

# Enterprise Environmental Factors Affecting Program Management Resources in Social Enterprises of Pakistan: A Mixed Methods Approach

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This article contributes to the literature on Program Management (PgM) resources, Internal Enterprise Environmental Factors (EEFs), and Social entrepreneurship with the support of the mixed methods approach. The current research identifies and confirms the internal EEFs and PgM resources and evaluates their relationships in non-profit social enterprises (SEs) of Pakistan. The case study data had collected from 16 senior management individuals, and survey data was from 302 respondents through semi-structured interviewees and questionnaires, respectively. Furthermore, PM (team and organizational) resources described in the private entities' literature. Nevertheless, no work has carried out to date on the nature of PgM resources and internal EEFs in Pakistan's non-profit SEs. In addition, the proposed model evaluated using exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM) for data analysis. Results indicate the top four significant antecedents of PgM resources; Resource availability (RA), Organization structure (OS), Organization culture (OC) and Employee capability (EC), and three critical PgM resources; Team, Organizational and Collaborative social resource, and their measuring variables in non-profit SEs. The findings further illustrate that the internal EEFs have a substantial relationship with the PgM resources. This study described a novel conceptual framework between EEFs and PgM resources in non-profit SE.

**Key words:** *Program Management (PgM) Resources, Enterprise Environmental Factors (EEFs), Social enterprise (SE), Structure Equation Modelling (SEM).*

## Introduction

Social entrepreneurship (SE) is seen as a catalytic leadership that results in a meaningful social shift that solves societal problems (Weerawardena & Mort, 2006; Newman-Storen, 2014). Besides, research on SE has increased considerably due to its ability to geared social concerns, for instance, social inequality, global warming, degradation of the environment, poverty, population growth, illiteracy and other threats to the sustainability of programs (Estrin, Mickiewicz, & Stephan, 2013; Ziegler et al., 2014). Besides, Social entrepreneurs combine their economic and social goals to address sustainable development issues in societies through their social enterprises (Matten & Crane, 2005; Ziegler et al., 2014).

However, Santos (2012) argued that SE has arisen as a major economic phenomenon in developing and developed countries over the last few decades. SE has also received remarkable attention as an important research area by dedicating a growing number of books, articles, and journals on social problems (Huybrechts & Nicholls, 2012).

Besides that, according to Asif et al. (2018), SE is attaining tremendous consideration in Pakistan, but the growth is still modest. Further, in Pakistan, it creates job opportunities, supports poverty alleviation, increases social investment, and brings innovation in the market. Nonetheless, Pakistan faces an array of challenges in achieving socio-economic improvement. Pakistan's social entrepreneurial ecosystem faces issues such as weak institutional support, inadequate financial and socio-political instability, lack of enough channels of funding, and troubling economic and industrial policies (Ali & Darko, 2015; Ahmed et al., 2016). According to scholars, several articles address fields deeply established to SE while not explicitly focusing on them (Shah & Shubisham, 2013).

Mostly, the literature on project management (PM) focused on codified knowledge resources (Pollack & Adler, 2015; Kloppenborg & Opfer, 2002; Ulri & Ulri, 2000). Therefore, an emerging study trend is investigating tacit PM assets (Kim et al., 2015). In addition, Nanthagopan, Williams, and Page (2016) illustrated that PM resources enhance the success of the NGOs project. In earlier research, much research has been conducted in profit-based organizations, even as rare research has been undertaken in non-profit organizations. However, enterprise environmental factors (EEFs) are discussed in the newest issue of PMBOK in general, not specific to any industry or context, and reported its influence on PM resources (PMI, 2017). In earlier researches, mostly external factors had discussed in the construction and IT industries.

To bridge this knowledge gap, the research aims to develop a critical understanding of PgM resources' nature and background (EEFs) and their relationship in Pakistan's non-profit SEs. To the best of researcher knowledge, this would be the first non-profit SE study.

### ***Research Objectives***

The principal goals of this study are:

1. To identify the internal EEFs and PgM resources in non-profit SEs of Pakistan.
2. To evaluate the influence of internal EEFs on Team PgM resources in non-profit SEs.
3. To examine the influence of internal EEFs on Organizational PgM resources in non-profit SEs.
4. To assess the influence of internal EEFs on Collaborative social PgM resources in non-profit SEs.

This paper has laid out in the descriptions below.

First, a summary of previous literature on the factors influencing intangible resources and PgM resources has been given. This has followed by a research method, data collection, and questionnaire development instrument. Subsequently, quantitative phase results presented, highlighted theoretical framework, research hypothesis, and showed quantitative results. Further, describe the data analysis methods and, finally, presents hypothesis results, discussion, conclusion, recommendation, and research contribution.

### **Literature Review**

Project management (PM), emerging knowledge, and professional practice are developing to address societal needs (Bredillet, 2006; Bredillet, 2007a, 2007c, 2008; Kwak & Anbari, 2008). In addition, portfolios, programs, ventures, and operations also interact with the same stakeholders and allow the same resources (PMI, 2017).

### ***Enterprise Environmental Factors***

Programs and projects exist and implemented in settings that possibly impact it. Such impacts will have a favorable or adverse impact on the program and project. It should be noted that internal EEFs may affect the processes of the portfolio, program, or project in the firm. Those EEFs could arise in the organization, a portfolio, a program, some other project, or a combination. These factors should be considered if the company wants to be successful, sustainable, and effective. Internal EEFs include, but are not limited to, Organizational, Governance, Culture and Structure, Geographical dispersion of Assets and Services,

facilities, information operating systems, Asset Accessibility, Workforce Capacity (PMI, 2017).

Furthermore, previous research has described such factors as top management support (Kwak et al., 2015), intra-organizational culture (Duffield & Whitty, 2015), and organizational knowledge flow between projects (Ghobadi, 2015). Internal organizational structures affect project execution (Thiry & Deguire, 2007).

### ***Program Management Resources***

According to Hall (1992), Resources usually consists of two categories: tangible and intangible. Resources include all the tangible products that a business needs, such as inventory, warehouses, and other facilities, and, on the other hand, intangibly all products, such as reputation, corporate culture, and internship, which do not appear on the balance sheets or financial reports (Galbreath 2005).

### ***Levels of PGM Resources***

#### ***Collaborative Social PGM Resources***

Nanthagopan, Williams, and Page (2016) explored collaborative social project management assets in their NGOs' project study. The following formal and informal social resources were described. Formal includes government advisory agencies, donor advisory services, consortium summits, information release, a project in partnership, formal communication. Informal resources include informal meetings, stakeholder networking, contact with project beneficiaries, project social marketing, and sharing of community experience through online communities.

#### ***Organizational PGM Resources***

PM organizational resources contain explicit resources like policy, rules, and uncodified resources (CIC, 2003), including traditions, beliefs, and workouts (Ekinge et al., 2000). Previous research carried out in private organizations listed the main resources: workforce capacity building events, effective PM, leadership, common project vision, objectives, strategy, project sharing of information, organizational framework and information exchange mechanism (Kaleshovska, 2014, Caniels & Bakens, 2012; Richman, 2011; Raymond & Bergeron, 2008). However, various project management tools and techniques listed in public entities (Milosevic, 2003; Kliem & Ludin, 1999). In addition, more accurate project management methods and techniques, logical process matrix and cause-and-effect flow charts (Nanthagopan, Williams, & Page 2016; Carroll & Kellow, 2011; Ika & Lytvynov, 2011), monitoring and assessment frameworks (Nanthagopan, Williams, & Page 2016; Bornstein,

2006; Mebrahtu, 2002) and workforce capacity development, Formal Knowledge Sharing Meetings, Effective Project Communications, Organizational PM Culture and Organizational Leadership Support for PM (Nanthagopan, Williams & Page 2016) were reported in non-profit sector organizations.

### ***Team PGM Resources***

Most researchers emphasized that the team works to boost productivity and that organizations benefit from productive teams (Katzenbach, 1988; McGovern, 1991; Goodman, 1986). The PM literature review identified the following privately held PM team resources: PM skills, PM activities, informal communication, project orientation providers, knowledge sharing, workplace training, professional mentoring, coaching, and developing. The PM team assets identified as explicit (codified) or implicit concepts within the teams by Jugdev and Mathur (2006a). Further, the Tacit PM team assets include information sharing that provides informal conversations, coaching, storytelling, brainstorming, and shadowing, in which members share tacit expertise in profitable organizations. In PM, team resources linked to on-time project delivery (PMI, 2004; Muriithi & Crawford, 2003). In addition to the research studies identified in NGO fields, Nanthagopan, Williams, and Page (2016) included informal assemblies and discussions, field trips, workplace training, work shadowing and mentorships, stories, cohesion and confidence in team values, the expertise of the team, brainstorming workshops, and best PM practices.

In previous PM reports, however, the team's organizational and collective social assets were not disclosed, and their determinants were not even explored in the non-profit social organization program. However, the mixed process methodology in PM research has rarely been used.

### **Research Method**

This research was conducted through a mixed approach that combines qualitative and quantitative methods. Step one is the case study, and step two consists of a questionnaire survey. The stage-two survey research used a structured questionnaire to illuminate and generalize the primary-stage results. The advanced multivariate analysis consists of EFA, CFA, and Structural Equations Modeling (SEM) were tailored to evaluate the factor structure and improvement of the valid best model.

### ***Data Collection***

**Stage I:** Case study information was collected from 16 senior management staff in non-profit SEs. In addition, open-ended questions were developed with support for the literature

review, accompanied by pretest interviews. Finally, a semi-structured interview supported a thorough study of intangible PgM resources and EEFs. Besides, the information from the archives enabled to validate the interview information.

**Stage II:** In the survey study through a self-administered questionnaire (232 forms) collected. However, 70 filled forms obtained through online survey forms (developed in Google doc). A total of 302 questionnaire surveys have been collected. In addition, to find variable relationships an overall SEM model developed by AMOS 21.

## **Results**

### ***Phase-I Exploratory Analysis***

#### ***Semi-Structured Interview Results***

The 16 interviews conducted revealed that not all the EEFs provided by the literature were essential for the successful execution of PgM resources within Pakistan's non-profit SEs. Besides, the data was collected from four non-profit SEs. The results also indicate that the following PgM resources have been added to literature in addition to the defined PgM assets: team experience, team contacts, ability to solve and plan, organizational HR processes and procedures, the image of organizations, and community-level SE advocacy in Pakistan.

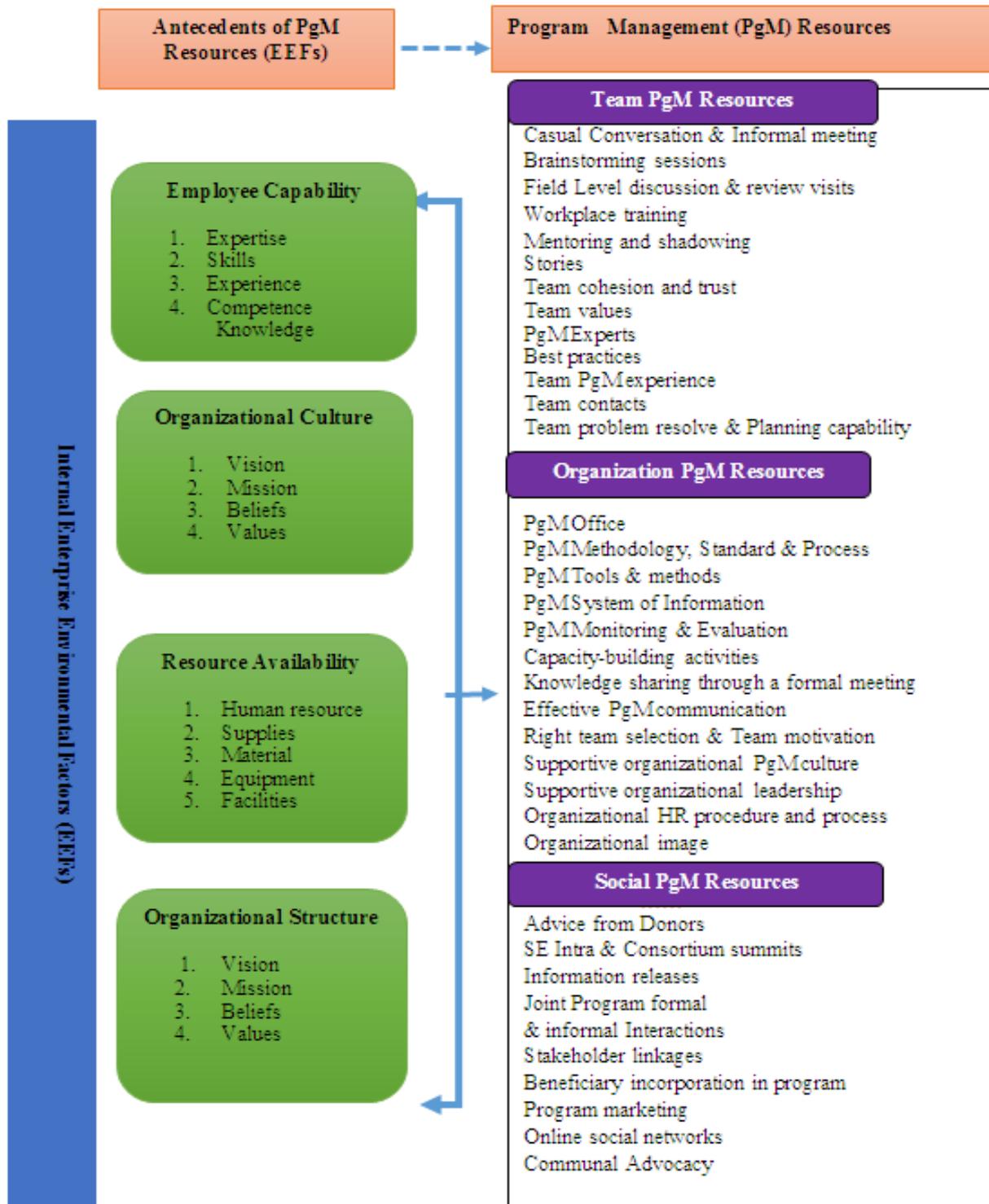
However, the following four internal enterprise environmental factors have been identified as important factors affecting PgM resources: organizational culture, availability of resources, organizational structure, and employee capacity for non-profit SEs. In addition, the internal factors, information technology software, organizational politics, and standard regulations, processes, and procedures have been dropped based on case study findings.

The theoretical basis of the research is developed, and the hypotheses are established based on the findings of the case study.

#### ***Research Framework***

Centered on the review of the literature and the case study results, Figure 1 indicates the research framework proposed. The conceptual framework identified the internal EEFs that influence PgM resources within non-profit SEs.

**Figure 1.** The research framework



### *Phase-II Quantitative Results*

This part provides a statistical assessment of research results from the questionnaire. Tables 1 and 2 show the characteristics of the samples.

**Table 1:** Participants' Profile

Characteristics	Item	Frequency	Percentage (%)
Gender	Male	216	71.5
	Female	86	28.5
Age in (years)	18–24	34	11.3
	25–34	136	45.0
	35–44	104	34.4
	45–54	20	6.6
	55–64	8	2.6
Experience in (years)	0–5	173	19.5
	6–10	59	11.2
	11–15	70	23.2
	Above 20	-	-
Education	School	2	0.7
	Secondary school	6	2.0
	Bachelor	81	26.8
	Master	150	49.7
	MS	53	17.5
	Master in PM	6	2.0
Participant's title	Program Manager	59	19.5
	Assist Program Manager	36	11.9
	Program Coordinator	72	23.8
	M & E	26	8.6
	Chief of Executive	8	2.6
	Program Staff	53	17.5

**Table 2:** Background of the Participating SEs

Characteristics	Item	Frequency	Percentage (%)
Social enterprise Main work	Services	228	75.5
	Tangible delivery	74	24.5
Geographical location	Punjab	67	2.2
	KP	34	11.3

	Sindh	36	11.9
	AJK	86	28.5
	Islamabad	79	26.2
No of Programs SEs involved are	<2	131	43.4
	2-4	112	37.1
	5-8	50	16.6
	9 and above	9	3.0
No of Employees	Less than 10	7	2.3
	10 - 49	40	13.2
	50 - 49	38	12.6
	100 - 149	72	23.8
	200 - 249	14	4.6
	250 - 300	1	0.3
Age of Social enterprise	Below than 5 yrs.	62	20.5
	5 -10 yrs.	30	9.9
	11-20 yrs.	35	11.6
	More than 20 yrs.	175	57.9
Source of Financial Support	288	95.4	288
	14	4.6	14

### ***Results and Discussion***

In all the measuring scales, the value of Cronbach 's alpha ranges from 0.711 - 0.950. The rotational PCA with Promax has been employed to confirm optimal load dispersion in factors. In this research, all maximum load items range from 0.649 - 0.909, proving the factor structure's adequacy.

Firstly, the gradual investigation has been carried out employing the Kaiser-Meyer - Olkin (KMO) statistics to identify the size of sample suitability for factor review. Bartlett 's Sphericity Test and KMO values are in the accepted range; details are given in table (3 & 4).

**Table 3:** PgM resources KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Bartlett's Test of Sphericity	Approx. Chi-Square	7879.340
	df	496
	Sig.	.000

**Table 4:** Internal EEFs KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling		
Bartlett's Test of Sphericity	Approx. Chi-Square	4132.533
	df	120
	Sig.	.000

***Discriminant and Construct Validity***

All indicators consistently recognize the same latent factor reflecting construct reliability (CR), and its threshold value is greater than 0.7 (Hair et al., 2010). After that, the AVE measure is the average variance that a latent construct explains to the hypothetically related observed variable, and their value is above 0.5 (Hair et al., 2010; Taylor & Hunter, 2003). The description of the validity master findings for CR and AVE PgM resources and EEFs are listed in the table (5 & 6).

**Table 5:** PgM Resources (CR & AVE)

	CR	AVE	MSV	MaxR(H)	TMR	OMR	SMR
TMR	0.968	0.835	0.442	0.968	0.914		
OMR	0.957	0.736	0.615	0.958	0.665	0.858	
SMR	0.958	0.765	0.615	0.959	0.643	0.784	0.875

**Note:** Construct reliability, Average variance extracted, Maximum shared variance (CR, AVE, MSV) respectively, Team PgM resources (TMR), Organizational PgM resources (OMR), Collaborative social PgM resources (SMR)

**Table 6:** EEFs Internal to the SE (CR & AVE)

	CR	AVE	MSV	MaxR(H)	Emp Cap	ResAvi	OrgCul	OrgStru
EmployCap	0.959	0.823	0.560	0.959	0.907			
ResAvi	0.950	0.863	0.608	0.951	0.728	0.929		
OrgCulture	0.951	0.829	0.608	0.951	0.729	0.780	0.910	
OrgStruc	0.934	0.781	0.560	0.935	0.748	0.664	0.700	0.884

**Note:** Construct reliability, Average variance extracted, Maximum shared variance (CR, AVE, MSV) respectively, Employee capability (EC), Resource Availability (RA) Organizational culture (OC), Organizational structure (OS)

**Assessment of Common Method Bias (CMB)**

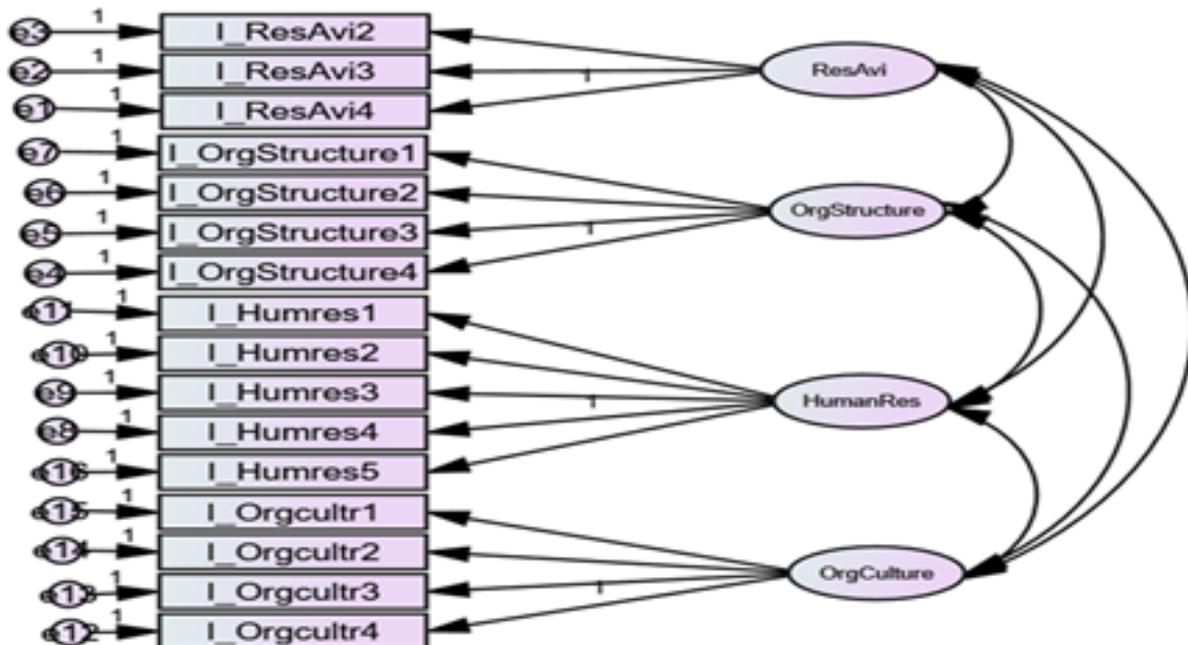
CMB 's assessment has been evaluated using the Principal factor axis in unrotated factor loading. The findings demonstrate PgM resources and its antecedents EEFs; the covariance explained is 38,232 % and 30,561%, respectively, all of which are below 50%. Therefore, CBM wasn't an issue.

**Findings of the Structural equation Modelling**

The research identified the excellent model fit for Internal EEFs to SE and PgM resources based on measurement findings. After that, it developed a model of measurement of all latent factors. In the tables (7 & 8), respectively, the accepted good fit measurement model of internal EEFs and PgM resource information is given. The AVE and CR values are adequate for the factors observed.

The overall SEM findings present the GOF index values of 0.925, 0.988, 0.987, and 0.029, respectively, for GFI, CFI, TLI, and RMSEA. Apart from the above, the value of the chi-square norm ( $\chi^2 / df$ ) is 1.255, that is at the required point (i.e.  $1 < \chi^2 / df < 3.0$ ). But standardized regression weights for all variables are above the acceptable value of 0.60, critical ratios are above 1.96, and standardized residuals were all at the recommended range of -2.58 and +2.58 (Table 9).

**Figure 2.** Model EEFs

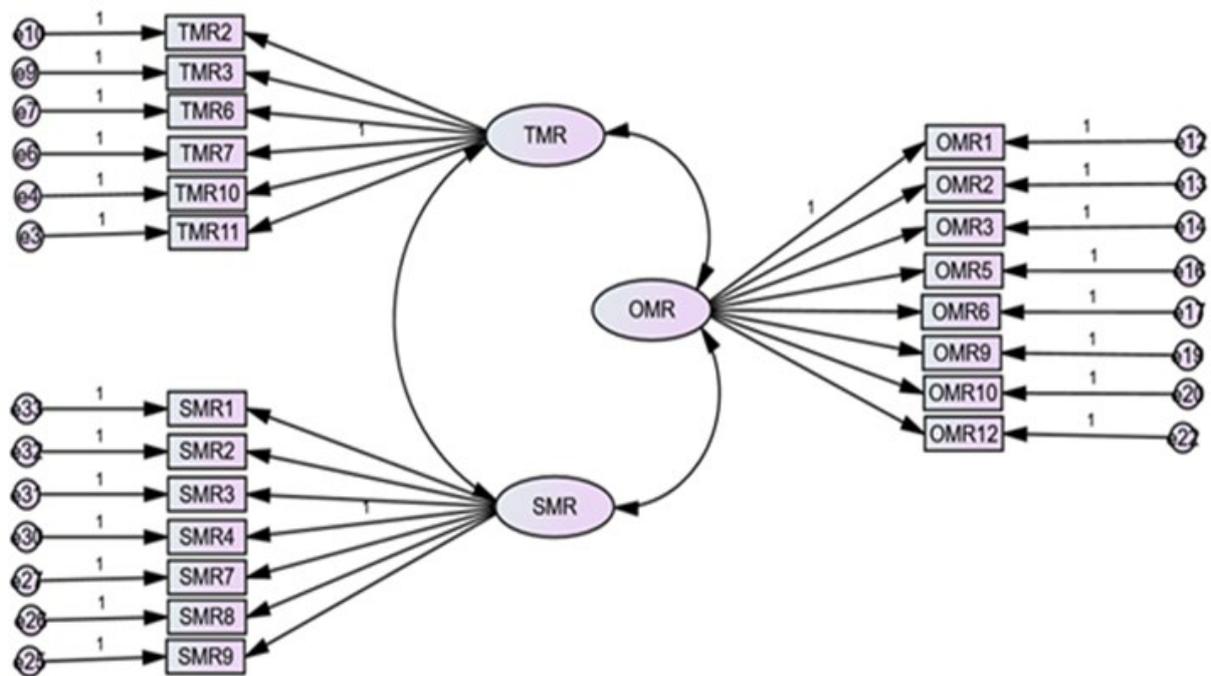


**Table 7:** Estimates for Internal EEFs Model

Index	Values for the measurement Internal EEFs	
<b>AFI</b>	$\chi^2 = 121.836, df = 98, \chi^2 / df = 1.243$	
	GFI	0.953
	RMSEA	0.028
	P-close	> 0.05
<b>IFI</b>	NFI	0.978
	TLI	0.995
	CFI	0.996
<b>PFI</b>	AGFI	0.935
	PNFI	0.799

**Note:** Absolute Fit Index, Incremental Fit Index, Parsimony Fit Index (AVE, CR, AFI, IFI & PFI).

**Figure 3.** Model PgM resources

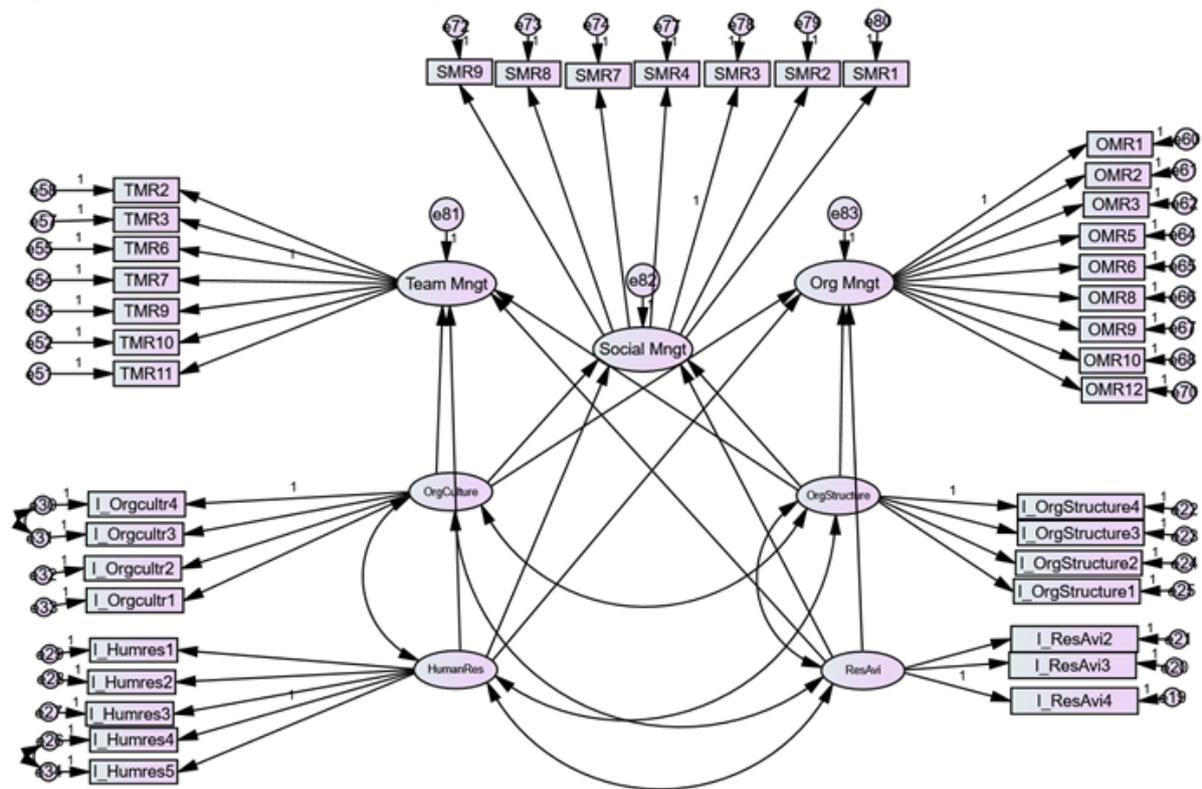


**Table 8:** Estimates for Model PgM resources

Index	Values for the measurement PgM resources	
<b>AFI</b>	$\chi^2 = 270.591, \quad df = 186, \chi^2 / df = 1.455$	
	GFI	0.922
	RMSEA	0.039
	P-close	P-close > 0.05
<b>IFI</b>	NFI	0.966
	TLI	0.988
	CFI	0.989
<b>PFI</b>	AGFI	0.903
	PNFI	0.856

**Note:** Absolute Fit Index, Incremental Fit Index, Parsimony Fit Index (AVE, CR, AFI, IFI & PFI).

**Figure 4.** Overall SEM model (PgM resources & its antecedents)



**Table 9:** Overall SEM model estimates

Index	Recommended	Test value	Findings
c2/df	$1 < c2/df < 3$	1.255	Accepted
P value	>0.05	0.716	Accepted
GFI	>0.90	0.925	Accepted

AGFI	>0.90	0.910	Accepted
NFI	>0.90	0.942	Accepted
IFI	>0.90	0.988	Accepted
TLI	>0.90	0.987	Accepted
CFI	>0.90	0.988	Accepted
RMSEA	<0.08	0.029	Accepted s

### *Hypotheses Testing Results*

The SEM process validated the model for the measurement and fitted the structural model. In the exploratory study, four internal EEF factors and three-level of PgM resource was identified. Then the best items were identified utilizing EFA and CFA, based on the quantitative stage.

The researcher employed a maximum likelihood (ML) technique to recognize the Measurement model. Besides that, eight hypotheses are significant and four have suggested insignificant associations among the variables, namely, H3, H4, H7, and H10. Information on the research results of the proposition is listed in Table 11.

The CR values of TMR- employee capability, OMR- organization structure, OMR- employee capability, OMR-organizational structure, SMR-Resource availability, SMR- employee capability, and SMR-organizational structure, all of them surpassed 1.95 and were considerable at the p value of 0.001.; hence, the paths considered shall be recognized. However, the CR value of TMR -resource availability, TMR-organizational structure, OMR-resource availability and SMR-organizational culture were less than 1.95, and P values are also not significant. Hence, they did not comply with the standard of judgment. Thus, these hypothetical paths were rejected (Table 10).

**Table 10:** Estimates SEM over all model output

Hypothetical Path		Estimate	S.E.	C.R.	P value	Hypothesis	Result
TMR	Emplocap	0.593	0.108	5.793	***	1	Accepted
TMR	OrgCulture	0.626	0.108	5.793	***	2	Accepted
TMR	ResAvi	-0.189	0.114	-1.657	.098	3	Rejected
TMR	OrgStruc	0.205	0.115	1.793	.073	4	Rejected
OMR	ResAvi	0.057	0.094	.605	.545	7	Rejected
OMR	OrgStruc	0.631	0.099	6.392	***	8	Accepted
OMR	Emplocap	0.230	0.083	2.766	.006	5	Accepted
OMR	OrgCulture	0.308	0.088	3.513	***	6	Accepted
SMR	ResAvi	0.319	0.086	3.706	***	12	Accepted
SMR	OrgStruc	0.547	0.089	6.148	***	11	Accepted
SMR	Emplocap	0.292	0.076	3.841	***	9	Accepted
SMR	OrgCulture	0.102	0.079	1.295	.195	10	Rejected

**Note.** Organizational PgM resources (OMR), Collaborative social PgM resources (SMR), Team PgM resources (TMR), Resource Availability, Organizational structure, Employee capability, Organizational culture

**Table 11:** Hypotheses, Associated Paths and Results

Hypothesis	Based on Case Study	p-Value	Supported
H1	Team PgM resources are dependent on the EC within the social enterprise.	***	Accepted
H2	Team PgM resources are dependent on the OC within the social enterprise.	***	Accepted
H3	Team PgM resources are dependent on the RA to the social enterprise.	.098	Rejected
H4	Team PgM resources are dependent on the OS within the social enterprise.	.073	Rejected
H5	Org PgM resources are dependent on the EC within the social enterprise.	.006	Accepted
H6	Org PgM resources are dependent on the OC within the social enterprise.	***	Accepted
H7	Org PgM resources are dependent on the RA to the social enterprise.	.545	Rejected
H8	Org PgM resources are dependent on the OS within the social enterprise.	***	Accepted
H9	C. Social PgM resources are dependent on the EC within the social enterprise.	***	Accepted
H10	C. Social PgM resources are dependent on the OC within the social enterprise.	.195	Rejected
H11	C. Social PgM resources are dependent on the OS within the social enterprise.	***	Accepted
H12	C. Social PgM resources are dependent on the RA to the social enterprise.	***	Accepted

### *Discussions*

The research findings demonstrate PgM resources' significance and internal antecedents (EEFs) in non-profit social enterprises. The analysis indicated that for non-profit SEs in Pakistan, PgM resources are critical.

The study further confirmed that PgM resources are dependent on specific Internal EEF.

The availability of resources has been considered important internal EEF, which has a significant effect on collaborative social PgM resources in non-profit SEs. Besides, resources such as humans, supplies management are hard to contact during the implementation stage in remote regions. Second, the organizational structure has been a vital internal factor affecting

the resources Organizational and Collaborative Social PgM in non-profit SEs. In addition, due to the participatory style of leadership, each staff member does own the program and brings their finest efforts to attain organizational goals. Third, organizational culture is considered an essential internal EEF that influences non-profit SEs on the resource of Team PgM and Organizational PgM. The results also showed that in SE's employee induction, they should focus in detail on the vision, mission, beliefs, and principles of the organization that have a significant influence on the program execution.

Finally, employee capacity is an essential internal EEF that strongly affects the resources of Team, Organizational, Collaborative PgM. In addition, the study demonstrated that job-related knowledge and skills are quite important for achieving program goals and has a positive impact on PgM resources. There is no alternative to the experience as SEs are mostly running in a rapidly changing environment, and only experienced staff can manage such circumstances. Team PgM resource significantly increases the team's program processes, improving the knowledge of the team regarding PgM, improving the skills of team members, mutual respect, and the values of teams. Consequently, the results underlined that PgM resource is extremely crucial for SEs non-profit. Team PgM resources, however, actively support the improvement of team capabilities and the development of engaged team culture, which would be crucial for carrying out programs within set parameters and attaining community goals.

The survey research results revealed Six critical factors of the resource Team PgM; brainstorming, field trips, successes and failures tales, team cohesiveness and trust, best practices, and PgM experience of the team. The results are in the line with the (Nanthagopan, Williams & Page, 2016; Jugdev & Mathur, 2006b; Egbu, 2004; Leonard-Barton, 1992) studies. Moreover, almost all the resources of the team are tacit. Collaborative social PgM resource supports far more than program success in SEs to comply with stakeholders' requirements, program effects, and sustainability. This means, moreover, that capacity has mainly attentive to strategic program goals rather than immediate results. In addition, the survey findings indicated seven critical components of the social resource: government and donor program advisory, intra and consortium meetings, information dissemination, stakeholder networking, incorporation of end-users in the program, and marketing of programs. The study finally recognized the eight key components of the organizational PgM asset.

These include effective PgM office, methodology, standards, processes, tools, and techniques, building capacity, program culture, leadership and motivation, and SE image. These resources are explicit and meaningful to the characteristics of SEs and support the implementation of the program effectively. These organizational resources are regarded as crucial for implementing the program in non-profit SEs.

## **Conclusion**

The exploratory study findings reveal that program management (PgM) resources such as team, organizational, and collaborative social resources are significant for non-profit SEs. Further, it confirmed the internal enterprise's environmental factor (i.e., organizational culture, employee capability, organizational structure, and resource availability in non-profit SEs). However, the survey findings proved that PgM resources depend on enterprise environmental factors (internal). Furthermore, this research advanced the PgM resource and its internal antecedents (EEFs) connection by confirming Pakistan's relationships in the settings of non-profit social enterprises.

These resources are explicit and meaningful to the characteristics of SEs and support the implementation of the program effectively. These organizational resources regarded as valuable for implementing the program in non-profit SEs.

## **Research Contributions**

- The empirical contribution is an assessment of the antecedents (EEFs) that affect intangible PgM resources in an undiscovered context, Pakistan.
- The practical result is to enhance the SEs program's delivery by investigating the intangible PgM resources and SEs context, which will help boost the country's oppressed segment's socio-economic condition.
- The theoretical standpoint is a quantified framework for measuring the resources of PgM and its context in non-profit social enterprises.
- The findings of this research contribute greatly improve PgM resources by empirically examining and validating setting-specific EEFs of SEs in underdeveloped nations.
- Research findings will also use to endorse the senior executives of the SEs critical intangible PgM resources.

## ***Research Implications***

The study findings offer practitioners and senior executives valuable evidence considering the present position of SEs in Pakistan regarding three tiers of PgM resources. SE could use these PgM resources to evaluate its existing position, and find grey areas related to the use of PgM resources and exploit them.

The internal EEFs recognized and assessed in the recent research also has practical value for SEs practitioners, who consider PgM resources for staff and organization enhancement. The findings indicate that the internal EEFs have a substantial influence on PgM resources' employment to non-profit SEs. Therefore, practitioners and senior executives' findings can



use to explain better the antecedent (EEFs) that impacts PgM resources in Pakistan's non-profit SEs. Besides, that would foster PgM resources and could have a significant influence on program success in SEs.

#### Limitations and Future Recommendations

SEs have generally categorized into two kinds: SE is for-profit and non-profit. However, the research revealed only one form of SEs, which was a non-profit SE. Furthermore, this cannot be regarded as reflective of the whole SE populace and limits the generalization to all kinds of SEs.

Only senior employees from each SE selected for the exploratory study, however, exclude other personnel of SEs. Finally, the research concentrates only on environmental factors internal to SEs; besides that, there are various environmental factors external to SE that can influence PgM resources in non-profit SEs. In future recommendations, current research executed in non-profits SEs of Pakistan.

Consequently, future research could extend to other countries of similar contexts, enhancing the validity of findings. In addition, the findings of this study have concentrated on the non-profit SE environment. Future research could be aimed at testing the practicality of the results to other types of private, for-profit social enterprises, NGOs, and government segments.

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