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**THE EFFECTS OF SOCIAL CAPITAL, MENTORING AND INNOVATION  
PRACTICES ON SMALL BUSINESS PERFORMANCE: THE MODERATING  
ROLE OF ENVIRONMENTAL TURBULENCE**



**UUM**  
Universiti Utara Malaysia

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**DOCTOR OF PHILOSOPHY  
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**THE EFFECTS OF SOCIAL CAPITAL, MENTORING AND INNOVATION  
PRACTICES ON SMALL BUSINESS PERFORMANCE: THE MODERATING  
ROLE OF ENVIRONMENTAL TURBULENCE**



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By  
**MUZAFFAR HUSSAIN SHAH**  
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**Thesis Submitted to  
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in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



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## ABSTRACT

This research studies the relationship between social capital, innovative practice, mentoring, and SME performance of manufacturing firms in Punjab, Pakistan. The primary objective is to identify the moderating role of environmental turbulence on the relationship between social capital, innovative practice, mentoring, and SME performance. A theoretical model based on Contingency theory and Resource Based View (RBV) approach to the business performance of SMEs is developed. A survey method is employed, and questionnaires were used to obtain information from the owner/managers of SME in Punjab, Pakistan and cluster sampling is used for sample selection. Therefore, 500 questionnaires are distributed to the owner/managers of a small enterprise and only 340 of them are returned, giving a response rate of 68% percent. However, only 313 useable questionnaires are used for further analysis using the PLS-SEM. The high response rate is achieved due to the survey instrument being personally distributed by the researcher to the owner/managers of SME. The findings revealed that innovative practices and mentoring are positive and significant predictors of SME performance. While study fails to find the relationship between social capital and SME performance. Meanwhile mixed results are found upon investigating the moderating effect of environmental turbulence on the relationships between social capital, innovative practices, mentoring and SME performance. The findings of this study provided significant insights for both managers and researchers to further understand the effects of these variables on SME performance. The study concluded with a discussion of practical, theoretical and methodological contributions, the study limitations and suggestions for future research.

**Keywords:** social capital, innovation practices, mentoring, environment turbulence, and SME performance.

## Abstrak

Kajian ini mengkaji hubungan antara modal sosial, amalan inovatif, mentoring, dan prestasi Industri Kecil Sederhana (IKS) firma pembuatan di Punjab, Pakistan. Objektif utama adalah untuk mengenal pasti peranan sederhana dari pergolakan persekitaran ke atas hubungan antara modal sosial, amalan inovatif, mentoring, dan prestasi IKS. Model teoritis berdasarkan pendekatan Kontingensi dan Pendekatan Berdasarkan Sumber (RBV) terhadap prestasi perniagaan PKS telah dibangunkan. Satu kaedah kajian telah dibuat dan soal selidik digunakan untuk mendapatkan maklumat daripada pemilik/pengurus IKS di Punjab, Pakistan dan persampelan rawak berstrata digunakan untuk pemilihan sampel. Oleh itu, 500 soal selidik telah diedarkan kepada pemilik/ pengurus IKS dan hanya 340 daripada mereka telah kembali, memberikan Kadar respons sebanyak 68% peratus. Walau bagaimanapun, hanya 313 soal selidik yang digunakan untuk analisis selanjutnya menggunakan PLS-SEM. Kadar tindak balas tinggi telah dicapai kerana instrumen kajian itu secara peribadi diedarkan oleh penyelidik kepada pemilik/pengurus IKS. Dapatan kajian menunjukkan bahawa amalan inovatif dan mentor adalah positif dan peramal signifikan dari prestasi IKS. Manakala, kajian gagal untuk mencari hubungan antara modal sosial dan prestasi IKS. Sementara itu hasil yang pelbagai telah dijumpai pada siasatan kesan yang sederhana dari pergolakan persekitaran ke atas hubungan antara modal sosial, amalan inovatif, mentoring dan prestasi IKS. Hasil kajian ini telah memberikan maklumat penting bagi kedua-dua pengurus dan penyelidik untuk terus memahami kesan pembolehubah prestasi IKS. Kajian ini diakhiri dengan sumbangan-sumbangan perbincangan praktikal, teori dan metodologi, batasan kajian dan cadangan untuk kajian masa depan.

**Kata kunci:** Modal sosial, amalan inovatif, mentoring, pergolakan persekitaran, dan prestasi IKS.

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## TABLE OF CONTENTS

Title	Page
<b>TITLE PAGE</b> .....	<b>i</b>
<b>PERMISSION TO USE</b> .....	<b>iii</b>
<b>ABSTRACT</b> .....	<b>iv</b>
<b>ABSTRAK</b> .....	<b>v</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>vi</b>
<b>TABLE OF CONTENTS</b> .....	<b>vii</b>
<b>LIST OF TABLES</b> .....	<b>xi</b>
<b>LIST OF FIGURES</b> .....	<b>xiii</b>
<b>LIST OF ABBREVIATIONS</b> .....	<b>xiv</b>
<b>LIST OF APPENDICES</b> .....	<b>xv</b>
<b>CHAPTER ONE INTRODUCTION</b> .....	<b>1</b>
1.1 Background .....	1
1.2 Problem Statement .....	8
1.3 Research Questions .....	20
1.4 Research Objectives .....	21
1.5 Scope of the Study.....	22
1.6 Significance of Study .....	23
1.6.1 Theoretical Significance .....	24
1.6.2 Managerial Significance .....	26
1.7 Definitions of Key Terms.....	27
1.7.1 Small business .....	27
1.7.2 Small business performance .....	27
1.7.3 Mentoring .....	27
1.7.4 Social Capital.....	28
1.7.5 Innovation practices.....	28
1.7.6 Environmental Turbulence .....	28
1.8 Organization of thesis.....	28
1.9 Summary .....	29
<b>CHAPTER TWO LITRETURE REVIEW</b> .....	<b>30</b>
2.1 Introduction .....	30
2.2 Small Business .....	30
2.3 Small Business Performance .....	31
2.3.1 Financial Performance.....	32

2.3.2 Non-Financial Performance.....	35
2.4 Mentoring.....	38
2.4.1 Functions of Mentoring .....	41
2.4.1.1 Career Support.....	42
2.4.1.2 Psycho-social Support.....	43
2.5 Social Capital .....	45
2.5.1 Structural Factor .....	48
2.5.2 Cognitive Factor .....	50
2.5.3 Trust Factor.....	52
2.6 Innovation Practices .....	53
2.6.1 Kinds of Innovation .....	54
2.6.2 Needs of Innovation Practices .....	57
2.6.3 Factors of Innovation Practices .....	57
2.6.3.1 Innovation Practices Strategy.....	59
2.6.3.2 Innovation Practices Culture .....	61
2.7 Environmental Turbulence.....	63
2.7.1 Technological Turbulence of Environment.....	64
2.7.2 Market Turbulence of Environment .....	65
2.7.3 Competitive Intensity of Environment .....	66
2.8. Underpinning Theories.....	67
2.8.1 Resource-Based Theory.....	68
2.8.2 Contingency theory.....	73
2.9. Social Capital and Performance .....	74
2.10 Innovation Practices and Performance.....	79
2.11 Mentoring and Performance.....	85
2.12 Environmental Turbulence as a Moderator .....	89
2.13. Summary .....	93
<b>CHAPTER THREE RESEARCH METHODOLOGY.....</b>	<b>94</b>
3.1 Introduction .....	94
3.2 Conceptual Framework .....	94
3.3 Research Design.....	101
3.4 Population and Sampling Procedure .....	102
3.4.2 Sampling Frame.....	104
3.4.3 Sample Size .....	105
3.4.4 Sampling Procedure.....	106
3.4.5 Unit of Analysis.....	108
3.5 Measurement and Instrumentation.....	108
3.5.1 Firm Performance .....	112
3.5.2 Innovation Practices .....	113
3.5.3 Mentoring .....	115
3.5.4 Social Capital.....	118



3.5.5 Environmental Turbulence .....	120
3.6 Test of Reliability and Validity .....	121
3.7 Pilot Test .....	122
3.8 Data Collection Procedure .....	124
3.10 Partial Least Square Analysis.....	126
3.11 Summary .....	128
<b>CHAPTER FOUR ANALYSIS AND PRESENTATION OF FINDINGS .....</b>	<b>129</b>
4.1 Introduction .....	129
4.2 Response Rate .....	129
4.3 Data Screening and Preliminary Analysis.....	130
4.3.1 Test of Missing data .....	131
4.3.2 Test of Outliners .....	132
4.3.3 Test of Normality.....	133
4.3.4 Test of Multicollinearity .....	135
4.4 Non-Response Bias Test .....	136
4.5 Common Method Variance Test .....	138
4.6 Demographic Profile of the Respondents.....	140
4.7 Descriptive Analysis of the Variables.....	145
4.8 Model Quality Evaluation .....	146
4.8.1 Evaluation of a Measurement Model through PLS-SEM.....	147
4.8.1.1 Test of Reliability .....	148
4.8.1.2 Test of Validity.....	153
4.8.2 Evaluation of a structural model.....	158
4.8.2.1 Moderating Effect .....	161
4.8.2.2 Testing Moderating Effect .....	166
4.8.2.3 Strength of the Moderating Effects .....	170
4.8.2.4 R-Square.....	171
4.8.2.5 Effect Size .....	172
4.8.3 Predictive Relevance and Redundancy.....	173
4.8.4 The Goodness of Fit of the Whole Model .....	175
4.8.5 Summary of Hypothesis Findings .....	176
4.8.6 Summary of the Chapter.....	176
<b>CHAPTER FIVE DISCUSSION, CONCLUSION AND RECOMENDATIONS .</b>	<b>178</b>
5.1 Introduction .....	178
5.2 Recapitulation of the Study's Findings .....	178
5.3 Discussion .....	181
5.3.1 Relationship between social capital and small business performance .....	181
5.3.2 Relationship between innovation practices and small business performance	185
5.3.3 Relationship between mentoring and small business performance .....	187



5.3.4 The moderating role of environment turbulence .....	189
5.4 Contributions of the Study .....	195
5.4.1 Contributions to the Literature .....	195
5.4.2 Theoretical Contribution.....	198
5.4.3 Practical Contribution.....	199
5.4.4 Methodological Contribution .....	201
5.4.5 Limitation and Recommendations for Future Research .....	202
5.5 Conclusion.....	206



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## LIST OF TABLES

Tables	Page
Table 1.1 Definitions of Small Business in Pakistan	5
Table 1.2 Contribution of small business to GNP and GDP to the economy of Pakistan	5
Table 1.3 Trends in Industrial Growth in Punjab	6
Table 2.1a Firm Performance Criteria	37
Table 2.1 Firm Performance Criteria	38
Table 2.2 Relationship between social capital and firm performance	78
Table 2.3 Relationship between innovation and firm performance	84
Table 2.4 Relationship between mentoring and firm performance	88
Table 2.5 Moderating effect of environmental turbulence	91
Table 3.1 Criteria for Small Businesses in Pakistan	108
Table 3.2 Major References for Questionnaires	111
Table 3.3 Performance Scale	113
Table 3.4 Innovation Practices scale	115
Table 3.5 Mentoring scale	118
Table 3.6 Social Capital Scale	120
Table 3.7 Environmental Turbulence Scale	121
Table 3.8 Reliability and Validity of variables	123
Table 3.9 Latent Variable Correlations	124
Table 4.1 Response Rate	130
Table 4.2 Correlation Matrix of the Independent Variables	135
Table 4.3 Variance Inflation Factors and Tolerance	136

Table 4.4 Independent-Samples T-test for Non-Response Bias	137
Table 4.5 Demographic Characteristics of the Respondents	141
Table 4.6 Descriptive Statistics of variables	143
Table 4.7 Loadings, Composite Reliability and Cronbach's Alpha	151
Table 4.8 Square Roots of Average Variance Extracted and Correlations	155
Table 4.9 Cross Loadings	156
Table 4.10 Evaluation of Structural Model with Moderator ET	160
Table 4.11 Strength of the Moderating Effects	171
Table 4.12 Dependent variable and R square value	172
Table 4.13 Effect Sizes of the independent variables	173
Table 4.14 Cross-Validated Redundancy of dependent variable	174
Table 4.15 Summary of Hypotheses Testing	176



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## LIST OF FIGURES

Figures	Page
Figure 1.1 Industrial Growth in Punjab (1975-2010)	7
Figure 2.1 Proposed Research Framework	95
Figure 4.1 Histogram and Normal Probability Plots	134
Figure 4.2 Measurement Model	148
Figure 4.3 Structural Model with Moderator	159
Figure 4.4 Model of environmental turbulence as moderator on the relationship between social capital and small business performance	162
Figure 4.5 Model of environmental turbulence as moderator on the relationship between innovation practices and small business performance	164
Figure 4.6 Model of environmental turbulence as moderator on the relationship between mentoring and small business performance	166
Figure 4.7 Moderating effect of environmental turbulence on innovation— practices and small business performance	168
Figure 4.8 Moderating effect of environmental turbulence on mentoring and small business performance	169
Figure 4.8 Moderating Effect Size	171
Figure 4.9 Variables Effect Size	173
Figure 5.1 Moderator Model	190

## LIST OF ABBREVIATIONS

<b>SME</b>	Small and medium enterprises
<b>SBP</b>	Small Business Performance
<b>IP</b>	Innovation Practices
<b>SC</b>	Social Capital
<b>M</b>	Mentoring
<b>ET</b>	Environmental Turbulence
<b>FPCCI</b>	Federation of Pakistan Chamber of Commerce and Industries
<b>SMEDA</b>	Small and Medium Enterprise Development Authority
<b>LCCI</b>	Lahore Chamber of Commerce and Industry
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>USA</b>	United States of America
<b>RBV</b>	Resource Based-View
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>PLS-SEM</b>	Partial Least Square Structural Equation
<b>VIF</b>	Variance Inflation Factor
<b>AVE</b>	Average Variance Extracted
<b>CMV</b>	Common Method Variance
<b>f<sup>2</sup></b>	Effect Size
<b>Q<sup>2</sup></b>	Construct Cross-validated Redundancy
<b>R<sup>2</sup></b>	R-squared values
<b>pc</b>	Composite Reliability
<b>GoF</b>	Goodness-of-Fit

## LIST OF APPENDICES

Appendix	Page
Appendix A Questionnaire	291
Appendix B Smart-PLS Results – Measurement Model	298
Appendix C Blindfolding Procedure Results	301



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# CHAPTER ONE INTRODUCTION

## 1.1 Background

Small and medium enterprises (SMEs) have identified as the catalyst for any economy which will not only create products and services but also helps the country in resource mobilization and generation. Islam, Khan, Obaidullah, and Alam (2011) evaluated that the small and medium enterprises play a significant role in the growth and development of a nation. They can help in shortening economic problems such as poverty, unemployment, social insecurity, etc. It's been globally acknowledged that small and medium enterprises are one of the essential means by which a country could transform from developing to the developed country or from the non-industrial to the industrial country as in the case of Vietnam, Japan and China (Chea, 2009). Furthermore, these enterprises do not only act as the motivating forces towards the transformation process but also helps to accelerate the entire process of the economic development (Cravo, Gourlay, & Becker, 2012). Consistent with the discussion above, why every country, in particular, the developing countries should focus more on SME development as the preferred means of making the nation industrialized like the Western world (Brettel, Strese, & Flatten, 2012; Rody & Stearns, 2013).

It is an indisputable fact that SMEs are blood for the economic development and prosperity. Throughout the globe, SMEs and cottage industry have strengthened the employment sector. In this regard, some statistics indicated that SMEs represents about 90% of the total firms in most of the world economies, in high-income countries, SMEs contribute 55% of GDP and over 65% of total employment (Subhan, Mehmood, &

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**UNIVERSITI UTARA MALAYSIA**

**College of Business**

Dear Sir/Madam,

First and foremost, thank you very much for taking part in this survey.

I am a PhD student at Universiti Utara Malaysia, and currently conducting a survey on small business performance in Punjab, Pakistan as part of the PhD requirement. For further elaboration, I am conducting a study on the moderating effect of environmental turbulence on the small business performance, mentoring, social capital and innovation practices; A study on small business performance in Pakistan.

I am very pleased to inform you that you have been randomly selected to participate in this research. I appreciate it if you could spend 15 minutes of your time to fill in the attached questionnaire. Please be ensured that your response will strictly be used for academic purpose only.

Thank you for effort, time and cooperation

Researcher  
Muzaffar Hussain Shah (95733)  
COLLEGE OF BUSINESS  
UNIVERSITI UTARA MALAYSIA

## Appendix A; Questionnaire

This questionnaire consists of four (4) parts. Part 1 deals with personal information, part 2 deals with questions on small business performance, part 3 explores innovation practices, social capital and mentoring, while the part 4 deals with environmental turbulence.

### Part 1- Personal Information

This section consists of 9 questions. Please tick the most relevant box.

1. Type of ownership

- Sole proprietorship
- Partnership

2. What is your gender?

- Male
- Female

3 What is your age group?

- Less than 25 years of age
- 26 – 35 years of age
- 36 - 45 years of age
- 46 – 55 years of age
- Above 56 years of age



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4 What is your marital status?

- Single
- Married

5 What is your education level?

- Standard
- Bachelors
- Master Degree
- Ms/M.Phill
- PhD
- 

6 Approximately how many employees does your company have?

- 10 – 15
- 16 – 20
- 21 – 25
- 25–30
- 31 - 35

7 What is source of capital investment?

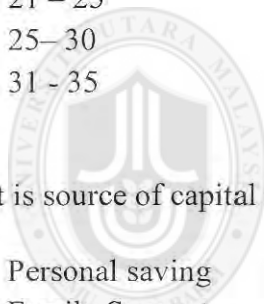
- Personal saving
- Family Support

8 What is your amount of capital in your business?

- 20,000-50,000 USD
- 51,000-100,000 USD
- 101,000-150,000 USD
- 151,000-200,000 USD

9 What is the age of your company?

- 1– 5 years
- 6- 10 years
- 11 - 15 years
- More than 15 years.



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### Part-2 Firm performance of Small business

Please review each of the following statements and tick the item that best represents your firm. Selection 1 indicates that you are strongly disagree with the statement, 7 indicates that you are strongly agree with the statement.

No	small business performance	1	2	3	4	5	6	7
1	Our profitability has increased in the past two years.							
2	Our market share has increased in the past two years.							
3	Our sales volume has increased in the past two years.							
4	Our costs have decreased in the past two years.							
5	Customer satisfaction our organization has increased in the past two years.							
6	Employee satisfaction in our organization has increased in the past two years.							
7	Employee turnover has decreased in our organization in the past two years.							



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### Part-3 Innovation Practices

Please review each of the following statements and tick the item that best represents your firm. Selection 1 indicates that you are strongly disagree with the statement, and 7 indicates that you are strongly agree with the statement.

No	Innovation Practices	1	2	3	4	5	6	7
1	The firm's vision or mission includes a reference to innovation.							
2	Innovation strategy has helped the firm to achieve its strategic goals.							
3	Increasing firm's production volume is an important measure of the process of innovation.							
4	Improving administrative routines is seen as a part of firm's innovation strategy.							
5	Internal cooperation is an important part in implementation of innovation strategy							
6	Customer satisfaction is part of firm's innovation strategy.							
7	Improving product quality is one of the key objectives of firm's innovation strategy.							
8	Formulating innovation strategy increases employee's skills.							
9	Improving employee's commitment, morale, or both is part of firm's innovation strategy							
10	The firm's culture rewards behaviors is related to encouraging creativity and innovation.							
11	The firm's culture encourages informal meetings and interactions.							
12	The firm's culture encourages employees to share knowledge.							
13	The firm's culture focuses on teamwork for long term performance.							

## Social Capital

Please review each of the following statements and tick the item that best represents your firm. Selection 1 indicates that you are strongly disagree with the statement, and 7 indicates that you are strongly agree with the statement.

No	Social capital	1	2	3	4	5	6	7
1	In our firm, all divisions recognize that we need each other to accomplish our objectives.							
2	In our firm, sales people would be just as effective without working with other divisions.							
3	By working with sales people in our firm, our product division gets access to resources and product ideas.							
4	Our firm knows our suppliers in persons.							
5	Our firm maintains close social relationship with buyers.							
6	The exchange of information among our contacts usually has a similar content.							
7	The contact with which we maintain frequent relationships, in general, know each other.							
8	The contacts from which we receive advices or information for making important decisions have strong relationship with us.							
9	Our firm is characterized by mutual trust among the colleagues at multiple levels.							
10	Our strategic alliance is about mutual respect.							
11	Our strategic alliance is characterized by personal friendship among the top managers.							
12	Our divisions have effective communication channels.							
13	Different amount of information is our typical issue.							
14	Our staffs' success is our firm's success.							
15	This business deserves loyalty from all staff members.							
16	Our staff members share a common understanding about needs of our customers.							
17	Our staff members have a common understanding about market trends.							



## Mentoring

Please review each of the following statements and tick the item that best represents your firm. Selection 1 indicates that you are strongly disagree with the statement and 7 indicates that you are strongly agree with the statement.

No	Career Functions of Mentoring	1	2	3	4	5	6	7
1	Mentor has shared history of his/her career with our company.							
2	Mentor has encouraged our company to prepare for advancement.							
3	Mentor has encouraged our company to try new ways of behaving in our job.							
4	Our company try to imitate the work behavior of our mentor.							
5	Our company agree with our mentor's attitudes and values regarding business.							
6	Our company respect and admire our mentor.							
7	Our mentor has demonstrated good listening skills during our conversations.							
8	Our mentor has shared personal experiences as an alternative perspective to our company problems.							
9	Our mentor has encouraged our company to talk openly about anxiety and fears that detract us from company work.							
10	Our mentor has conveyed empathy for the concerns and feelings our company have discussed with him/her.							
11	Our mentor kept position and doubts our company shared with him/her in strict confidence.							
12	Our mentor has conveyed feelings of respect for our company.							
13	Our mentor reduced unnecessary risks that could threaten the possibility of receiving a promotion.							
14	Our mentor helped our company to finish tasks or meet deadlines that otherwise would have been difficult to complete.							
15	Our mentor makes our company aware of assignments that increased written and personal contact with administrators.							

#### Part-4 Environmental turbulence

Please review each of the following statements and tick the item that best represents your firm. Selection 1 indicates that you are strongly disagree with the statement, and 7, indicates that you are strongly agree with the statement.

No	Environmental turbulence	1	2	3	4	5	6	7
1	The technology in our industry is changing rapidly.							
2	Technological changes in our industry provide big opportunities to my company.							
3	A large number of new product ideas have been made possible through technological breakthroughs.							
4	Technological changes in our industry generate new ideas for product supply.							
5	In our kind of business, customer's product preferences change quite a bit over time.							
6	Our customers tend to look for new product all the time.							
7	We are witnessing demand for our products from customers who never bought them before.							
8	New customers tend to have product related needs that are different from those of our existing customers.							
9	Price sensitivity is character of our customers.							
10	Competition in our industry is cut-throat.							
11	There are many "promotion wars" in our industry.							
12	Anything that one competitor can offers, others can match readily.							
13	Price competition is a hallmark of our industry.							

**Thank you for your cooperation**

**Contact: Bukhari941@gmail.com**

## Appendix B

### Total Effects (Mean, STDEV, T-Values)

	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics
ET -> SBP	0.103372	0.096444	0.075584	0.075584	<b>1.367635</b>
IP -> SBP	0.290416	0.283565	0.073240	0.073240	<b>3.965287</b>
IP * ET -> SBP	-0.106103	-0.118268	0.078942	0.078942	<b>1.344069</b>
M -> SBP	0.203105	0.198071	0.068115	0.068115	<b>2.981780</b>
M * ET -> SBP	-0.178626	-0.178074	0.075099	0.075099	<b>2.378559</b>
SC -> SBP	-0.040154	-0.032880	0.045960	0.045960	<b>0.873672</b>
SC * ET -> SBP	0.064096	0.039235	0.056472	0.056472	<b>1.135020</b>

### Cronbachs Alpha

	Cronbachs Alpha
ET	<b>0.917024</b>
IP	<b>0.916586</b>
M	<b>0.918144</b>
SBP	<b>0.928512</b>
SC	<b>0.798252</b>

### Latent Variable Correlations

	1	2	3	4	5
ET	1.000000				
IP	0.554881	1.000000			
M	0.587191	0.528257	1.000000		
SBP	0.455301	0.399143	0.432461	1.000000	
SC	0.464645	0.572882	0.540958	0.283305	1.000000

### R Square

	R Square
ET	
IP	
M	
SBP	
SC	0.412580



### Composite Reliability

	<b>Composite Reliability</b>
<b>ET</b>	<b>0.929010</b>
<b>IP</b>	<b>0.928838</b>
<b>M</b>	<b>0.930044</b>
<b>SBP</b>	<b>0.937415</b>
<b>SC</b>	<b>0.856606</b>



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Appendix c

Blindfolding Procedure Output

CV Red

	1-SSE/SSO
ET	0.502777
IP	0.502790
M	0.472397
SBP	0.191942
SC	0.469860

CV Com

	1-SSE/SSO
ET	0.502777
IP	0.502790
M	0.472397
SBP	0.466982
SC	0.469860



### Construct Cross-validated Community

Total	SSO	SSE	1-SSE/SSO
ET	4069.000000	2023.200205	0.502777
IP	4069.000000	2023.147836	0.502790
M	4695.000000	2477.094720	0.472397
SBP	2191.000000	1167.842390	0.466982
SC	5321.000000	2820.872336	0.469860

### Redundancy

	redundancy
ET	
IP	
M	
SBP	
SC	0.040153