / *30. In the last two years, how often did staff of your organization participate in decisions about:*

	Nunca (1)/ *Never (1)*	Rara vez (2)/ *Rarely (2)*	A veces (3)/ *Sometimes (3)*	A menudo (4)/ *Often (4)*	Siempre (5)/ *Always (5)*
La implementación de nuevos programas o servicios/ *Implementation of new programs or services*	•	•	•	•	•
La forma en que se ejerce el presupuesto de la organización/ *The way in which the organization's budget is administered*	•	•	•	•	•
La promoción de alguno de los colaboradores/ *Promotion of any of the collaborators*	•	•	•	•	•
La descripción de puestos para nuevas contrataciones/ *Job post description for new recruitings*	•	•	•	•	•

31. En los últimos dos años, identifique cuáles y en cuantas ocasiones se implementaron las siguientes innovaciones. (Indique el número de ocasiones para cada innovación mencionada y describa cada una en pocas palabras) / *31. In the last two years, identify in how many occasions the following innovations were implemented (Indicate the number of times for every innovation mentioned and describe each one in a few words)*

	Número de ocasiones en que se implementó en los últimos dos años/ *Number of times this was implemented in the last two years*	**Descripción breve/ *Short description***
1) Se lograron nuevas oportunidades de capacitación para el equipo de colaboradoras/es o el voluntariado dentro de la organización. / *New training opportunities for collaborators or volunteers were created inside the organization.*	•	•
2) Se implementó un nuevo sistema de incentivos o recompensas para el equipo de colaboradoras/es o el voluntariado./ *A new incentives/ rewards system for the team of collaborators/volunteers was implemented.*	•	•
3) Se implementó una nueva estructura o forma organizacional./ *A new structure or organizational form was implemented.*	•	•
4) Se inició una nueva forma de seleccionar personal o convocar voluntarios. / *A new recruiting process for personnel/ volunteers was implemented.*	•	•
5) Se puso en marcha un nuevo sistema de evaluación del desempeño de los empleados./	•	•

	A new collaborators' performance evaluation system was started.			
	6) Se implementó una forma nueva de analizar problemas y diseñar soluciones./ *A new way of problem analysis and solution design was implemented.*	•	•	
	7) Se crearon nuevos servicios o programas para atender a nuestra población objetivo o causa principal./ *New services or programs to serve our target population or main cause were created.*	•	•	
	8) Se diseñó o realizó una nueva actividad o evento. / *A new activity/event was designed or conducted.*	•	•	
	9) Se extendieron nuestros servicios para atender a nuevos perfiles de beneficiarios./ *Our services to serve new recipients were extended.*	•	•	
	10) Se creó un nuevo producto./ *A new product was created.*	•	•	
	11) Se modificó un servicio o programa existente en algo nuevo y significativamente diferente / *An existing service/program was modified into something new and remarkably different.*	•	•	

12) Se adoptó una nueva forma de prestar un servicio/ *A new way of providing a service was adopted.*	•	•
13) Se transformó un proceso de prestación de servicios ya existente/ *An existing process for delivering a service was transformed.*	•	•

32 . ¿Considera que la pandemia por covid-19 fue un factor que impulsó la implementación de estas innovaciones en su organización? / *32. Do you consider that the implementation of those innovations was motivated by the Covid-19 pandemic?*

1) Totalmente de acuerdo / *Strongly agree*
2) Parcialmente de acuerdo / *Somewhat agree*
3) Parcialmente en desacuerdo / *Somewhat disagree*
4)Totalmente en desacuerdo / *Strongly disagree*

33. De las innovaciones mencionadas anteriormente, ¿cuántas de ellas utilizaron la tecnología como un componente importante? (Por favor, indique un valor numérico)/ ***33. Out of those innovations, how many of them had technology as an important component?*** (Please, indicate a numerical value)

34. En las siguientes áreas o funciones de su organización, seleccione ¿cuáles de las siguientes tecnologías de comunicación e información (TIC) se utilizan? Seleccione todas las respuestas que apliquen./ *34. Does your organization use any of the following Information Communication Technologies (ICTs) in any of the following areas or functions of your organization? Please select as many answers as applicable.*

	Tecnologías de comunicación e información (TIC)								
Áreas o funciones de la organización/ *Areas or functions of the organization*	**Aplicaciones / Tecnología móvil (1)/ *Apps/ Mobile***	**Juegos / estrategias de gamificación**	**Tecnología GPS (3)/ *GPS-***	**Plataformas o programas en línea / basadas en la**	**Podcasts (5)**	**Robótica (6)/ *Robotics (6)***	**Redes sociales (7)/ *Social media (7)***	**Realidad virtual / Avatares (8)/ *Virtual***	**Tecnología portátil / Auto-monitoreo**

	technology (1)	**(2)/ *Games/ gamification (2)***	***technology (3)***	**web (4)/ *Online / Web-based programs or platforms (4)***				***reality/ avatars (8)***	**(self-tracking) (9)/ *Wearable technology/ self-tracking (9)***
Prestación de servicios directos a su población objetivo o causa (1)/ *Direct delivery of services to your target population or cause (1)*	•	•	•	•	•	•	•	•	•
Funciones administrativas (2)/ *Administrative tasks (2)*	•	•	•	•	•	•	•	•	•
Evaluación y monitoreo de programas, servicios, o población atendida (3)/ *Evaluation and monitoring of programs, services and served population (3)*	•	•	•	•	•	•	•	•	•
Procuración de fondos (4)/ *Fundraising (4)*	•	•	•	•	•	•	•	•	•
Comunicación institucional (5)/ *Institutional Communication (5)*	•	•	•	•	•	•	•	•	•

35. ¿Considera que la pandemia por COVID-19 fue un factor que impulsó la adopción de tecnologías de la información (TIC) en su organización?/ *35. To what extent do you consider the use of those information and communication technologies was motivated by the Covid-19 pandemic?*

1) Totalmente de acuerdo / *Strongly agree*
2) Parcialmente de acuerdo / *Somewhat agree*
3) Parcialmente en desacuerdo / *Somewhat disagree*

4)Totalmente en desacuerdo / *Strongly disagree*
36. De las innovaciones implementadas en los últimos dos años en su organización, describa en 3 a 5 frases la innovación que tuvo mayor relevancia y por qué./ *36. Out of the innovations your organization implemented in the last two years, describe in 3 to 5 phrases the one that was the most relevant and why.*
37. ¿Cuál es el principal reto que enfrenta tu organización para poder innovar? Describa en 3 a 5 frases/ ***37. What is the main challenge your organization faces to innovate?*** *Describe in 3 to 5 phrases.*
Muchas gracias por tomarse el tiempo de contestar esta encuesta, sus respuestas serán de gran utilidad para la presente investigación. / *Thank you very much for taking the time to fill in this survey, your answers will be of great help for this research.*

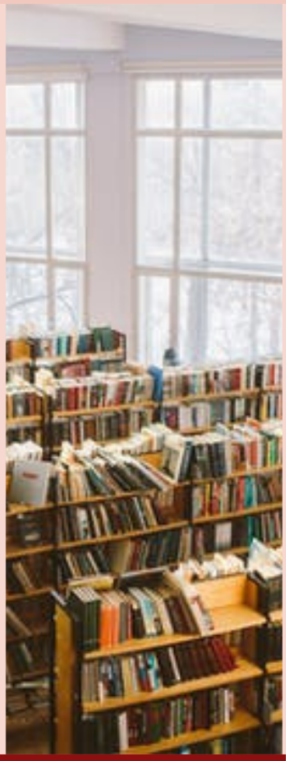
Appendix 1 – Digital flyers for the survey distribution and website

ENCUESTA NACIONAL DE INNOVACIÓN SOCIAL Y ORGANIZACIONES DE LA SOCIEDAD CIVIL EN MÉXICO

Para directivos de OSC sin fines de lucro en México

Participa en este estudio para entender cómo tu OSC aporta a la innovación social en nuestro país.

Tus respuestas son anónimas y con fines de generación de conocimiento.



Ingresa a:

innovacionsocialosc.org

Investigación doctoral para el Programa de Doctorado en Bienestar Social de ITESO y Boston College

ITESO, Universidad Jesuita de Guadalajara

BOSTON COLLEGE
Ever to Excel


Mi sitio
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Encuesta nacional sobre innovación social y organizaciones de la sociedad civil en México
¡GRACIAS POR TU COLABORACIÓN!
Hemos concluido la recolección de datos y estamos en proceso de análisis estadístico.
MUCHAS GRACIAS A LAS MÁS DE 200 ORGANIZACIONES DE LA SOCIEDAD CIVIL que compartieron su información, prácticas y retos. Gracias a su contribución, hasta donde sabemos, hoy tenemos la base de datos más grande a nivel nacional sobre los cambios, retos, e innovaciones las organizaciones han tenido durante los últimos dos años.
Pronto compartiremos los resultados iniciales de este estudio.
BOSTON COLLEGE

Sobre el proyecto

Esta encuesta forma parte de una investigación doctoral que tiene como propósito examinar la influencia de estilo de liderazgo, la proactividad organizacional, y la disposición al riesgo en los resultados de innovación social que surgen desde las organizaciones de la sociedad civil sin fines de lucro en México.

Este estudio pretende contribuir a generar evidencia sistemática sobre la forma en que las OSC sin fines de lucro en México están produciendo innovación social al interior de su estructura organizacional y también hacia el exterior a través de la atención a las causas sociales y ambientales que

Sobre la investigadora

Paloma Sotelo es actualmente estudiante del Doctorado Internacional en Bienestar Social por Boston College e ITESO en el que está desarrollando su tesis doctoral sobre innovación social en organizaciones de la sociedad civil sin fines de lucro en México de la que forma parte esta encuesta. Es Maestra en Políticas Públicas (2010-2011) por la Universidad Central Europea y la

https://youtu.be/AjPSNP5T5FE