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Activist, Entrepreneur, Leader: The Influence of Social Justice Advocacy and Entrepreneurial Orientation on Leader Self-Efficacy

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A dissertation submitted to the Graduate Faculty of

JAMES MADISON UNIVERSITY

In

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Dedication

This is dedicated to all the people who have been affected by the opioid epidemic - those who are struggling, those who want to help the struggling, those who have lost loved ones. From these struggles emerge individuals who, in spite of their own pain, are willing to publicly share their own experiences in order to help others. Their passion for helping others and for identifying and advancing solutions to wicked problems fuels the collective energy of advocacy and change.

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I would not have been able to do this without my family, especially my husband, who brought me many a cup of tea on a late night; my children; and my two granddaughters, who patiently shared many years of their early lives with my studies, deadlines, books, papers, and finally, "the dissertation."

My inner circle of friends and family was there for every step, learning with me as I was learning (whether they really wanted to or not) and prodding me to make progress. My family friend Mary offered her support and encouragement along the way and was a special link to my parents, reminding me of their certain pride.

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Table of Contents

Dedication ii

Acknowledgements iii

List of Tables vii

List of Figures viii

Abstract ix

I: Introduction 1

Purpose of the Study: Leader Emergence in the Social Movement Context 5

Contributions of this Research 7

Organization of the Study 9

II: The Opioid Epidemic as the Context for Leader Emergence. 9

Definitions and Language Related to the Opioid Epidemic 14

III: Theoretical Framework 15

Social Movements and Entrepreneurship 16

Complexity Leadership 19

Leader Self-Efficacy 21

IV: Literature Review 24

Leader Self-Efficacy (LSE) 25

Leader Self-Efficacy Construct Development 26

Leader Self-Efficacy in Literature 28

`

Activism and Advocacy 34

Activist Identity in Literature 37

Social Justice Advocacy, Leadership, and Leader Self-Efficacy 43

The Entrepreneur and Entrepreneurial Orientation 48

Discussion of Literature Review 56

V: Methodology 60

Measures and Variables 61

Instruments 62

Participants and Procedure 66

Survey Administration 69

Data and Analytic Procedure 71

Data Screening 73

Analytic Strategies 75

Results 77

Research Question 1 81

Research Question 2 84

Research Question 3 84

Mediation Analysis. 86

VI. Discussion and Conclusions 95

Theoretical Framework 95

`

The Advocate/Activist Conundrum 98

Demographics 100

Survey Methodology Challenges. 101

Limitations 104

Research Contributions and Implications 106

Leader Self-Efficacy and Individual Entrepreneurial Orientation 107

The Advocacy/Activist Continuum 109

Leader Development for Entrepreneur/Advocates 110

Survey Research Using Social Media Platforms for Social Movements ... 113

Conclusions 114

Appendix 117

References 137

`

List of Tables

Table 1: Alignment of Entrepreneurial Characteristics Across Disciplinary Approaches

………………………………………………………………………………………… 55

Table 2: Study Variables.…………………..…………………………………………... 66

Table 3: Properties of Study Variables ……………………………………………… 77

Table 4: Demographics of Study Participants ….……………………………………... 78

Table 5: Correlations for Study Variables ……………………………………….…… 80

Table 6a: Group Statistics………………………………………………………… 83

Table 6b: Independent Samples T-Test …………………………………………... 83

Table 7a: ANOVA ……………………………………………………………………… 91

Table 7b: Model Summary…………………………………………………………… 92

Table 7c: Multiple Linear Regression Models and Coefficients………………….…. 93

`

List of Figures

Figure 1: Conceptual diagram for simple mediation between individual entrepreneurial orientation, social justice advocacy and leader self-efficacy………………………………………………………………………. 23

Figure 2: Decision Tree for Establishing and Understanding Types of Mediation and Non-mediation (Zhao et al., 2010)…………………………………………….. 87

Figure 3: Conceptual diagram for simple mediation between individual entrepreneurial orientation, social justice advocacy and leader self-efficacy with indirect and direct paths with mediation results ……………………………………………………….. 88

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Abstract

This quantitative study examined individual entrepreneurial orientation and social justice advocacy as antecedents to leader self-efficacy in the complex and dynamic context of the opioid epidemic. Throughout history, leaders have emerged in response to societal challenges; leadership is not restricted to the boundaries of hierarchical, administrative, bureaucratic organizational frameworks. Complexity leadership theory and its recognition of leadership in complex adaptive systems provides an overarching framing. Five characteristics of individual entrepreneurial orientation were incorporated: risk-taking, innovativeness, perseverance, passion and proactiveness (Santos et al., 2020). Social advocacy activity was measured using the social issues advocacy scale (Nilsson et al., 2011). The dependent variable, leader self-efficacy, was measured using two dimensions of the Multidimensional Leadership Self-Efficacy scale (Bobbio & Mangenelli, 2009). Participants were recruited via snowball sampling using social media platforms as the primary outreach method. The quantitative data ($N = 77$) was analyzed using independent T-tests, multiple linear regression, and mediation analysis. Individual entrepreneurial orientation is correlated with advocacy, activist identity, leader self-efficacy, prior leader experience, and age. Social issues advocacy is correlated with activist identity and leader experience. Social issues advocacy experiences do not mediate the relationship between individual entrepreneurial orientation and leader self-efficacy. Individual entrepreneurial orientation and prior leader experience are significant predictors of leader self-efficacy within the context of advocacy related to the opioid epidemic. The prevalence of entrepreneurial characteristics and prior leader experience in individuals who are active in advocacy efforts affirms the relevance of

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entrepreneurship to social movements and to the relationship between entrepreneurship and leader self-efficacy.

Key words: activist, activism, advocacy, complexity leadership, entrepreneurship, entrepreneurial leadership, individual entrepreneurial orientation, leader self-efficacy, opioid epidemic, social issue advocacy, wicked problems.

Activist, Entrepreneur, Leader: The Influence of Social Justice Advocacy and Entrepreneurial Orientation on Leader Self-Efficacy

I: Introduction

The focus of this study is on the level of the individual, the activist, someone who has chosen to engage in social action (Corning & Myers, 2002). This study examines the potential for leader emergence of activists as measured by their leader self-efficacy using the dual lens of individual entrepreneurial orientation and social justice advocacy and framed within the larger concepts of advocacy, entrepreneurship, and complexity leadership theory. The study of leadership is a kaleidoscope of perspectives that vary by discipline, level of analysis, context and researcher intention, but ultimately the leadership lens must focus on how the behaviors and influence of one individual affect the behaviors and influence of others. As described by Ganz (2010), "leadership is accepting responsibility to create conditions that enable others to create shared purpose in the face of uncertainty" (p. 527). Studying the emergence of leaders as it occurs across different contexts, such as within social movements, extends our understanding of how the individual faced with some perceived challenge, becomes a leader.

The study of leadership is as ancient as Plato's thoughts on social justice, democracy and who should lead (Williamson, 2008). As perspectives on civil society have changed, so have perspectives on leaders and leadership. The history of leader scholarship reflects these shifting perspectives. While leadership is easier to recognize than define, the essence of leadership is an influencing process that results in some tangible outcome (Day & Antonakis, 2012). The influencing process is heavily informed by the traits and experiences of the influencer, or leader, and the context of the endeavor.

Followers, those who are influenced, also play a critical role–the commitment of their collective power is essential to fulfillment of the leader's vision. The leader's vision, as manifested by their belief in the need for change and their efforts to lead a collective movement towards change, is the hallmark of leadership. The names of history's high-profile leaders are easy to invoke: Martin Luther King, Indira Gandhi, Winston Churchill, Jesus. We know their names because they are forever linked through folklore and historical narrative with cultural turbulence, societal introspection and then profound change. Alongside these giants are also the lesser known and unheralded, those individuals whose influence is limited to a smaller scale, taking actions that are autonomous and incremental, and yet are still instrumental in cultivating the roots and emergence of change. Change for the common good (Couto, 2016) is driven by these ordinary people. Their participation in the groundswells of change, or social movements, have contributed to some of the most profound societal, political and cultural transformations throughout global history with "some of the major events and figures of the past century, as well as earlier, bound up with social movements" (Snow, Soule, & Kriesi, 2004, p. 3). While social movements are often associated with the "heroic individual," ultimately the most critical capacity of social movements as drivers of change is the development of leadership through informal and formal means (Ganz, 2010, p. 560).

Social movements drive change as they emerge in response to the challenges faced by a society confronted with complex and interwoven social, economic, technological, and political dilemmas. Social movements have been "major drivers for social and political reform since the American Revolution" (Ganz, 2010, p. 527) and

mirror the dynamics of a developing society. Tilly (1993) described collective activity in Britain as being “the birth of what we now call the social movement–the sustained, organized challenge to existing authorities in the name of a deprived, excluded, or wronged population” (p. 275). Social movement activists drive changes in attitudes and perceptions by joining forces with others to become part of the social movement’s collective energy. From abolition to AIDS, from drunk-driving to opioid addiction, from apartheid to immigration, social movements reflect the challenges inherent in navigating conflicting perspectives on the “right” answer to societal conflict.

Individuals form the central core of social movements, “acting together in order to achieve a common goal” (Sandoval-Almazan & Gil-Garcia, 2014, p. 366) through decentralized organizing structures (Lichtenstein et al., 2006) to solve a common problem (Toch, 1965, 2014). Our lessons from history have demonstrated the critical effect that the individual can have on influencing our society’s most pivotal moments. Sans any specific organizational framework, using “loosely structured informal groups with no legal status” (Anheier, 2014, p. 435), individuals apply their cooperative, coordinated, and yet highly autonomous energy to enact change. Klandermans (2004) describes the demand for change as emerging from dissatisfaction. Perhaps dissatisfaction with the status quo on some particular issue is the initial motivator for an individual to choose to undertake issue advocacy. More importantly, however, demands for change emerge from authentic awareness and personal experience, and as the attitudes and perceptions of the individual evolve, “actual change in policy, program or procedures can occur” (Harris, 2013, p. 173). This enactment of change is where activist and leader merge and align with Bryman’s “New” perspective on leadership as

"purpose-driven action that brings about change" (Day & Antonakis, 2012, p. 5).

The definition of leadership may be fluid, but the leader as a driver of change is a key component of that definition (Kotter, 2001). To be successful change agents, leaders must act as catalysts. Within a shifting framework of internal and external forces, they create vision, drive strategy, and motivate others. A multitude of factors, such as motivation, personality and experiences, affect the transformation of an ordinary individual into someone who is an agent of change. The factors that influence whether and how someone becomes an agent of change are the central dimensions of leadership study. Studies on leadership incorporate a wide breadth of factors from the influence of individual traits and characteristics to the nature of leader-follower relationships to the context of the leadership endeavor (Day & Antonakis, 2012).

Early leadership study embraced the Great Man theory, a strongly gendered concept that certain men were destined, perhaps divinely, to fulfill leadership roles. Described by Thomas Carlyle in his lectures of 1840, the Great Man was a heroic authority figure who was of, but superlative to men, an authority figure imbued with prophet-like qualities (Carlyle, 1993). This theory is an important starting point for leadership study because it "paved the way for an extensive consideration of the personality traits associated with great leadership throughout the twentieth century" (Zehndorfer, 2021, p. 34). The Great Man theory maintains practical relevance today as businesses routinely seek and celebrate heroic visionary leaders, still predominantly men, to redeem failing companies (Spector, 2016). Burns (1978) advanced an approach to leadership that incorporated the importance of transforming leaders who exerted their values and influence on followers to enact change, though still in an organizational,

hierarchical context. Reflecting the continuing influence of a leadership view founded on the leader as a larger than life being, personality trait measurement instruments incorporate leader characteristics such as "vision and charisma;" (Zehndorfer, 2021, p. 34); including trait research is likely to continue contributing to our understanding of effective leadership (Zehndorfer, 2021). In this paper, the leadership characteristics associated with entrepreneurship provide a lens on the advocacy behaviors of the activist, and on whether these characteristics and experiences contribute to leader emergence.

Purpose of the Study: Leader Emergence in the Social Movement Context

The study of leaders and leadership in social movements requires a more fluid and dynamic framing than that used in traditional organizational constructs. The evolution of the leader within the opportunistic and creative environment of the social movement differs greatly from the structured leader development pathways provided by corporate organizations intent on creating what Harris described as the next generation of high performers (2013). In the traditional organizational setting, there is a general assumption of a hierarchical relationship between leader and follower informed by organizational mission, vision, and strategy, yet leadership also occurs in far less structured organizational constructs. Social movements are a different type of organizational framework that can play a role in providing both "formal and informal leader development" (Ganz, 2010, p. 561). Social movement activists emerge and develop as leaders. The organic process of transformation from activist to leader occurs as "movements self-produce human resources through training rank-and-file activists for leadership" (Edwards & McCarthy, 2004, p. 134). According to Lichtenstein et al.

(2006), activists fully emerge as leaders "when they mobilize people to seize new opportunities and tackle tough problems" (2006, p. 4). Particularly relevant to the study of activist leaders is that leadership emergence theories which were developed prior to the explosion of Internet-enabled social media presence "fail to account for the speed and scale that people can find one another online" (Ammari & Schoenebeck, 2015, p. 2805).

These leadership theories do not adequately reflect the development, influence and organizational independence of advocacy experiences as a springboard for leadership, leader emergence and leader self-efficacy. The activist, as an emergent leader, defines and is defined by a complex environment in which "leadership transcends the individual by being a fundamentally a systems phenomenon" (Lichtenstein et al., 2006, p. 3). A distributed and more diffuse type of leadership drives collective action. Social movements actors are often described as entrepreneurs (McCarthy & Zald, 1977, Staggenborg, 1988). They leverage characteristics such as creativity, passion, perseverance, conviction, self-confidence and extraversion (London, 2010). The dynamic interaction of characteristics, experiences and context all help form the potential emergence of leader from activist.

Social movement advocates, simply by virtue of their advocacy activities, are leaders. They take purposeful, influencing actions to bring about a tangible outcome and change (Day & Antonakis, 2012). Do social movement activists view themselves as leaders? If yes, that confidence in their own leader self-efficacy may position them to both emerge and to be further developed as leaders. Leader self-efficacy, the belief that one can successfully exert leadership influence over others, is acknowledged as an

important foundational characteristic in the emergence of future leaders (Hannah et al., 2008). Internal and external perceptions of leader self-efficacy may also be factors that empower the individual to drive change (Paglis & Green, 2002). Through participation in formal and informal social justice and advocacy activities, the activist builds a portfolio of experiences that contribute to the development of their leader self-efficacy and their potential leader emergence. This potential is examined as a function of social advocacy and activism and across four dimensions: the context of the social movement, individual characteristics related to entrepreneurial orientation, the individual's social justice advocacy awareness and behaviors, and how these individual characteristics and experiences contribute to their leader self-efficacy.

Contributions of this Research

The factors that influence the progress from advocacy behaviors and activism to the cohesive influence of an intentional leader has had limited exploration in leadership research. Understanding this potential leader emergence as it is manifested across varied contexts enhances our ability to identify and support the emergence of effective leaders in a complex world. Studying social movement activists offers a unique view into a different type of leadership pathway in a context where goals are defined not by organizational objective but instead by an individual who has chosen to join others with shared beliefs about a perceived unmet societal need to take collective action.

Exploring advocacy through a leadership lens offers a new perspective into the role and contributions of individuals who engage in advocacy to drive change within our society. It supports the need described by Hannah et al. (2008) for increased research about "the methods and conditions under which leader self-efficacy can be more or less

effectively developed" (2008, p. 686). My research study contributes across theoretical and methodological dimensions by adding to our understanding of leaders within a non-traditional framework defined by a dynamic, fluid, social media driven, organizationally complex environment. More broadly, this research contributes to the study of leadership competencies as a function of context and as something that is increasingly less dependent on the leader-follower relationship (Couto, 2016; Steffensmeier & Chrislip, 2019).

From a theoretical perspective, this study contributes to the inclusion of the efficacy construct in leadership theory and research as called for by Hannah et al. (2008). This research adds to the exploration of the "relationships between leader self-efficacy and other measures" (Bobbio & Manganelli, 2009, p. 19) specifically by combining measures of leader self-efficacy, entrepreneurship, and social justice advocacy in analysis. It adds to the literature on entrepreneurship as a leadership style by bridging the constructs of entrepreneurial orientation, from leadership studies, with social movement entrepreneurship, from sociology. This research supports the need to examine advocacy "in a variety of organizational behaviors and processes under different situational conditions" (London, 2010, p. 240) and "measures of advocacy behaviors, situations, and outcomes can be used for diagnosis and assessment" in support of training for "potential and future advocates" (London, 2010, p. 242). Incorporating the individual as the unit of analysis, this study expands our understanding of social movement micro-processes and furthers understanding of how an activist perceives the level of advocacy activities and whether they self-identify as an activist (Cortese, 2015). Throughout literature, the terms activist and advocate are used

interchangeably and lack clear differentiation. Study on activist identity as it presents within a particular social movement supports Cortese's call for "exploration into the micro-level processes within movement organizations" (2015, p. 243).

From a methodological perspective, this study adds to the literature on the opportunities and challenges presented when using social media as a tool for survey recruitment. Social media platforms are increasingly attractive for recruiting research participants, especially for studies in health sciences. How to appropriately and suitably leverage these platforms for research is an evolving question.

Organization of the Study

The dissertation is organized in six sections. Section I provides an introduction to the study, contributions of the research and organization of the study. Section II presents an overview of the particular social movement context, the opioid epidemic, and why it was chosen. Also provided is a discussion of the definitions and language associated with discussing this social movement. Section III establishes the theoretical framework for the study. Section IV explores the current literature on leader self-efficacy, social movement entrepreneurship, entrepreneurial leadership and provides the study hypotheses. Section V provides the methodology, including survey design, assembly of survey sample, data collection procedures, population and sample, survey instruments, data analysis, discussion and limitations of the study. Section VI presents the research results and provides study conclusions, implications and recommendations for further research.

II: The Opioid Epidemic as the Context for Leader Emergence.

Social movements each have their own unique origin and trajectory. Consistent

across movements is the role of the activist as change agent. Advocacy behavior is generally linked to the activist's personal identification with a particular social movement, motivated by experiences specific to the social issue (Louis et al., 2016; Staggenborg, 1988). Research on social movement advocacy/activism, as demonstrated in the literature review, is typically bounded using a focused approach on individuals affiliated with a specific social movement. For the purposes of this study the opioid epidemic was selected as the social movement context. The opioid epidemic is a particularly complex social issue. Qualifying as one of the wicked problems of our world today, it is multi-causal, intractable and with no clear solutions (McRea, 2020; Sherman, 2020).

The U.S. Department of Health and Human Services declared the opioid epidemic a public health emergency in 2017 (U.S. Department of Health and Human Services (2022). This determination was renewed in 2020 (U.S. Dept of Health and Human Services, 2020). In 2020, the opioid epidemic was at the forefront of social issues in the United States, exacerbated both by the pandemic and inconsistent policy approaches across changing Federal administrations in the United States when the highest number of deaths to date from the opioid epidemic were recorded (Centers for Disease Control, 2022). Individuals, families, communities, employers and policy-makers have been overwhelmed by the direct and collateral damage of an epidemic that has crossed every socioeconomic and demographic line. In its simplest equation the opioid epidemic grew from an expanded medical focus on pain alleviation to an increasing reliance by medical practitioners on opioids for pain treatment, and "opened the floodgates to the current opioid climate" (Jones et al., 2018, p. 16). While the

primary substance of concern has shifted from prescription opioids to heroin to non-prescription synthetic opioids to other substances, the term "opioid epidemic" broadly defines the effects of substance use disorders (SUD) that were driven by the opioid prescribing practices originating in the 1990's in the United States.

Three key aspects of the opioid epidemic contribute to the suitability of this social movement as a framework for studying the complexity of activist leader emergence. First, the opioid epidemic is recognized as a profound social issue as demonstrated by its broad and persevering impact on society. The metric for defining success would begin with reduced mortality but will be truly achieved when society is made stronger by the reduction of a chronic and multi-generational societal challenge. Aggressive and ultimately criminally negligent marketing, sales and distribution practices beginning in the 1990's and 2000's by major pharmaceutical and consulting companies contributed to profound over-prescription and widespread availability of opioids, leading to significant increases in the prevalence of substance use disorder (SUD) and overdose deaths (Forsyth & Bogdanich, 2021; Mann, 2021). However, research on mortality rates for accidental drug overdoses indicates that even before the surge in opioid prescribing that began in the1990's, an exponential growth curve beginning in 1979 was likely constructed from multiple sub-epidemics (Jalal et al., 2018). This larger context of seemingly cascading sub-epidemics is the stark landscape of profound enduring social struggle into which the activist is thrust. In fact, the opioid epidemic continues to transforms because as deaths from prescription opioids and heroin decline, deaths from synthetic opioids fill the gap, driving continuing increases in mortality rates (Centers for Disease Control, 2022).

Second, the opioid epidemic is complex because solutions require multi-faceted policy approaches. Solutions to the opioid epidemic are compounded by regulatory and policy obstacles within a “fragmented system of care” (National Academy of Sciences, 2019, p. 32). The lack of progress in identifying enduring solutions underscores the need for individuals committed to finding comprehensive, policy-driven approaches to substance abuse treatment. Opioid addiction is profound, causing permanent changes to the neural pathways in the brain, and the most effective current medical treatment solutions require abstinence prior to inception, a conundrum not yet addressed or resolved with any consistency (Ndegwa et al., 2017). Lasting solutions to the opioid epidemic will demand creative and comprehensive policy approaches across healthcare, mental health services, social services, and criminal justice. Activists working for change within the opioid epidemic navigate a highly complex state and federal policy environment further complicated by regulatory requirements of the health industry. Their willingness to engage within the various policy arenas, whether through passive activities such as monitoring relevant bills or more actively, by personally interacting directly with politicians is an important dimension of advocacy to be examined within this study.

Third, the opioid epidemic presents a high degree of risk to potential activists. Risk is a theme common across social movements, entrepreneurship and leadership. In the case of the opioid epidemic, there is risk from being personally affiliated with an issue that carries significant stigma. The pervasive influence of stigma affects not only the individual but entire populations, from the mentally ill to the overweight, often with far-reaching consequences. Hatzenbuehler et al. (2013) proposed that “emerging

evidence indicates that stigma meets all of the criteria to be considered a fundamental cause of health inequalities" (p. 819). Despite extensive research supporting the value of evidence-based treatment, stigma results because SUD is frequently seen as a character flaw instead of a medical health issue. This stigma is similar to what occurred during the HIV epidemic, and actively undermines meaningful progress towards medical and policy solutions (Springer & Rio, 2020). The stigma surrounding the opioid epidemic was described by former Surgeon General of the United States Vivek Murthy; he emphasized the importance of changing how the country sees addiction, "not as a personal failing but as a chronic disease of the brain that requires compassion and care" (Murthy, 2016, p. 2415). A consensus study report of the National Academies of Sciences, Engineering and Medicine in Washington, D.C. concluded that major barriers to treating SUD begin with the high level of "misunderstanding and stigma toward drug addiction," (2019, p. 32).

The opioid epidemic is a product of multiple systemic challenges including structural deficiencies in both how addiction is treated and how policies regulating delivery of and access to treatment. Individuals who have encountered these challenges "have arrived at their activism through a direct, felt experience of illness" and are primed to become participants in what Brown et al. (2004) defined as embodied health movements (p. 55). For individuals whose identities have been shaped by substance use disorder and the opioid epidemic, the decision to undertake advocacy efforts is likely to include the risk of stigma from personal association with the issue; many advocates are motivated by their own or a family member's struggles with addiction and while their experience and knowledge is authentic, it is also intensely personal (Brown et al., 2004).

However, by sharing personal experience, the activist can help others both at the individual and broader systemic level, from supporting the person who is struggling with recovery to speaking out at the legislative level about needed policy changes. Embarking on advocacy activity and activism is a proactive strategy against the negative effect of a societal stigma, increasing the individual's positive identity as well as offering support to others who are similarly stigmatized (Lebel, 2008). The willingness of an individual to embark as an advocate for a wicked social problem, within a complex policy landscape, that is inherently stigmatized and carries the likelihood of personal risk are defining characteristics of the activist's personal and potential leadership profile.

Definitions and Language Related to the Opioid Epidemic

Much like earlier social movements for issues such as AIDS, domestic violence and sexual abuse, there is a high level of stigma associated with the opioid epidemic and victims are often subject to societal beliefs that they have moral and personal responsibility for their suffering (Davis et al., 2017). Stigma and societal misunderstanding are perpetuated through the use of terms and definitions which may inadvertently narrow and demean understanding of an issue. As our collective awareness evolves, society is developing greater sensitivity to the impact of unintended stigmatizing language. For example, while the term addiction is broadly understood, the term substance use disorder is more specific and does not have the same disparaging connotations. While someone suffering from addiction may describe themselves as an addict, the broad use of that term to label someone is at best, a generalized slang term, and at worst, pejorative. Stigmatizing language contributes to and reinforces negative public perception around any issue and "may be a barrier to implementation of

evidence-based interventions to prevent opioid overdose deaths" (McGinty et al., 2019, p. 111). Sensitivity to the importance of language use is understood as a responsibility of the researcher; however, consensus on optimal language is ever evolving and any definitions or working phrases in this study may require future reframing as appropriate. As stated on the website for the National Institute for Drug Abuse (2022), words do matter, and stigmatizing language can create numerous negative effects, including discouraging individuals from seeking treatment.

III: Theoretical Framework

In this section the theoretical framework which draws on and connects the concepts of entrepreneurship, advocacy and the potential for leader emergence within the context of social movements is presented. This framework is anchored by complexity leadership theory and incorporates individual entrepreneurial orientation and social justice advocacy behavior as antecedents to leader self-efficacy. This approach recognizes and incorporates the complexities inherent in leader emergence within a non-traditional context such as a social movement. Where leadership study typically differentiates the role of leader versus follower in exploring the impact of those leader-follower interactions on organizational efficacy and outcomes, studies using a sociological lens explore the development of collective efficacy as a function of group members generally and beliefs held by the individual about their group's ability to offer solutions to common problems (Ohmer, 2007). Individual entrepreneurial orientation and social justice advocacy are proposed as two constructs which are positively related to development of the activist's leader self-efficacy. This approach moves the examination of the activist beyond whether or not they participate in a social movement

or whether they have an identity as an activist towards whether or not they see themselves as someone who can lead others. Rather than viewing leadership as a function of organizational strategic goals, leader emergence is explored as a result of the effort an individual makes to take “initiative on behalf of shared values and the common good” (Couto, 2016, p. 34).

For the theoretical overview, first a discussion of social movements and entrepreneurship is provided followed by an overview of complexity leadership theory as a broad frame for this study. These concepts lead to discussion of the selection of the independent variables, individual entrepreneurial orientation and social justice advocacy. Then the dependent variable, leader self-efficacy, is discussed and research questions are presented.

Social Movements and Entrepreneurship

Social movements are based on the collective desire for social justice. Social justice encompasses the valuing of fairness for individuals and groups who may not have equal power and position in society (Constantine et al., 2007). Advocacy for social justice is demonstrated by the dynamic actions undertaken by an individual in support of helping others. An individual’s engagement in social action may range from limited and conventional, such as participating in a voter registration drive, to highly risky and confrontational, such as participating in a protest vigil (Corning & Myers, 2002). Advocacy behavior and activism exist on a continuum that is frequently described in terms of risk. For someone considering engaging in advocacy, there is the potential for personal risk. Low risk advocacy behavior may include writing a letter about a policy issue or attending a political campaign event; high-risk advocacy behavior might include

participating in civil disobedience with the potential for arrest, or sharing deeply personal experiences about an issue such as rape, incest or substance abuse. The potential for negative personal consequences as a result of participating in advocacy represents risk, whether reputational, physical, financial or emotional (McAdam, 1986). The concepts of personal commitment and passion, the accumulation of experiences and the potential of personal risk that are found in the study of social movements are theorized to align with similar concepts found in the study of entrepreneurship and leader self-efficacy.

The notion of entrepreneurial behavior within the context of social movements was introduced by McCarthy and Zald (1977); using a resource mobilization model, they incorporated entrepreneurial behavior as the method used to address the demands created by social movement organizations where "grievances and discontent may be defined, created, and manipulated by issue entrepreneurs" (McCarthy & Zald, 1977, p. 1215). These grievances are often formed by "personal experiences and ideological commitments that make them interested in the…issue" and which has motivated them to become social movement initiators (Staggenborg, 1988, p. 593-594). The direct experiences of loss and tragedy, typical experiences for those affected by the opioid epidemic, drive some individuals to so passionately desire change that they transform their own grief and personal experiences into action. These personal experiences are an unexpected catalyst and propel individuals into activism. Someone who has been thrust into activism and advocacy leadership because of direct personal impact from a pressing social issue is sometimes referred to as the reluctant activist (Gerbaudo, 2012; Laslett, 1991). This personal experience also contributes to the individual's "socially constructed

legitimacy" (Meyer & Gamson, 1995, p, 190) as an activist. Participation in social advocacy is a cumulative experience where each experience increases the individual's integration and ideological connection with the movement (McAdam, 1986). Empowerment from a formal organizational or professional role is not required and the non-professional entrepreneur is more likely to "initiate movements and create new tactics" than the professional (Staggenborg, 1988, p. 585). This exposure to and accumulation of experiences through advocacy activities "can be key to developing self-efficacy" (Mullen et al., 2019, p. 163).

Including individual entrepreneurial orientation (Santos et al., 2020) as one of the study dimensions offers a bridge between the broad concepts of entrepreneurship found in management and leadership studies and the sociological view of activists as social movement entrepreneurs. Individual entrepreneurial orientation offers a way to "explain the emergence of entrepreneurial leadership in informal sector entrepreneurship" (Musara & Nieuwenhuizen, 2020, p. 201). The five characteristics of individual entrepreneurial orientation align consistently with characteristics from both leadership and sociological perspectives and reflect the themes that are consistently found across disciplines: 1) risk-taking, 2) proactivity, 3) creativity, 4) passion and 5) perseverance. The elements of entrepreneurship–- passion, vision and the energy to initiate and drive change–- are consistently found as critical dimensions of leadership whether in the traditional business product development sense or in the fluid context of social movements.

Complexity Leadership

Complexity leadership theory, described by Uhl-Bien as a “meta-framework of leadership for adaptability” (2021, p. 158) provides the broad framing for studying the activist as both change agent and potential entrepreneurial leader in a complex and dynamic environment. Lichtenstein et al. (2006) offer a fluid definition of complexity leadership as “an emergent event, an outcome of relational interactions among agents” (p. 2) where leadership is the result of dynamic interactions that transcend skill, exchange, and symbolism. In complexity theory, the assumptions of “certainty, causality, predictability and control” are replaced by “assumptions of uncertainty, self-organizations, nonlinearity and the necessity of chaos for the emergence of transforming possibilities” (Couto, 2016, p. 27). Complexity leadership occurs in the adaptive dynamics of the knowledge economy where action and change emerge from the interactions of agents and networks (Uhl-Bien et al., 2007). Leaders are “individuals who act in ways that influence” the emergent interactive dynamic of complex systems (p. 299). The fluidity and adaptive emergence that occurs in social movements is an example of a complex adaptive system.

In social movements, the uncertainty, self-organizing and non-linear dimensions of context are defining drivers for the who, why, what, and how of advocacy. The individual navigating this context brings their own unique background and experience relative to the issue and creates a trajectory for achieving their personally informed and desired outcome. Autonomy, created by the freedom from organizational hierarchy and role, is an important factor in the independence of the social movement activist (Ganz, 2010). Roles, whether leader or follower, are loosely defined and transient and reflect

leadership as a co-construction of power. Viewing complexity leadership as "co-constructed in the combined acts of leaders and followers" (Uhl-Bien, 2021, p. 158) aligns with the understanding of social `movements as a constructive process of collective action informed by the influential behaviors of individual actors. As described by Couto (2016), this concept of leadership without followers moves beyond the previous leader-centric and hierarchical approach and recognizes that "leadership becomes a co-construction of all group members, who with their agency and the power within themselves find the power with others" (p. 35). This co-construction supports the collective group members in the achievement of outcomes far beyond what would have been possible individually (Couto, 2016). This co-construction of leadership illustrates how leadership can occur "in the 'spaces between agents' " (Lichtenstein et al., 2006, p. 3).

Entrepreneurship is one of two main components of the adaptive process in complexity, where entrepreneurial leadership and operational leadership combine and contrast in response to an adaptive challenge; "one that requires a new way of thinking, operating or behaving" (Uhl-Bien, 2021, p. 149). The complexity leadership framework adaptive process described by Uhl-Bien (2021) begins with local pressures, in her example, the pandemic, that then activates entrepreneurial thinking about the needed response to those local pressures. As described by Lichtenstein (2016) "entrepreneurs use intention, aspiration and personal passion to create their ventures/projects. Often, they combine their agency with others, to expand the potentiality of the venture" (p. 45). Entrepreneurial characteristics are described by Lichtenstein (2016) as a defining dimension of leadership in a complex context which requires adaptive thought and

flexibility. This passion recognizes that intentionality does not impart control; the ability to be flexible, improvise, and innovate is key to adapting in dynamic contexts (Lichtenstein, 2016). Complexity and entrepreneurship are concepts that help bridge the study of leadership across leadership and sociological disciplines. Complexity leadership theory anchors the theoretical framework for this study by providing a modern foundation for the leader emergence question at the center of this study – do the advocacy experiences and entrepreneurial characteristics of individuals who advocate for solutions to today's wicked problems contribute to their potential emergence as leaders of the future. This potential emergence is supported by the individual's belief in their own leader self-efficacy.

Leader Self-Efficacy

Self-efficacy represents the "resilient self-belief in one's capabilities to exercise control over events to accomplish desired goals" (Wood & Bandura, 1989, p. 364). Belief in the ability to influence others, leader self-efficacy, is based on Bandura's (1977) concept of self-efficacy and is a component of social cognitive theory (SCT). The development of constructs for leader self-efficacy and the use of leader self-efficacy in empirical research is growing and leader self-efficacy is considered a predictor for leader emergence (Bracht et al., 2021; Hannah et al., 2008; Hendricks & Payne, 2007). Confidence in the ability to lead others is a key dimension of leader self-efficacy and there is strong support in research for the positive influence that leader self-efficacy has on dimensions of leadership such as leadership potential and leadership attempts. (Chemers, Watson & May, 2000; Dwyer, 2019; Paglis & Green, 2002). Wood and Bandura (1989) describe SCT as relevant to organizational studies based on three

dimensions, “development of people’s cognitive, social and behavioral competencies through mastery modeling, the cultivation of people’s beliefs in their capabilities so that they will use their talents effectively, and the enhancement of people’s motivation through goal systems” (p. 362). The motivation to exercise personal efficacy and the likelihood of successful outcomes is enhanced by an individual’s belief that “matters of import” within their environment are controllable by them (Wood & Bandura, 1989, p. 375). For an advocate, these matters of import are the experiences and passions that have motivated them towards advocacy behaviors. The development of a leader’s self-efficacy is supported by the diverse domain of experiences in which efficacy experiences are built (Hannah et al., 2008). For the activist, these experiences can be measured by the degree to which they are engaged in activist behaviors such as social justice and advocacy activities (Corning & Myers, 2002). Social advocacy mastery is represented by the breadth of an activist’s advocacy experiences.

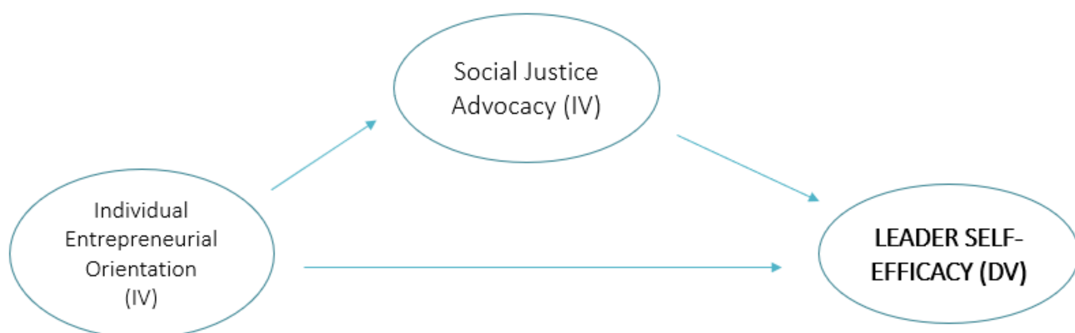
By drawing on entrepreneurial theories across disciplines in order to examine the relationship of entrepreneurial orientation and social justice advocacy to each other and to leader self-efficacy, this study explores the following research questions:

1. Is self-identification as an activist or advocate related to social issues advocacy behaviors?
2. What is the relationship between entrepreneurial characteristics and advocacy?
3. How does individual entrepreneurial orientation and social issues advocacy influence leader self-efficacy within actors in social movements?

A conceptual diagram for the relationship between individual entrepreneurial orientation, social issues advocacy behavior and leader self-efficacy is presented in Figure 1. As described by Hayes (2022), a conceptual diagram "represents a set of relationships between variables" (p. 19) and is not the same as a path diagram used for structural equation modeling. In a conceptual diagram, the arrow points away from the predictor (or antecedent) variable and towards the outcome (or consequent) variable. In this model, mediation is considered a possible explanation for the relationship between the antecedent and consequent variables. The predictor variable, in this case individual entrepreneurial orientation, is assumed to influence social issues advocacy; social issues advocacy influences leader self-efficacy. Although as Hayes (2022) states, "sometimes theory or solid argument is the only foundation upon which a causal claim can be built given the limitations of our data" (p. 83), this study does not propose that these relationships unequivocally exist or are causal. However, this study's use of a rudimentary mediation model offers potential insights into concepts which bridge current research on advocacy and leadership.

Figure 1

Conceptual diagram for simple mediation between individual entrepreneurial orientation, social justice advocacy and leader self-efficacy.



IV: Literature Review

Building on the theoretical framework provided in the previous section, an overview of research on the dependent variable, leader self-efficacy, is provided. Next, a review of advocacy and activism is provided and includes research incorporating the theoretical strands of the independent variable social justice advocacy and the dependent variable leader self-efficacy. Following that is a review of entrepreneurship research, and the independent variable individual entrepreneurial orientation, culminating with discussion of the literature review and presentation of the study hypotheses.

The literature review was conducted electronically and consisted of searching key terms on both Google Scholar and the James Madison University research library website. Generally, the search was confined to peer reviewed papers which were available on-line but also includes dissertations, conference papers and reports from governmental agencies. Key search terms included: activist, activism, advocacy, advocacy and leadership, advocacy measures, entrepreneurial leadership, entrepreneurial orientation, individual entrepreneurial orientation, leader emergence, leader development, leader self-efficacy, leadership self-efficacy, social movements, and social movement entrepreneur. The reference lists of relevant papers were subsequently further reviewed for additional reference sources. Research incorporating a combination of leader self-efficacy, individual entrepreneurial orientation and/or social justice advocacy was specifically targeted for search. Excluded were papers that incorporated leader self-efficacy and entrepreneurial orientation with a primary focus on leader-follower relationships and organizational constructs. Because advocacy is a global topic, papers

were not confined to topics within the United States. Papers with a global perspective were incorporated if they directly related to the variables of the study.

Leader Self-Efficacy (LSE)

Research on leader self-efficacy reflects, not surprisingly, the same broad categories used to define and study leadership itself: personal characteristics or traits, behavior, effectiveness, the relationship between leader and follower, and the leadership context (Day & Antonakis, 2012). Through the study of leader self-efficacy, researchers glean a deeper understanding of the myriad potential interactions between the individual's personal characteristics, experiences, relationships and background, and the array of potential leadership outcomes enabled by leader self-efficacy such as emergence, effectiveness and influence. Throughout leadership literature the terms leader efficacy or self-efficacy and leadership efficacy or self-efficacy are used interchangeably to refer to the leader efficacy of the individual. However, differentiating leader efficacy from the broader concept of leadership efficacy supports "building a more comprehensive understanding of the contribution of leader efficacy in building collective leadership efficacy" and provides avenues for deeper exploration into the linkages between individual efficacy and the efficacy that is created by the "interactions between leaders, followers and groups" and which ultimately results in collective performance (Hannah et al., 2008, p. 670).

In leadership study, a key goal is understanding how leader self-efficacy and its interactions with other factors will ultimately lead to improvements in the organizational bottom line. In this study, the bottom line is more ambiguous but still relevant. Leaders emerge from all types of experiences and contexts. Research on leader self-efficacy has

followed a timeline that originated with construct development and measurement, moved to the impact of leader self-efficacy on behaviors and effectiveness, incorporated complexity in examining mediating and moderating effects, evaluated individual characteristics of leader self-efficacy and culminates with the current focus on professional development through enhancement of leader self-efficacy (Dwyer, 2019).

Efficacy and self-efficacy are often both used to refer to the efficacy of an individual. In leadership literature, the terms leader and leadership are frequently used interchangeably. Hannah et al. (2008) proposed a clear differentiation between leader efficacy and leadership efficacy which aligns the “behaviors of individual leaders” (p. 670) and individual leader development with the term leader self-efficacy. In this paper, leader self-efficacy is specifically used to define the individual’s leader self-efficacy.

Leader Self-Efficacy Construct Development

Construct development of leader self-efficacy has had “surprising diversity” (Dwyer, 2019, p. 646). Two influential constructs include Paglis & Green (2002) and Hannah et al. (2008). Paglis and Green (2002) proposed a model of leader self-efficacy as a function of three specific general leadership abilities: direction-setting, commitment-building and the overcoming of obstacles, the combination of which ultimately results in leadership attempts. Antecedents to leader self-efficacy include individual, organizational and relational factors. Studies on leader self-efficacy are frequently bounded by the leader-follower interaction and the organizational construct extant. For Paglis & Green (2002), a key concept is that a manager’s belief in their own capabilities will impact whether they will be rated by subordinates as someone who drives change and improvement within their group. Leader self-efficacy as described by

Paglis and Green (2002) is specific to leader role within the organizational structure:

> a person's judgement that he or she can successfully exert leadership by setting a direction for the work group, building relationships with followers in order to gain their commitment to change goals, and working with them to overcome obstacles to change. (2002, p. 217).

Hannah et al. (2008) proposed using both a hierarchical and multivariate approach to develop a leader efficacy construct that incorporates the need for "complex, adaptive leadership" (p. 674). The model proposed a reciprocal relationship between leader self-efficacy and follower efficacy, together forming the foundation of leadership self-efficacy. Leadership self-efficacy then drives collective efficacy, leading to collective agency and ultimately to collective performance. Building further on their approach, they generalized leader efficacy across four domains: thought, action, means and self-motivation (Hannah et al., 2008). While the domains offer a comprehensive underpinning for the leader self-efficacy construct, their focus on organizational means factors such as job autonomy, resource supply, and organizational support for change illustrate the differentiation in focus when leader self-efficacy is viewed through the traditional organizational lens as opposed to the less structured, more autonomous contextual environment of the activist.

In another approach also based on organizational outcomes, Anderson, Krajewski, Goffin, and Jackson (2016) developed an 18-component taxonomy of leadership self-efficacy and examined its relationship with leader effectiveness by interviewing 44 senior executives and identifying 88 primary leadership behaviors. The breadth of the leader self-efficacy taxonomy indicated that leader self-efficacy is a

multi-dimensional profile incorporating distinct aspects of leader self-efficacy. The level of specificity in the types of skills that contribute to the various dimensions of leader self-efficacy may support leadership assessment and developmental approaches that allow targeted identification of which leader self-efficacy dimension is aligned with the desired leadership effectiveness outcomes.

Paglis (2010) identified two main approaches to measuring leader self-efficacy. The first more narrow approach is based on task and behavioral characteristics that support the ability to build consensus around and achieve group goals. The second approach is built more broadly around assessing the individual's confidence for leadership. Studies which use context are much sparser; means efficacy as described by Hannah et al., (2008) may support greater investigation in this vein.

Leader Self-Efficacy in Literature

Extensively studied in leadership literature is the relationship between leader self-efficacy and individual attributes, such as the Big Five personality traits (extraversion, agreeableness, conscientiousness, openness to experience and emotional stability), internal locus of control, and self-esteem. Leader self-efficacy has been studied as a mediating and moderating effect on other leadership dimensions including the relationship between traits and motivation to leader (Chan & Drasgow, 2001) and traits and performance (Hendricks & Payne, 2007), developmental opportunities and leadership effectiveness and promotability (Seibert, Sargent, Kraimer & Kiazad, 2017) and leader self-efficacy as a mediating effect between leader self-awareness and the emergence of followers as leaders (Bracht et al., 2021).

Chan and Drasgow (2001) proposed a model incorporating leader self-efficacy as

a proximal antecedent to motivation to lead, with distal antecedents including general cognitive ability, the Big Five personality traits, past leadership experience, and four dimensions of values (horizontal collectivism, horizontal individualism, vertical collectivism and vertical individualism). The model is part of a larger theoretical framework addressing how individual differences affect both leader development and leader performance. They proposed that leader self-efficacy was a partial mediator between the distal traits and motivation to lead (MTL). The study was administered to Singapore military recruits (n = 1,594), Singapore junior college students (n = 247) and U.S. college students in the Midwest. (n = 293). Leader self-efficacy was measured using a six item Likert scale based on a generalized self-efficacy scale developed by Feasel (1995). Confirmatory factor analysis showed a good fit across the single factor model and provided Cronbach's alpha ranging from α= .76 to α = .83 across the three samples. A primary outcome of this study was conceptualization of MTL with three correlated factors: affective-identity MTL, noncalculative MTL, and social-normative MTL. The three factors were distinctly associated with the antecedents; affective-identity and social normative were consistently related to leader self-efficacy.

Of particular interest from this study was the development of a possible sub-model of antecedents to leader self-efficacy that showed that extraversion, conscientiousness and previous leader experience were consistently related. The authors stated, "simply put, people who are outgoing, energetic, and sociable (i.e., extraverted) and who are hardworking, persistent, orderly, and reliable (i.e., conscientious) tend to be more confident in their ability to lead others" (p. 492). Only general cognitive ability was found to be unrelated to MTL. The authors concluded that an important finding

from the study was that the connection between personality and values to leadership performance may occur through the leader development process which includes the development of leader self-efficacy and MTL.

Leader self-efficacy was included in an exploration of distal and proximal traits and leader effectiveness conducted by Hendricks & Payne (2007). The Big Five Personality traits, learning goal orientation, performance prove goal orientation, performance avoid goal orientation, leader self-efficacy and the three-dimensional construct motivation to lead (MTL) affective-identity, social-normative and noncalculative, were evaluated for relationships to leadership effectiveness. The Big Five traits were included as distal factors in order to examine the effect of leader self-efficacy and MTL beyond the Big Five. The authors built on Chan & Drasgow's (2001) conceptualization of leader self-efficacy as a function of personality and values and a proximal antecedent of MTL. Differentiation between leader self-efficacy and leadership self-efficacy is not provided. Learning goals are those that involve the development of mastery of new knowledge or skills; "individuals with a strong learning goal orientation (LGO) have the desire to learn about new material and master task performance" (p. 320-321). Undergraduate psychology students were given the option to voluntarily participate in a team-based exercise. Leaders were randomly chosen for each team of four, with a total of 100 teams. The sample size for the study was 100. Leader self-efficacy and MTL were tested as partial mediators of the indirect relationship between three forms of goal orientation and leadership effectiveness. Leader self-efficacy was measured using Chan and Drasgow's (2001) scale; confirmatory factor analysis for the construct was not provided. Implications of the study include that dimension of goal

orientation are “empirically distinct from broad personality constructs” (p. 337) and that learning goal orientation is positively related to leader self-efficacy. Leader development programs which assess an individual’s goal orientation in addition to their personality traits may be more successful in identifying potential leaders, in addition, enhancing leaders’ leader self-efficacy and MTL may support greater leader effectiveness.

In a study of retail manager-supervisor dyads (n = 235) formal and informal developmental experiences were examined as they related to leadership capacity. Leadership self-efficacy and mentor network were examined as mediators between leader developmental experiences, which were categorized as formal programs, job challenges and supervision, and leadership effectiveness as measured by ratings of effectiveness and promotability (Seibert et al., 2017). Motivation to lead, participant potential and age were used as control variables. Leader self-efficacy was measured using an 11-item scale and one additional item about dealing with office politics with a Cronbach’s alpha α = .94. Three hypotheses proposed that leader self-efficacy would mediate the difference between the three developmental experiences and the two leadership outcomes. Out of the three development experiences, only the hypotheses that leader self-efficacy mediated the relationship between job challenges and the outcomes of leadership effectiveness and leadership promotability was supported. Developmental job challenges “reflect the extent to which leaders face new or unique issues” (Seibert et al., 2017, p. 358). The authors propose that “challenging on-the-job experiences enhance leadership capacity partly by building leaders’ belief in their ability to perform successfully in a leadership role” (Seibert et al., 2017, p. 384).

Bracht et al. (2021) focused on the social context of leader development by

studying how the dynamics of a leader's self-awareness (as perceived by the follower) influences potential leader emergence. In two studies of participants solicited through online panel providers (n = 449 and n = 355), leader self-efficacy along with self-leadership had a serially mediating effect between the leader self-awareness (as perceived by the follower), and the follower's self-leadership and leadership emergence and nomination for promotion. The study sought to explore leadership emergence as an "interactive process between individuals and context, rather than solely determined by an individual's characteristics" (Bracht et al., 2021, p. 8). Self-leadership, or the "process of influencing oneself to achieve goals" (p. 3) was hypothesized by the authors to be positively related to leader self-efficacy based on the same concepts of confidence-building experiences contributing to self-efficacy as proposed as part of a social cognitive approach by Wood & Bandura (1989). The Action dimension with seven items Cronbach's alpha $\alpha = 0.95$ of the leader self-efficacy scale by Hannah et al. (2012) was used. The growth in confidence as a result of the individual practicing self-leadership was found to be positively related to leader self-efficacy in both studies. The authors propose that their results have implications for organizations preparing individuals for leadership, allowing for a focus on competency and effectiveness in potential leaders as opposed to leader emergence as a function of a dominant and narcissistic personality type. For the individual who hopes to become a leader, findings indicate that there is value in an individual working on self-leadership awareness, competency and confidence as a result of inspiration from observing their leader's self-awareness, and leading to a foundation for their own future leadership aspirations.

A five-item scale for youth leader self-efficacy was developed as part of a study

on how developmental interventions affected the leader self-efficacy of middle-school students (Rehm, 2017; Rehm & Selznick, 2019). Using a mixed-methods approach, the study surveyed 120 eighth grade students on leader self-efficacy. The intervention incorporated group and project-based activities focusing on teamwork and leadership with incorporation of discussion and reflective activities. After reviewing other leader self-efficacy scales, items were developed for administration. Exploratory factor analysis and principal component analysis was conducted, resulting in a five-item scale with Cronbach's alpha $\alpha = .818$. Qualitative and quantitative findings from the study indicated that leader developmental interventions could have impact on youth leader self-efficacy. Experiences such as collaboration, listening, and task management skills such as "delegating, motivating, setting plans, taking charge, takes risks" (Rehm, 2017) were identified by study participants as contributing to their leader self-efficacy.

Two important themes emerge from these studies. The first theme is the importance of developing mastery experiences, which is presented across these studies in various ways including the desire for mastery and learning (Hendricks & Payne, 2007), possessing a learning goal orientation and a desire to achieve goals (Bracht et al., 2021; Chan & Drasgow, 2001), confidence building (Bracht, 2021) and through the benefits of challenging job or planning experiences (Rehm, 2017; Seibert et al., 2017). Second is the incorporation of certain key personality characteristics. Extraversion, risk-taking and perseverance, characteristics which have been previously show to be related to entrepreneurship, were positively related to leader self-efficacy and leader emergence (Chan & Drasgow, 2001; Seibert, 2017; Rehm, 2017). Across these studies, leader self-efficacy is most frequently examined as an independent variable and antecedent,

frequently with a mediating role, influencing leader and organizational outcomes such as performance outcomes, leader development, leader effectiveness and leader promotability. The focus in leadership research on employing leader self-efficacy as one of many factors that may contribute to successful leadership outcomes makes practical sense and the populations used, such as student groups or workers, reflect the expectation that those surveyed are part of the typical pool of future leaders. This does not undermine the argument for the use of leader self-efficacy as a dependent variable in this study. As Dwyer noted, research on leader self-efficacy “has been deficient in addressing contextual factors” (2019, p. 639) that may impact a leader’s self-efficacy. In this study, contextual factors are incorporated by examining social movement advocacy as undertaken in response to a complex social issue.

Activism and Advocacy

A primary approach in studying the collective behavior at the heart of social movements is focused on the who, why and what of activism (Blackwood & Louis, 2012). Why is an individual motivated to take action? What type of social actions do they undertake and how should those actions be measured? Do they identify as an activist? Research has tended to focus on either a structural or an individual attributes approach, reflecting either the organizational factors influencing membership and member commitment, or the unique characteristics and features of the individual (Dorius & McCarthy, 2011; McAdam, 1986). Research studies attempt to predict whether someone will participate in activist behavior, to deepen understanding about the individual and collective identities at work within social movements, to identify individuals who may be candidates for further development of advocacy skills, and to

explore how activists in leadership roles behave (Corning & Myers, 2002; Dorius & McCarthy, 2011; Louis et al., 2016). Freddolino et al., (2004) proposed the “what” of activism as a framework incorporating four dimensions: “protecting the vulnerable, creating supports to enhance functioning, protecting and advancing claims or appeals, and fostering identity and control” (p. 121). Measuring the “what,” or the breadth of activities which comprise advocacy behavior, is addressed by research related to development of instruments to measure advocacy behaviors. Studies specific to measurement of advocacy are discussed in the Methodology section.

The boundaries of social movements are unlike formal organizations and much more difficult to define, and by extension the participants in social movements are less easily defined (McAdam, 1986). The organizational context for the activist is the social movement; however, activists do not have to be linked to a specific role within an organizational structure in order to create impact and work for change. The term activist is frequently used as a label to define someone who takes actions for the purpose of benefitting a common group, however, an individual may be engaged in social issue advocacy and not self-identify as an activist. Sometimes advocates are “portrayed unique from activists” with the advocate supporting the needs and issues of causes and the activist “energetically engaged” righting the wrongs of society (Zuzelo, 2020, p. 191). However, not all individuals involved in social movements necessarily self-identify as an activist, and those who do self-identify as an activist may have widely varied definitions of the term (Cortese, 2015). An individual who is engaged in social issue advocacy is often referred to as an activist even though scholars of social movements recognize that the distinction is not well-defined and is inconsistently

applied.

The terms activist and advocate are used interchangeably and often inconsistently throughout literature. The definition of advocate versus activist is inconsistent in literature, with advocates sometimes being "portrayed as unique from activists" (Zuzelo, 2020, p. 291). Other times the roles are presented as complementary. Both terms provide a general definition of someone who proactively encourages change in institutional and social policies in response to a perceived need for solutions to a specific social cause. Oxford Dictionary offers a definition of an activist as "a person who works to achieve political or social change, especially as a member of an organization with particular aims," and "a person who campaigns to bring about political or social change" (Lexico, n.d.). An activist is "a person who uses or supports strong actions (such as public protests) in support of or opposition to one side of a controversial issue." (Merriam-Webster, n.d.). McAdam described the personal motivational factors for participating in activism as "intense ideological identification with the values" associated with the movement (1987, p. 87).

The advocate is someone "who defends or maintains a cause or proposal" or "who supports or promotes the interests of a cause or a group" (Merriam-Webster, n.d.) Clear similarities exist between the two terms, but the activist definition alludes to the concept of disruptive behavior. The activist energetically campaigns and uses strong actions for a controversial issue with which they have an intense connection. The absence of an association with intensity and disruption implies a more workmanlike approach to the advocate's role in seeking change as is alluded to in the definition of the activist.

According to London, “advocacy is the act of supporting an idea, need, person, or group… [those who] speak out and take action to effect change.” (2010, p. 225). For London, undertaking advocacy “implies taking a leadership role” (2010, p. 226) but that notion stops short of defining an advocate as an activist, who may employ more disruptive or aggressive strategies, or as a leader, who may employ more strategic and intentional strategies. In a detailed discussion of social advocacy London (2010) makes only one reference to activism when discussing the “community activist” (p. 226) even as he describes an activity typically associated with activism, such as boycotting a company. The inconsistency in how the activist and advocate is defined and perceived externally is echoed in the inconsistency of how the individual defines and perceives their individual identity as an activist.

Activist Identity in Literature

Research on activist identity explores the factors which influence the development of that identity, the effect such an identity may have on participation in social movements and whether identity specifically as an activist is even a critical dimension of social movement participation. Whether or not someone identifies as an activist may provide insight to their overall profile of individual characteristics. Limited research has been conducted on activist identity across multiple domains, or social movements (Louis, et al, 2016). The study of identity within social movements is described by Klandermans (2004) as a basic hypothesis where “a strong identification with a group makes participation in collective political action on behalf of that group more likely” (p. 364). Corning & Myers (2002) described activist orientation, or the likelihood to engage in activism, as “an individual’s developed, relatively stable, yet

changeable orientation to engage in collective, social-political, problem-solving behaviors spanning a range from low-risk, passive and institutionalized acts to high-risk, active and unconventional behaviors" (p. 704). Someone who regularly engages in protest behavior may, but does not necessarily, have a behavioral identity as an activist (Louis et al., 2016). A person who does self-identify as an activist has established a behavioral identity that incorporates protest or other societal change-oriented activities as part of their personal construct (Louis et al., 2016). Social movement activities, and the emergence of one's potential activist identity, is a cumulative experience where "each succeeding foray into safe forms of activism increases the recruit's network integration, ideological affinity with the movement, and commitment to an activist identity" (McAdam, 1986, p. 70).

The literature review on activist identity was limited to studies that specifically examined the application of activist identity as a descriptor or variable by social movement participants. Research on activist identity has explored how someone who is an advocacy defines the term activist and whether the see themselves as activists (Cortese, 2015), whether an identity as an activist is an important factor in movement participation (Bobel, 2007), how activist social network and cross-domain impacts activist identity (Louis et al., 2016), how gender influences achievement of the ideal activist identity (Craddock, 2019) and on factors affecting leadership effort levels (Dorius & McCarthy, 2011).

Cortese (2015) interviewed thirty-five participants of two organizations associated with Lesbian Gay Bisexual Trans Queer (LGBTQ) social movement issues. Using theories from sociology and psychology, the researcher explored the multiple

ways in which participants create the definition of activist identity. Cortese conducted interviews exploring the participant's definition of activism and whether they considered themselves to be an activist. Participants "struggled with defining and identifying with an 'activist' identity" (p. 216). More than 91% of responses to the question "do you consider yourself an activist" was yes, but of that number, 59% provided a qualified response representing their reservations with the definition. Slightly more than 28% held an ambivalent view when asked "what is an activist?" In this study, participants were primarily men instead of women, which Cortese found similar to other studies about membership in movement organizations. Cortese's analysis organized the definition of activist into three different categories, reflecting the participant's perception of activism in relationship to their personal experiences. These categories represent the multi-dimensionality of how activists perceive their role.

Bobel's (2007) case-study of women activists associated with the Menstrual Activism movement illustrated that social movement participants do not necessarily view themselves as activists; whether someone identifies as an activist may depend on their notion of whether they are sufficiently engaged to justify the activist moniker or whether instead they are simply engaging in activist behaviors. The Menstrual Activism movement "demystifies the experience of menses and ultimately values women's bodies" (p. 150). Interviews confirmed that "social movement participants can do activism without self-identifying as activists – a revelation that calls for a more complicated account of identity in our analyses of social movements" (p. 157). Finding that less than half of the interviewees self-identified as activists, the author "questions the assumption that identity alignments are crucial to movement participation" (p. 157)

and sees movement participants as agents of social change who are loosely affiliated with a movement and do not need to identify as an activist.

The study by Louis et al. (2016) of activism across domains explored the relationship between social network size and sustained activism in two studies of Australian peace movement activists. Domains are defined as specific, discrete thematic areas of advocacy such as peace versus human rights. Although identification with a particular social movement is considered a “key driver” of activist behavior, the study demonstrated that expansion of activity into cross-domain, or different contexts, was facilitated by the networking, knowledge-building and development of behavioral identity that occurs as part of the activist’s experiences (Louis et al., 2016, p. 243). Activist identity was measured with three items with Cronbach’s alpha was $\alpha = .87$. Across both studies, there were positive relationships between the size of the activist social network, the generalized activist identification and intentions for future activism, supporting the idea that activism in one domain will be positively related to activism in a different domain. Negative relationships across domains were also indicated, which acted to undermine sustained engagement across domains. Activism did appear to facilitate continued activism, but there were also moderating variables that caused negative cross-domain relationships. Activist identity as measured over three time periods was positively intercorrelated with social movement actions.

Craddock (2019) studied activism in the context of the United Kingdom anti-austerity social movement and specifically in Nottingham, England. Anti-austerity movements opposed government spending reductions that impacted social spending programs in areas such as welfare, health care, and education. Using a feminist research

practice approach, Craddock's study used both participant observation and semi-structured interviews to examine gendered differences in activist identity and the definition of the ideal activist. Craddock found that there were two primary dimensions of activist identity, the authentic activist who has relevant lived experiences, and the ideal activist, who does enough of the "right" type of direct action (2019, p. 148). While Craddock notes that her focus was primarily on defining the ideal activist and gendered differences of the ideal activist, she acknowledges the importance of the combination of the two constructs incorporating authenticity and action that provide "an overarching activist identity" incorporating relevant lived experiences, motivation to do the 'right' things, and actual performance of these 'right' things "in order to achieve the 'activist' label" (2019, p. 145-146). Craddock found that the ideal activist was implicitly male-gendered, with women constrained by structural roles as caregivers that hampered them from performing the type of in-person action-oriented activities, such as sit-ins or demonstrations. On-line activism was viewed as slacktivism, a lesser level of activity not requiring the same type of commitment and physical presence. Women in Craddock's (2019) study felt guilt for failing to meet the definition of an ideal activist. Craddock (2019) concluded that the achieving the ideal activist definition was easier for men than women, and that women faced significant barriers to achieving the ideal activist identity.

A study by Dorius and McCarthy (2011) was conducted using data collected in 1985 from 370 leaders of two social movement organizations, Mothers Against Drunk Driving (MADD) and Remove Intoxicated Drivers (RID), established to reduce drunk driving. The research question asked why some social movement leaders work harder

than others, and the results indicated that both structural/organizational and individual factors accounted were significant predictors for the number of hours worked. Bureaucratic complexity and the level of victim services were structural factors influencing the number of hours worked by movement leaders; individual factors were cognitive availability, or authentically related experiences, and biographical availability, assessed by employment and marital status. The study found that women worked more hours and were more influenced by organizational context such as bureaucratic complexity. Of note was that victim status related to the social movement was associated with more hours of work per week by organization leaders, implying that "objective grievance appears to provide an ongoing internal motivation to a greater commitment to working toward organizational goals" (2011, p. 470).

These studies illustrate the challenges in arriving at precise definitions for the term activist versus advocate, and for how specific advocacy behaviors influence those definitions. Authenticity, or direct personal experience with the issue, is an important element of activist identity (Cortese, 2015; McAdam, 1986). An activist label can even carry negative connotations if viewed as antagonistic to the goals of the movement due to radical approaches such as arrogance, disruption and violence (Bobel, 2007; Cortese, 2015). Literature is not consistent as to whether an activist identity is even crucial to advocacy behavior and social movement participation (Bobel, 2007).

The relationship between gender and activism was inconsistent. Activist identity was identified as male-gendered (Craddock, 2019) as well as heavily influenced by female presence (Dorius & McCarthy, 2011). Cortese's (2015) study with primarily male participants reflected previous research findings that membership in movement

organizations tended to be “homogenously gendered” (p. 218). Bobel’s study of a women-centered issue, menstruation, was similarly skewed to female participants (2007). The relationship between gender and activism appears to be influenced by the specific social movement issue.

Activist identity it is included as an independent variable in this study to examine how it is related to advocacy behavior and other variables. In this paper, I primarily use the word activist to refer to someone involved in advocacy/activist behaviors, with the caveat that the application of this label to someone’s advocacy behaviors is not well defined in literature.

Social Justice Advocacy, Leadership, and Leader Self-Efficacy

Advocacy and social justice activist behaviors are widely explored in psychological, educational and health care literature. Advocacy is an integral component of careers in education, social work and health professions. In the social work profession, policy practice, which includes the ability to “apply critical thinking to analyze, formulate, and advocate for policies that advance human rights and social, economic, and environmental justice” is part of professional competency standards established by the Council on Social Work Education (Beimers, 2016; Council on Social Work Education, 2015). College student development is another area in which factors that may contribute to leader emergence and development, such as previous leader experience, advocacy experiences and leader self-efficacy, are frequently explored. McCormick et al. (2002 state that such factors are “relevant for leadership educators responsible for improving the quality of leadership in groups, communities, and organizations” (p. 38).

Included in this section of the literature review are studies on the relationships between advocacy experiences and leader self-efficacy. These studies include a study of how the intent to engage in advocacy was influenced by advocacy training and experiences for undergraduate social work students (Beimers, 2016), a study on undergraduate student previous leader experiences and the influence of those experiences on leadership self-efficacy (McCormick et al., 2002), a study on high school counselors exploring the relationship between leader self-efficacy, social justice advocacy and implementation of well-known counseling model (Mullen, Newhart, Haskins, Shapiro & Cassel, 2019), a study on the effects of participation in a student community activism project by undergraduate students and the effect of that experience on leadership self-perception and leadership self-efficacy (Galambos & Hughes, 2000, p. 29), and a study of how citizen participation in neighborhood initiatives influenced an individual's perception of their personal competency and leadership capability (Ohmer, 2007).

In a study of undergraduate social work students who were offered a full day of advocacy training and legislative outreach opportunities, results demonstrated that the training and practical experiences that were provided had a positive relationship with student's political self-efficacy (Beimers, 2016). Out of 600 students from 16 schools, 111 students from 13 schools responded to a survey that included a 38-item scale with five demographic variables and five scales. These scales were intended to measure past political activity, confidence in the policy process, beliefs about the political process, future interest in political activism and the dependent variable, intent to engage in advocacy. Cronbach's alpha ranged from $\alpha = .70$ to $\alpha = .86$. Correlations, regression and

mediation analysis were conducted. A main finding was that for these social work students "confidence in their political skills, along with beliefs that change can occur are important predictors of future intention to be politically active" (Beimers, 2016, p. 280). The opportunity to develop mastery experiences supported the development of self-efficacy. Although this study defined advocacy using the construct of political self-efficacy, it aligns with the general definition of social issues advocacy and describes it very similarly as the confidence in one's skill and ability to engage in advocacy and affect change.

In a study of 224 junior and senior level undergraduate students, McCormick, Tanguma & López-Forment (2002) explored antecedents to leadership self-efficacy by evaluating past leadership performance experiences and leadership opportunities and found that these were positively associated with leadership self-efficacy. There was a significant gender difference, with women's scores on leadership confidence and number of previous leadership experiences much lower. This study used a self-assessment of previous experience that asked the participant to numerically assess their previous leadership experiences and leadership attempts. A leadership self-efficacy scale that focused on leadership of teams and goal-setting was used to determine leadership self-efficacy scores. A limitation of the study, echoed by the authors, is that because the population was limited to college students, further exploration of more experienced individuals was needed. A second and more relevant limitation was the singular self-reported scoring of previous leadership experience and leadership opportunities, which called for other strategies for evaluating the two variables.

A study on the relationship between leader self-efficacy, social justice advocacy

and implementation of the American School Counselor Association's National Model (ASCA National Model) was conducted by identifying a school counselor from a random sample of public schools within the United States (Mullen et al., 2019). A total of 267 counselors completed the survey out of 600 initial identified participants. Research questions asked whether leadership self-efficacy predicted the counselors' implementation of the ASCA Model and also whether it predicted their social justice advocacy. The study also examined the relationships between leader self-efficacy, experience and other demographic characteristics. The leader self-efficacy scale used in the study was from Paglis and Green (2002). The authors determined that the scale was suitable for interpretation based on Cronbach's alpha $\alpha = .93$. The SIAS scale of Nilsson et al. (2011) was used to measure social justice advocacy with a Cronbach's alpha $\alpha = .89$. Results demonstrated that counselors with higher levels of counseling experience were more likely to have greater leader self-efficacy and that those with higher levels of leader self-efficacy were more likely to implement the ASCA National Model. Leader self-efficacy was not found to predict social justice advocacy, which the authors described as a surprising finding and possibly related to the leader self-efficacy scale used in the study may not have correctly measured leader self-efficacy for school counselors. Prior leader experience was positively related to leader self-efficacy. Implications of the study highlight the relationship between mastery experiences within the field of school counseling (as measured by years of experience) and leadership experiences to higher levels of leader self-efficacy and also that implementation and administration of programs such as the ASCA Model are enhanced by higher levels of leadership self-efficacy.

A study on the effects of participation in a student community activism project showed “clear influence on [women’s] perceptions of themselves as effective leaders” (Galambos & Hughes, 2000, p. 29). Fifteen students who had to participate in a community project for an undergraduate course in social policy were invited to take part in the study. Activities included participating in conducting a rape awareness campaign and candlelight vigil, a lobbying effort at the state legislature, and organization of a clothesline project related to domestic violence. Data was collected through focus groups and surveys within one year of course completion. The opportunity to engage in social advocacy and activist experiences supported the development of an individual’s sense of leadership self-perception and leader self-efficacy. While limitations of this study include the small sample size, there is relevance in the exploration of a group described as discomforted by power and influence and the empowerment possible from working with vulnerable populations. The authors concluded that offering opportunities for students to participate in community activism was an approach that could be used to strengthen self-efficacy towards future leadership roles.

A study of citizen participation in neighborhood initiatives demonstrated that an individual’s perception of their personal competency “influence[s] their willingness and ability to tackle difficult problems in their communities” (Ohmer, 2007, p. 118). Residents of four communities (n = 124) that were within in poverty areas as defined by the U.S. Census Bureau completed a survey on measures that included participation in decision-making, sociopolitical control, knowledge and skills, neighborhood collective efficacy, organizational collective efficacy and sense of community. Hierarchical multiple regression was conducted. The study concluded that “the more volunteers were

involved in everyday activities of the neighborhood organization (participation level) and decision-making, the greater their leadership competence" (Ohmer, 2007, p. 116). Involvement translated to increased individual as well as organization efficacy.

In contexts such as in social services, counseling and other human services-oriented careers, which are outside of the traditional business organization, expectations exist for an individual to exhibit leadership that advances social justice goals. These studies examine how developmental and leadership experiences can impact an individual's perception of their leader capability and competencies and their social justice activities. The studies demonstrated that advocacy training and related developmental experiences were positively related to increased levels of future advocacy and advocacy leadership roles as well as in the likelihood of engaging in advocacy leadership.

The Entrepreneur and Entrepreneurial Orientation

An entrepreneur is "one who organizes, manages, and assumes the risks of a business or enterprise" (Merriam-Webster, n.d.). Entrepreneurship is a growing area of exploration in leadership studies with "rapid emergence of scholarly thinking and analysis about entrepreneurship" from "a multiplicity of approaches, emanating from different academic traditions" (Audretsch, 2012, p. 756). Discussion is on-going as to whether or not entrepreneurial leadership is a distinct leadership style and on how to best integrate the studies of entrepreneurship and leadership, but entrepreneurial behavior is clearly relevant to leadership and to the creation of strategic value, especially within dynamic contexts (Harrison et al., 2020; Renko, 2017; Uhl-Bien et al., 2007).

Consistent themes related to the characteristics associated with entrepreneurship

emerge across disciplines. Entrepreneurs are passionate, personally motivated actors who identify opportunity and seek out solutions. Entrepreneurs are risk-takers (Bolton & Lane, 2012). Entrepreneurial leaders are defined as both doers, "an actor who… recognizes new opportunities" and who work to exploit those opportunities, and accelerators, who direct their follower's attention to future visions and goals (Renko, 2017, p. 12). Entrepreneurs are initiators and risk-takers/risk-managers who inject personal control and a dynamic approach to decision-making as they proactively identify and act on potential opportunities (Harrison et al., 2020; Renko, 2017; Staggenborg, 1988). Social entrepreneurs use their lived experiences to "reframe…challenges into opportunities for growth" and see "possibility rather than problems" (Barendsen & Gardner, 2004). Entrepreneurial leaders extend their influence by empowering entrepreneurial behavior and opportunity seeking in others and "motivates and encourages followers to pursue entrepreneurial opportunity recognition and exploitation" (Renko, 2017, p. 11). Entrepreneurial leaders are the catalysts for "creating new value, solving a problem, capitalizing on an opportunity, improving a situation, generating more capacity" (Lichtenstein, 2016, p. 49).

Entrepreneurial leadership is associated with the leadership of new, nascent initiatives within similarly newly established contexts or organizational structures (Renko et al., 2015). Entrepreneurial leaders see the opportunity for innovative potential and then influence the "activities of an organized group—typically, some kind of company—toward entrepreneurial goal achievement" (Renko et al., 2015, p. 55). This definition of entrepreneurial leadership is focused on opportunity exploitation specifically related to the creation of successful market-focused products. Through the

lens of advocacy, the entrepreneurial product can be viewed as the desired change that could occur as the result of advocacy behavior. Using Fietzer and Ponterroto's (2015) definition of advocacy, this product is the "action which encourages a change in the way that an individual, community, or institution makes a decision about the treatment of a disadvantaged group in society" (p. 21). The nature of opportunity may vary as one moves from a market-oriented perspective to a social justice perspective; there is no product, per se, in a social movement, but the underlying characteristics of the entrepreneurial inputs are similarly powerful.

The study of entrepreneurship and entrepreneurial leadership in disciplines such as business and leadership are heavily focused on the organizational context, where entrepreneurial traits reflect the culture and mindset generated by the collective influence of the individuals within the organization, both leaders and followers, who then drive the organization's strategic approach to business opportunities. The study of entrepreneurship ranges from exploring the entrepreneurial orientation of the individual, to the influence of entrepreneurial characteristics on the relationship between the individual and others, and ultimately to how the influence of individual entrepreneurship contributes to the manifestation of entrepreneurial behaviors at the organizational level.

These entrepreneurial behaviors are described by Covin and Lumpkin (2011) as when activities are displayed "on an ongoing or sustained basis such that that pattern of behavior is generally recognized as a defining attribute of the firm" (p. 858). Audretsch (2012) offers a view of entrepreneurship that celebrates the diverse and heterogenous scholarly perspectives on entrepreneurship and identifies three distinct dimensions: organizational context, performance criterion and behavior (2012). The behavioral

dimension can appear in any type of organizational context and is defined by the individual's perceptions of recognition and exploitation of opportunity and is an approach that can incorporate individual characteristics such as self-efficacy.

When examining entrepreneurship at the level of the individual, traits and characteristics that contribute to an individual's entrepreneurial orientation are key; these traits are similar to the traits attributed using the organizational view. Covin and Lumpkin (2011) describe two ways in which entrepreneurial orientation has been conceptualized at the organizational level. Entrepreneurial orientation is first described as a unidimensional "sustained firm-level attribute represented by the singular quality that risk taking, innovative, and proactive behaviors have in common" (p. 863) and second as a multidimensional construct incorporating the separate dimensions of risk taking, innovativeness, proactiveness, competitive aggressiveness, and autonomy which can then be evaluated either as independent scores or as a combined profile. Lumpkin and Dess (1996) describe entrepreneurial orientation as a set of five dimensions including innovativeness, risk-taking, proactiveness, autonomy and competitive aggressiveness. These concepts are transitioned to the individual by incorporating autonomy, or the "the independent action of an individual or a team in bringing forth an idea or a vision and carrying it through to completion" as the "ability and will to be self-directed in the pursuit of opportunities" (p. 140).

Individual entrepreneurial orientation has been studied in students (Bolton & Lane, 2012), South African entrepreneurs (Musara & Nieuwenhuizen, 2020) and international business students (Gotkan & Gupta, 2015). Bolton and Lane (2012), in a study of 1,000 regional University students, found that innovativeness, risk-taking, and

proactiveness, were primary factors that correlated with entrepreneurial orientation. As part of scale development for an individual entrepreneurial orientation (IEO) scale, the study examined five entrepreneurial dimensions: autonomy, competitive aggressiveness, innovativeness, risk-taking and proactiveness. After analysis, autonomy and competitive aggressiveness were removed from the model, resulting in a Cronbach's alpha of α greater than .70 for the three remaining factors. The resulting ten item scale incorporated three factors (innovativeness, risk-taking and proactiveness) which demonstrated both reliability and validity. The authors propose that use of a scale to measure individual entrepreneurial orientation in students offers the ability to tailor educational offerings towards the current entrepreneurial capacity of the students.

In a qualitative analysis on informal sector entrepreneurship, individual entrepreneurial orientation and entrepreneurial leadership emergence, Musara and Nieuwenhuizen (2020) found that contextual background issues such as socioeconomic standing and discrimination created the "impetus for engaging in informal sector entrepreneurship" (p. 207). The study used a qualitative content analysis methodology to identify examples of entrepreneurial leadership and informal sector entrepreneurship in South Africa. The informal sector entrepreneurial experiences then further shaped their individual entrepreneurial orientation and leadership. The case study approach, while having limited generalizability, demonstrated that individuals emerged as entrepreneurial leaders through "resilience and hard work" (p. 208) in the face of challenging contextual factors.

A study of 1,532 undergraduate business students from four countries examined the relationship of biological sex and gender identity with individual entrepreneurial

orientation. The four countries, the United States, Hong Kong, India and Turkey, were chosen to represent four of the major cultural groups in the world as defined by the Global Leadership and Organizational Behavior Effectiveness (GLOBE) study of world cultures. Researchers assessed gender identity using a six-item five-point Likert scale which allowed further categorization into a four-category grouping for gender identity: masculine, androgynous, feminine and undifferentiated. individual entrepreneurial orientation as the dependent variable was measured using 12 items collected to measure the individual's personal inclination for innovativeness, risk-taking and proactiveness reliability. The scale had a Cronbach's alpha of α = .85 and was unchanging across the four countries. The study found that "both masculine and feminine identity encouraged proclivity for entrepreneurship, but androgynous identity which places equal emphasis on masculinity and femininity is the strongest determinant of individual entrepreneurial orientation. The consistency of our hypothesized relationships across four different countries speaks to the robustness of gender identity as an important factor in explaining differences in the rate of entrepreneurship among men and women" (Gotkan & Gupta, 2015, p. 108-109).

Entrepreneurship is a construct used across the studies of leadership, management and social movements. In Table 1, the possible alignment of entrepreneurial characteristics as presented across research in leadership and sociology is summarized. The specific definitions used to define entrepreneurship vary but the general characteristics of risk-taking, innovation, proactiveness, perseverance and passion are consistently presented across research as key elements of entrepreneurial behavior and orientation (Barendsen & Gardner, 2004; Bolton & Lane, 2012; Covin &

Lumpkin 2011; Feitzer & Ponterroto, 2015; Lichtenstein, 2016; London, 2010; Lumpkin & Dess, 1996; Musara & Nieuwenhuizen, 2020; Renko et al., 2015, 2017; Santos et al, 2020; Staggenborg, 1988). Arguably, the chosen alignment of these characteristics could differ from what is presented, but are still highly likely to fit within one of the five categories and/or to align with multiple categories. These five characteristics combine to support the use of individual entrepreneurial orientation as a robust and multi-dimensional construct for examining entrepreneurship and social issues advocacy with a leadership lens.

TABLE 1

Alignment of Entrepreneurial Characteristics Across Disciplinary Approaches

Disciplinary Approach / Individual Orientation Characteristic	RISK-TAKING	INNOVATION	PASSION (Independence)	PROACTIVENESS (VISION)	PERSEVERANCE
Individual Entrepreneurial Orientation (IEO) (Bolton & Lane, 2012; Santos, Marques & Ferreira, 2020)	Risk-taking	Innovative	Passionate	Proactive	Persevering
Entrepreneurship Insights from Complexity Science (Lichtenstein, 2016)	-	Problem solvers who see potential	passionate agency	Able to capitalize on opportunity, agency as organizing	Continuous learning and adaptation
Entrepreneurial Leadership (Renko, et al. 2015, 2017)	Risk-taking	Creative	Passionate	Doers and accelerators	
Social Movement Entrepreneurs (London, 2010; Staggenborg, 1988)	Self-confident (London); Personal experience (Staggenborg)	-	Conviction (London); Ideological commitment (Staggenborg)	-	Personal experience (Staggenborg)
Social Entrepreneurs (Barendsen & Gardner, 2004)	Reframe challenges	See problems as possibilities	-	Recognize growth opportunities	-
Advocacy (Feitzer & Ponterroto (2015)	-	Changing how decisions affect disadvantaged groups	-	Action encouraging change	-
Social Movement Entrepreneurs (Musara & Nieuwenhuizen, 2020)	Informed by socioeconomic disadvantages		Hard-working		Resilient

Discussion of Literature Review

The desire to lead change is informed by personal characteristics, experiences and context. These research studies demonstrate that both individual characteristics and the context and nature of the individual's experiences are related to their potential leader emergence. Woven throughout studies on leader self-efficacy and leader emergence are the three dimensions of Wood and Bandura's (1989) social cognitive theory incorporating mastery experiences, self-efficacy as a contributor to effectiveness, and the importance of motivation. Although in some studies other types of efficacies are described, such as political efficacy rather than leader efficacy (Beimers, 2016), a central concept is the idea that "self-efficacy relates to what the individual has successfully accomplished" (Bracht et al., 2021, p. 3). Whether a school counselor, a college student, a community member or an international entrepreneur, exposure to formal and informal experiences contribute to self-efficacy and ultimately, leader emergence.

Consistent with the theoretical framework outlined earlier, literature reviewed for this study showed that the definitions for activist and advocate are frequently used interchangeably and yet also illustrate a disconnect between advocacy behavior and the influence of intense, disruptive behaviors more specifically associated with the activist. Activist identity, the individual's internal view of their advocacy behavior, is multi-dimensional and contingent on the advocacy context and the nature of the advocacy activities. Activist identity is included in this study as an independent variable to extend our understanding of how an individual's self-definition as an activist affects their participation in social justice advocacy and on its relationship with their leader self-efficacy. Someone who associates with a social movement or advocacy behaviors is

generally more like to self-identify as an activist but not consistently so. Across these studies there was a higher tendency for respondents to identify as activists, even if their definition of what being an activist means, the negative or positive connotations of the activist label, and their perception of the importance of being identified as an activist was not clearly established (Bobel, 2007; Cortese 2015; Louis et al., 2016). Overall, the relationship between advocate and activist is inconsistently defined and inconsistently applied, both as an external definition and by the individual. Advocacy behavior may be performed by someone who self-identifies or is externally identified as an activist; however, activist identity may not necessarily be established simply by undertaking advocacy behavior. Activist identity is an individual's multi-faceted view on their advocacy behaviors and how it influences their definition of themselves as an advocate/activist. While there is inconsistency in the definitions and use of the term activist and advocate, as well as for the relationship between advocacy and self-identification as an activist, the expectation that someone who identifies as an activist will engage in social advocacy behavior is consistently presented across literature.

H1: There is a positive relationship between social justice advocacy behaviors and activist identity.

The theoretical basis for incorporating entrepreneurial characteristics in this study of the antecedents to leader self-efficacy is founded on the consistent inclusion of the entrepreneurial construct across the study of social movements and leadership. Entrepreneurial behavior in informal contexts similar to social movements influences the development of individual entrepreneurial orientation (Musara & Nieuwenhuizen, 2020). The study of antecedents to leader self-efficacy demonstrates a positive

relationship between certain characteristics such as extraversion, conscientiousness (Chan & Drasgow, 2001) and confidence (Bracht et al., 2021) and leader self-efficacy.

Entrepreneurial orientation is formed from characteristics such as risk-taking, innovativeness, proactiveness, perseverance and passion and these characteristics are echoed across the literature. Arguably, parsing of the definitions may undermine perfect alignment but the crosswalk between the general concepts is clear. Renko's (2017) doer is the individual taking action (Day & Antonakis, 2012; Couto, 2016; Ganz, 2010; London, 2010; Lumpkin & Dess, 1996; Zuzelo, 2020); especially when doing the "right type" of action (Craddock, 2012, p. 138). Energy, work ethic, goal orientation and engagement are closely related to passion and persistence (Chan & Drasgow, 2001; Fietzer & Ponterroto, 2015; Hendricks & Payne, 2007; Zuzelo, 2020). Risk-taking is reflected in coping with challenges (Rehm, 2017; Seibert et al., 2017). As discussed in the theory development section, individual entrepreneurial orientation has strong potential as a measure for the characteristics associated with leader self-efficacy, entrepreneurial behavior and social movement leadership as well as for more traditional leadership study.

H2: There is a positive relationship between individual entrepreneurial orientation and social issues advocacy.

Characteristics such as extraversion, risk-taking, perseverance/resilience, and innovation were found to be positively related to leader emergence and development (Chan & Drasgow, 2001; Covin & Lumpkin 2011; Lane & Bolton, 2011; London, 2010; Lumpkin & Dess, 1996; Musara & Nieuwenhuizen, 2020; Santos et al., 2020; Seibert, 2017; Rehm, 2017). Studies found that leader self-efficacy is both a mediating and

predictive factor for leader emergence. Hypotheses 3 is based on the parallels that are found between characteristics related to leader self-efficacy and characteristics related to entrepreneurship.

H3: There is a positive relationship between individual entrepreneurial orientation and leader self-efficacy.

The positive relationship between mastery experiences and leader self-efficacy was presented in various forms across the literature including a desire for mastery and learning (Hendricks & Payne, 2007), possessing a learning goal orientation and a desire to achieve goals (Bracht et al., 2021; Chan & Drasgow, 2001), through the benefits of challenging job or planning experiences (Rehm, 2017; Seibert et al., 2017), through advocacy training and experiences (Beimers, 2016; Galambos & Hughes, 2009; Ohmer, 2007) and through leadership experiences (McCormick et al., 2002). Social justice advocacy, as was measured in this study, comprises a range of behaviors. The greater the degree participation in such behaviors, the greater the level of experiences in social justice. Based on these properties, this study proposed that the degree of social justice advocacy experiences is a strong proxy for mastery experiences.

H4: Individuals who engage in higher levels of social issues advocacy will have higher levels of leader self-efficacy.

This study proposed the following mediated relationship based on the hypothesized positive relationships between individual entrepreneurial orientation and social issues advocacy, and between social issues advocacy (as a proxy for mastery experiences) and leader self-efficacy. Theory supports that entrepreneurial behavior influences the likelihood of social movement advocacy behavior. Social issues

advocacy activity, as the mediator variable, is the underlying mechanism for the relationship between individual entrepreneurial orientation and leader self-efficacy (Tabachnik & Fidell, 2012). Social movement advocacy behavior (as represented by advocacy activities) leads to leader self-efficacy through mastery experiences. For mediation, the independent variable individual entrepreneurial orientation and the dependent variable leader self-efficacy must be positively correlated, and there must be positive correlation between individual entrepreneurial orientation and social issues advocacy, and between social issues advocacy and leader self-efficacy. With the addition of social issues advocacy as a mediator variable, the strength between individual entrepreneurial orientation and leader self-efficacy should decrease partially or completely (Uedufy, 2022).

H5: The indirect relationship between individual entrepreneurial orientation and leader self-efficacy is mediated by social justice advocacy.

In addition, a relationship based on the interactions of the three independent variables, the control variables gender and previous leader experience, and the dependent variable leader self-efficacy is proposed.

H6: The omnibus relationship between the linear combination of individual entrepreneurial orientation, social justice advocacy, and activist identity predicts leader self-efficacy.

V: Methodology

In this section I present my methodology, including target population, sample recruitment, data collection, instrumentation, survey design, and method of analyses. Individuals that self-identified as undertaking advocacy related to the opioid epidemic

were surveyed through a convenience sample to determine the influence of social justice advocacy activities, activist orientation, individual entrepreneurial orientation on leader self-efficacy. Research compliance and integrity for this study was ensured by obtaining an approved research protocol from the James Madison University Institutional Research Board (IRB). This quantitative study used statistical techniques including correlation and regression to evaluate the relationships between the independent (antecedent) variables and the dependent (consequent) variable.

Measures and Variables

Demographic variables were collected for age and race. The level of self-identified advocacy activity was initially included as a filter to be used to remove survey responses from individuals who were not active in advocacy related to the opioid epidemic. As discussed later in this paper, the item was ultimately not determined to be useful for that purpose but added value as another indicator of advocacy self-identification. Gender and a composite score for previous leader experience were used as control variables. The original survey item, as structured, offered a range of gender choices, but the majority of respondents were women and only one person identified as other than male or female. Reflecting the general lack of diversity of responses for this demographic item, the gender variable was dummy coded as female/other (0) or male (1). Race was not dummy coded as it was used for demographic information only and not as a control variable. Instruments used in this study were the Social Issues Advocacy Scale (Nilson et al., 2016), the Individual Entrepreneurial Orientation Scale (Santos et al., 2020), the Multidimensional Leadership Self-Efficacy Scale (Bobbio & Manganelli, 2009) and the Activist Orientation measure (Louis et al., 2016). Social issue advocacy,

individual entrepreneurial orientation and leader self-efficacy were computed as the mean of all scores using the selected sub-scale items as published, with minor modifications to the SIAS scale to change survey item language from the original items referring to “my profession” to references to “my advocacy activity.”

Instruments

A description of each scale, the constructs it is intended to measure, and a discussion of measurements of internal reliability, typically represented by a Cronbach’s alpha, and validity are provided. All instruments with the exception of the Individual Entrepreneurial Scale use a five-point Likert scale ranging from 1 - strongly disagree to 5 – strongly agree. The Individual Entrepreneurial Scale uses a seven-point scale from strongly disagree to strongly agree. Krosnick and Presser’s (2010) review indicated that seven-point scales are generally optimal, but that the five-point Likert scale was also suitable. For this study, scales were not modified from the original published versions.

Social Issues Advocacy Scale (Θ = .93). There are a limited number of scales available to assess activism and they tend to focus on sociopolitical activist behaviors (Nilsson et al., 2011). The Social Issues Advocacy Scale (Nilson et al., 2011) was selected for this study. Measuring advocacy must incorporate a broad range of behaviors, predict the likelihood of future similar activist behaviors, assess participation in the procurement of resources, and incorporate the propensity towards political engagement and biographical availability (Corning & Myers, 2002). The social issues advocacy scale (SIAS) is a 21-item, four-factor scale incorporating subscales for political and social advocacy, political awareness, social issue awareness, and confronting discrimination. The political and social advocacy, political awareness, and

social issue awareness sub-scales are closely aligned to experiences relevant to activists in a social movement with policy and social dimensions such as the opioid epidemic. The SIAS political awareness subscale is particularly relevant to the type of activism most relevant to the opioid epidemic. Evidence of strong internal consistency as measured by theta reliability estimates for the overall SIAS scale and subscales fell in the "excellent range" with a theta of $\Theta = .89$ to $\Theta = .94$ (Fietzer & Ponterroto, 2015, p. 27). In a study by Mullen et al., (2019) internal consistency had a Cronbach's alpha of $\alpha = .89$. Evidence for the internal structure of the SIAS and discriminant validity was demonstrated by moderate correlation with similar measures such as for politic interest, and lack of correlation with measures for self-esteem and life satisfaction. Highly relevant to this study is the subscale on political and social advocacy, which aligns with the importance of policy advocacy activities of activists in the opioid epidemic.

Other scales which measured activist or advocacy behaviors were considered for this study. A review by Fietzer and Ponterotto (2015) on four instruments to measure social justice and advocacy attitudes offered support for both the Activism Orientation Scale (AOS) (Corning & Myers, 2002) and the Social Issues Advocacy Scale (SIAS) (Nilsson et al., 2011), recommending that the practitioner first consider the AOS based on its "direct evaluation of an individual's willingness to engage in protest behavior" (2015, p. 31). The SIAS was noted for its internal structure and its "brief, thoughtfully constructed measure of general social justice and advocacy scales" (Fietzer & Ponterotto, 2015, p. 31). The Activist Orientation Scale (AOS) (Corning & Myers, 2002) offers assessment across a wide continuum of behaviors and ideological positions of the likelihood of an individual taking social action and has two subscales,

Conventional Activism and High-Risk Activism (Corning & Myers, 2002). The SIAS was chosen because the subscales were more relevant to the type of activities, especially political activity, relevant to activism in the opioid epidemic.

Individual Entrepreneurial Orientation (IEO) Scale. The twelve-item individual entrepreneurial orientation scale was chosen because of its inclusion of measures for passion and perseverance. Advocates associated with the opioid epidemic are likely to exhibit these characteristics as they navigate a social movement associated with emotion, stigma and risk. The individual entrepreneurial orientation scale is a five-factor model comprised of the constructs of risk-taking (Cronbach's alpha $\alpha = .769$), innovativeness (Cronbach's alpha $\alpha = .755$), proactivity (Cronbach's alpha $\alpha = .715$), perseverance (Cronbach's alpha $\alpha = .833$) and passion (Cronbach's alpha $\alpha = .758$). This model builds on already existing entrepreneurial orientation (EO) construct that incorporated risk-taking, innovativeness and proactivity. Convergent validity was evaluated using average variance extracted and was found to be adequate. Discriminant validity was confirmed by comparing the square roots of the factor's AVE were higher than the correlations between the factors. This scale assumes that individual entrepreneurial orientation is multi-dimensional and cautions that "the fragmented use of dimensions may be more use than" the original scale's aggregate measure (Santos et al., 2020, p. 196).

Multi-Dimensional Leadership Self-Efficacy ($\rho = .94$)**.** Bobbio and Manganelli's (2009) 21-item multi-dimensional leadership self-efficacy scale has six correlated but distinct dimensions which frame the key elements of successful leadership. The six dimensions are: "starting and leading change processes in groups,

choosing effective followers and delegating responsibilities, building and managing interpersonal relationships within the group, showing self-awareness and self-confidence, motivating people, and gaining consensus of group members" (p. 12). Development of this scale incorporated recognition of the complexity of leadership and the importance of context as well as the characteristics of the individual. Reliability of the entire scale was $\rho = .94$; the range of values for the six dimensions was from $\rho = .63$ to $\rho = .77$. The scale was evaluated using two sets of participants, student and adult, with similar results for factorial structure and reliability. In addition, a second-order factor analysis was found to support the scale as a general measure of leader self-efficacy. For this research, two of the dimensions determined to be most relevant will be incorporated: showing self-awareness and self-confidence, $\rho= .77$ and gaining consensus of group members $\rho = .76$. The dimension on showing awareness and self-confidence captures the individual's self-perception of strengths, weaknesses, confidence, creativity, goal orientation and beliefs and values. The ability of a leader to be self-aware supports the potential for leader development in others (Bracht et al., 2021); this ability aligns with the type of leadership influence valuable to an activist. The dimension on gaining consensus of group members captures the individual's self-perception of their ability to establish productive relationships and to lead others to individual and group consensus. In social issue policy arenas, the ability to build consensus within complex issues is a similarly valuable leadership skill for an activist.

Other Variables. To determine whether survey participants perceive of themselves as activists, a score was computed from three scale items as developed by Louis et al. (2016) and provided in Appendix A. Gender and previous leader experience

were used as control variables. Both gender and previous leader experience have been demonstrated to influence leader self-efficacy. The effect of gender on leadership emergence has been inconsistent (Badura et al., 2018; Eagly & Karau, 1991; Stelter, 2002; Dwyer, 2019; McCormick, et al., 2002). In Bracht et Settler al. (2021) two studies found that males had greater levels of self-efficacy. Gotkan and Gupta (2015) found that individual entrepreneurial orientation is higher among men, but when considering gender identity, individual entrepreneurial orientation was strongly correlated to an androgynous gender identity which incorporated elements of both masculinity and femininity. A table of all study variables is provided in Table 2.

Table 2

Study Variables

TYPE	**Variable Name**
DV	Leader Self-Efficacy (LSE)
IV	Social Issue Advocacy (SIAS)
IV	Individual Entrepreneurial Orientation (IEO)
IV	Activist Identity (AI)
Control	Leadership Experience
Control	Gender
Demographic	Age
Demographic	Race
Demographic	Advocacy Level Self-Report

Participants and Procedure

Individuals who had engaged in any level of advocacy behavior related to the opioid epidemic were the desired survey participants. Individuals were deemed to have sufficiently self-identified as advocates if they had an active presence on social media platforms such as Facebook or Twitter, or who were indirectly referred to the survey through the snowball method. Social media has driven the opportunity for new

dimensions of social movement participation, with formats that enable “communication that organizes, rather than organization that communicates” allowing participants to use their communications to influence social action (Gerbaudo, 2012, p. 139). Twitter and Facebook each provide opportunities to reach a broad audience, but Twitter, due to its nature as a platform for widespread reach of ideas, is especially relevant for access to a wide range of individuals with connections to the topical area (Slowe, 2017; Wasilewski et al., 2019).

The sample population was a convenience sample, where survey participation was based on the individual’s general availability and willingness to participate as a result of recruiting outreach. Although a random sampling approach is ideal, convenience sampling is “often used” (Creswell & Creswell, 2018, p. 150). A “snowball” approach was used, encouraging organizations and individuals to forward the survey to others who may be interested. The survey was piloted with a small group prior to launch to ensure that the survey was accessible, readable and technically functional. This small group was constructed from volunteer participants from an opioid-related organization as well as including volunteers who did not have a specific personal tie to the opioid-epidemic to ensure that survey participants on a full spectrum from very low or no advocacy activity to high advocacy activity were recruited. Feedback about survey content and flow was generally positive or neutral, with minor concerns expressed about survey length. Porter et al. (2004) described how "survey fatigue”, or the burden placed on the respondent in terms of time and effort for survey completion, is found to result in lower survey response rates (p. 63). Anticipating the potential that the survey length could affect response rates due to the number of survey

items across three scales, survey length was streamlined as much as possible. Item reduction was accomplished by including only the subscales deemed most relevant to the data requirements. During the survey pilot exercise, concerns about progression through the survey were not expressed, but as discussed more in full later in the paper, there was a significant drop-off in survey completion after the initial set of scale items related to social issues advocacy was completed.

Recruitment outreach was accomplished through a multi-stage and iterative process where potential participants were recruited through multiple pathways including social media postings and direct emails to individuals and organizations. Recruitment of survey participants is essential to supporting both the generalizability and validity of the findings and conclusions of any study (Cook et al., 2015). A challenge in identifying and recruiting survey participants was that the nature of activism and advocacy within social movements does not neatly lend itself to direct access of rosters of potential participants. Within social movements and especially for advocacy related to the opioid epidemic, a specific organizational role or relationship was not a required characteristic for identification as a potential survey participant. As stated earlier, while an individual may not self-identify as an activist, they may engage in advocacy behaviors and for the purposes of this study, self-identification as an activist was not required for inclusion in the study. Due to the highly stigmatized nature of this social issue, discussed in detail earlier in this paper, survey participants were allowed to respond anonymously. The inclusion of identifying information was accepted in a separate survey instrument only if a participant decided to submit their contact information for entry into a recruitment incentive pool.

Social media platforms offered an outreach framework for recruiting survey participants. The use of social media for participant recruitment was suitable because the target population, by virtue of their own active presence on an advocacy-oriented social media site, met the basic desired profile of a survey participant. Such groups are often "closed," which means that membership is requested and then validated through an administrator. Postings are private to group members only and cannot be shared to non-members or the public. Outreach to these closed groups required personal requests from the researcher in order to post survey recruitment information.

Information gleaned from higher education organizations about the policies and processes for recruiting participants using social media provided additional consideration for addressing potential ethical and practical challenges for aspects such as privacy, data security, and compliance with social media platform requirements (Hough & Flood-Grady, 2020; University of Florida, 2018). The use of key words, enabled by filtering mechanisms such as hashtags (#), offered a way to identify organizations and/or individuals who had expressed interest in topics related to the subject and related advocacy behaviors. Free on-line tools aided in exploring hashtags which are similar or related to initial selections. By using these hashtags, it is possible to identify individuals who are posting issue-related items on platforms such as Twitter or Facebook. Hashtag examples include #opioidcrisis, #opioidepidemic, #advocacy and #recovery. The same hashtag terms were used to search for Facebook group with advocacy activity related to the opioid epidemic.

Survey Administration

The survey was developed using Qualtrics XM software provided through James

Madison University. Survey item order for questions was based on recommendations provided by Krosnick and Presser (2010) including: placing easy and relevant questions early in the survey in order to establish a connection with the respondent; grouping questions on like topics or distinct survey scales; and using filters or logic to route respondents through the survey as appropriate. The full survey is provided in Appendix A. Because of the stigmatized nature of the survey topic, strategies were incorporated to encourage survey participation by leveraging the survey software functions to allow anonymized responses, prevent multiple responses, and allow participants to save and continue survey at a later time. Using the blocks feature in Qualtrics, the survey was structured to move from the introductory soft-landing page, to a landing page with the required specific IRB required language, to the age control/filtering question (is the respondent 18 years or older), and next to the length of experience in advocacy activity question, and then continuing with the scales in the following order: social issues advocacy, individual entrepreneurial orientation, leader self-efficacy, leadership experience, activist identity, and then finally to variables for age, gender and race. The order was chosen in order to begin with what the longest and most detailed scale and topic, advocacy, and end with the outcome topic, leader self-efficacy. The two questions at the beginning of the survey on age and length of experience in advocacy were used as filters; skip logic within Qualtrics took respondents who indicated either they were under the age of 18 directly to the end of the survey. Absent the opportunity to conduct pre-testing of question order effects, the order of questions within the social issue advocacy, individual entrepreneurial orientation, leader self-efficacy, leader experience and activist identity scales were randomized, a strategy supported by Krosnick and

Presser (2010).

Survey outreach was conducted from November 2021 to June 2022. The majority of the responses, 62 of the final 77 records in the data set, were obtained during March and April 2022. Initial survey recruitment was conducted using Twitter and Facebook to post survey information via my personal account. Using a personal account was intentional in order to create trust about the purpose and authenticity of the survey. Most Facebook groups where postings were made were public groups meaning that anyone could post information, however as discussed earlier, due to the closed nature of some advocacy groups, it was necessary to request membership in order to post survey recruitment language. Group administrators, who are responsible for screening membership requests, were provided the IRB approved language and the goal of the study as the basis for the group membership request. An author statement regarding my personal connection to the opioid epidemic is provided in Appendix B. Appendix C provides a listing of all the of advocacy related organizations which were used for participant recruitment.

Midway through the survey recruitment period, an amendment request was added to the IRB protocol augmenting the survey language to describe the addition of the opportunity for five $99.00 gift cards as incentives, and to include the separate survey link for the information collection for the raffle. Additional IRB approval was also obtained for the use of direct email requests to social media administrators and contact persons. Appendix D contains the survey recruitment text.

Data and Analytic Procedure

The data was analyzed using IBM SPSS Statistics version 28 for Windows. An *a*

priori sample size of 77 was determined as a minimum for multiple linear regression analysis using three predictor variables, an expected effect size of .15, and a power of .8 with a .05 *p* level. This was confirmed using G*Power software see calculation model provided in Appendix E (Faul et al., 2009). It is important to note that sample size and power analysis in mediation analysis is complicated by the process of evaluating an indirect effect which is the product of two other effects (Hayes, 2022; Schoeman et al., 2017). However, Hayes (2022) described a "possibly controversial, abundantly realistic" approach to sample size, which is to "collect as much data as resources allow" (p. 552). Recognizing the challenges inherent in recruiting survey participants in a highly stigmatized social issue, the strategy to collect as much data as possible was definitely a key and also challenging priority for this study.

The survey was closed in June 2022 and survey records were exported from Qualtrics to Excel and stored on my personal, password protected computer in a password protected file. The Excel file was then imported to SPSS. Frequency analysis of the original raw data is provided in Appendix F. Initial review of the data confirmed a high number of survey responses with missing data. Out of 160 initial responses, 114 surveys progressed past the consent question, meaning that respondents either did not consent to the survey or otherwise abandoned the survey. After the survey consent screening question, age was asked as the next screening question. If respondents stated they were under the age of 18, the survey was terminated and the respondent was taken to an exit message. After the age screen, 110 respondents answered the initial advocacy level self-report question which asked "how much have you been involved in advocacy activity related to the opioid epidemic? For the purposes of this study the definition of

advocacy is taking action and/or speaking out to support an idea, need, person or group with the goal of affecting change.” During initial survey development, this item was included to provide a filter for potential removal of records for survey participants who self-identified as “not at all or very rarely” participating in advocacy. This item provided value as an additional variable that described the respondent’s self-reported level of advocacy activity specifically related to the opioid epidemic and was not used to filter out completed surveys.

The survey began with the block of items related to social issues advocacy and 88 respondents completed this section. After review of initial frequencies, a pattern emerged indicating that respondents abandoned completion of the survey after the initial set of 18 items related to social issues advocacy. This appears to be an example of when “respondents become recalcitrant” (Tabachnik & Fidell, 2012, p. 62). A determination was made that in these cases the missing responses in the survey could be categorized as MNAR (missing not at random). Surveys were determined as abandoned and incomplete if items were missing for entire scales and/or for the remainder of the survey. Based on this definition, 77 records were retained for further data screening. Review of the Univariate Statistics showed that there were two records missing one scale item each. The missing values were estimated using mean substitution through SPSS –> Transform -> Replace Missing Values. Based on the small number of missing items, this is an acceptable and conservative approach with a limited loss of variance (Tabachnik & Fidell, 2012).

Data Screening

Before running the main analyses, statistical assumptions for the procedures to

be conducted were examined following the recommended checklist of Tabachnik and Fidell (2012) and Hayes (2022). First, univariate descriptive statistics were reviewed including evaluation of means, maximum and minimum values, standard deviation, skewness and kurtosis. Properties of study variables are provided in Table 3. The age screening question indicated that no survey participants stated that the were under 18 years of age. The minimum and maximum values of the variables were within the expected Likert scale ranges. Variable histograms were visually inspected. Standardized scores and boxplots were inspected for univariate outliers. One case was identified as an outlier. Visual inspection of this case showed that the respondent had a low score on social issues advocacy and high scores on advocacy activity self-report, individual entrepreneurial orientation, activist orientation and leader self-efficacy. The case was further evaluated using DFFIT, Cook's D, and DFBETAS which did not provide strong evidence for removing the case. The regression model was run with and without the case in question showing little difference in results. Recognizing that the ultimate goal is that the model offers accurate prediction and due to the need to retain every survey response as possible, I decided to leave the case in the analysis, supported by the recommendation of Tabachnik & Fidell for reducing the impact of the outlier by assigning the outlier variable with a score that was "one unit larger than the next most extreme score in the distribution" (2012, p. 77). Case number 16 was modified by increasing the SIAS score one unit above the most extreme score which was 1.83, thus the SIAS score for case number 16 became 2.83.

Linearity and normality assumptions were determined to be met through evaluation of simple bivariate scatterplots, the partial regression plots and plots of the

unstandardized residuals by the unstandardized predicted variables. Normality of the residuals was evaluated by evaluating a scatterplot of standardized residuals against unstandardized predicted values, a histogram of regression standardized residuals and an observed cumulative probability plot. Evaluation of the scatterplot indicated that 95% of the observations fell within the range of two standard deviations. The normal p-plot and partial regression plots indicated no departures from normality. Multicollinearity was not an issue, with variance inflation factors less than 1.4.

Analytic Strategies

Analyses conducted included Pearson's correlations, independent T-tests, multiple linear regression, stepwise multiple linear regression and mediation process analysis (Hayes, 2022). Correlations between variables measuring activist identity, prior leadership experience, social issue advocacy, and individual entrepreneurial orientation, age, gender and prior leadership experience were evaluated. Confirmatory factor analysis (CFA) was performed on the SIAS scale. A rudimentary analysis indicated a general lack of alignment and consistency with the original scale. Further analysis was not completed because while CFA allows for statistical testing of a model that is based on strong theory and/or prior research the sample size, minimally sufficient for this study, was not adequate. CFA requires sample sizes of 300 to 500 based on factor loadings of .70 or lower with three factor solutions and for greater than three factors, larger sample sizes are required (Bandalos, 2018).

Mediation analytic strategies (Baron & Kenney, 1986; Hayes, 2022; Zhao et al., 2010) were used to examine hypotheses 5. Testing for the indirect path of the mediator was conducted using the 4.1 PROCESS module (Hayes, 2022) in SPSS (Version 28).

The Hayes PROCESS macro is a custom dialog created for use with SPSS and is available for free download and installation (Hughes, 2022). This macro provides unique scripts with specialized models for running a wide range of mediation, moderation and conditional process analyses. Once installed, the macro is available from the SPSS Analyze -> Regression menu as a runnable script. A simple mediation process, as shown as the Hayes model 4 was chosen (Hayes, 2022, p. 622). In this simple mediation model, the total effect of individual entrepreneurial analysis on leader self-efficacy is from the sum of the direct effect of individual entrepreneurial analysis on social issues advocacy and the indirect effect of individual entrepreneurial analysis on leader self-efficacy through social issues advocacy. Analysis of the mediation results used the decision tree developed by Zhao et al. (2010). Multiple linear regression was used to evaluate whether the linear combination of independent variables predict leaders-self-efficacy. In order to understand the effect of each independent variable, control variables gender and previous leader experience were entered first, followed by each independent variable, individual entrepreneurial orientation, social issue advocacy, and activist identity.

Table 3

Properties of Study Variables

	Mean	Std. Deviation	Skewness	Kurtosis	Min	Max
Social Issues Advocacy Scale (SIAS)	4.02	0.75	-0.80	0.77	1.83	5.00
Individual Entrepreneurial Orientation Scale	5.43	0.78	-0.33	0.68	3.25	7.00
Leader Self-Efficacy Scale	4.32	0.45	-0.26	-0.74	3.27	5.00
Activist Identity Composite	3.96	0.92	-0.60	-0.26	1.33	5.00
Leader Experience Composite	3.80	0.96	-0.55	-0.58	1.33	5.00
Advocacy Screening Question	1.79	0.41	-1.47	0.16	1.00	2.00

Note: Advocacy screening question is also presented in Table 4 demographics as a percentage of total respondents.

Results

Results of the study include an overview of participant demographic characteristics, correlations of study variables, research question 1 and hypotheses 1, an independent samples T-test for social issues advocacy, results for research question 2 and hypotheses 2, research question 3 and hypotheses 3, 4, 5 and 6. Results for hypotheses 5 describe the use of the Hayes (2022) mediation process model 4.1 and use the Zhao et al. (2010) decision tree to interpret the mediation process model results.

Hypotheses 6 describes the multiple linear regression results for the omnibus relationship between the variables individual entrepreneurial orientation, social issues advocacy and leader self-efficacy.

Demographic characteristics of the study participants are provided in Table 4. The majority (79.2%) of the study participants indicated that they engaged "fairly often" in advocacy activity related to the opioid epidemic, which aligns with the targeted profile for participant recruitment. Study participants reflected a range of ages, but the majority of participants were over the age of 44 and more than 40% were between ages 55 and 64. Diversity of the participants was low, with more than 89% of the respondents listing themselves as White. The majority of the participants were Female.

Table 4

Demographic Characteristics of Study Participants

Variable	Category	Frequency	Percent
Age	18-24	1	1.3%
	25-34	3	3.9%
	35-44	11	14.3%
	45-54	19	24.7%
	55-64	32	41.6%
	65 or older	11	14.3%
	Total	77	100.0%
Race			
	White	69	89.6%
	Black/African American	3	3.9%
	Mixed	3	3.9%
	Prefer not to answer	2	2.6%
Advocacy Activity Self Report			
	Not at all or very rarely	16	20.8%
	Fairly often	61	79.2%
Gender			

Variable	Category	Frequency	Percent
	Female	64	83.1%
	Male	12	15.6%
	Prefer not to answer	1	1.3%
Total		77	

Correlations for study variables are found in Table 5. The influence of previous leader experience, also considered a type of mastery experience for leader self-efficacy, was correlated with both entrepreneurial orientation ($r = .54$, $p < .01$), leader self-efficacy ($r = .54$, $p < .001$) and advocacy level self-report ($r = .29$, $p < .005$). Significant correlations were also present for individual entrepreneurial orientation and leader self-efficacy ($r = .54$, $p < .01$) and activist identity and social issues advocacy ($r = .54$, $p < .01$). Social issues advocacy was not significant correlated with leader self-efficacy, age, gender or race.

Table 5

Correlations for Study Variables

	Study Variable	1	2	3	4	5	6	7	8	9
1	Ind. Entrep. Orientation	-								
2	Leader Self-Efficacy	.54**	-							
3	Social Issues Advocacy	.25*	0.20	-						
4	Activist Identity	.30**	.08	.54**	-					
5	Advocacy Self-Report	.34**	.08	.27*	.25*	-				
6	Leader Experience	.48**	.54**	.23*	.09	.29*	-			
7	Age	-.36**	-.08	.14	.05	-.06	.05	-		
8	Race	.26*	.17	-.03	.20	.01	.14	-.16	-	
9	Gender	.01	.04	-.11	.08	.07	.25*	-.02	.24*	-

** Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

The research questions guided the development of hypotheses on the relationships between social issues advocacy, individual entrepreneurial orientation, activist identity, prior leader experience, leader self-efficacy and the control variables.

Research Question 1

This research question asked whether self-identification as an activist (activist identity) or advocate is related to social justice advocacy behaviors. The following hypotheses was proposed: *H1: There is a positive relationship between social justice advocacy and activist identity.*

Three variables, SIAS, advocacy level self-report and activist identity, were used to examine the relationships between social justice advocacy and activist identity. The advocacy level self-report item was originally proposed to identify and filter out, if necessary, respondents who were not active in advocacy related to the opioid epidemic. Instead, all survey records were retained regardless of the response to this question and the item was also used to evaluate the individual's perception of their own level of advocacy activity specific to the opioid epidemic separately from their self-identification as an activist generally. SIAS was positively correlated with both activist identity ($r = .54$, $p < .01$) and with advocacy level self-report ($r = .27$, $p < .05$). The advocacy self-report was positively correlated with both SIAS and activist identity ($r =.26$, $p < .05$). An independent samples t-test was performed to evaluate whether there was a statistical difference between membership in one of the two advocacy level self-report groups ("not at all or rarely" or "fairly often") and the social issue advocacy activity for that individual. The difference between SIAS was significant t (75) = -2.4, $p = .019$, $d = -.67$, equal variances assumed. Results for the group statistics and independent samples t-rest

are provided in Table 6. The mean SIAS score for individuals reporting advocacy activity "not at all or rarely" was 3.67 and the mean score for individuals reporting advocacy activity "fairly often" was 4.10. Based on the positive correlations and the t-test, the hypothesis that there is a positive relationship between social justice advocacy and activist identity is supported.

Table 6a

Group Statistics

	Advocacy Screening Question	N	Mean	Std. Deviation	Std. Error Mean
Social Issues Advocacy	Not at all or very rarely	16	3.67	.82	.20
	Fairly often	61	4.10	.58	.07

Table 6b

Independent Samples T-Test

			Social Issues Advocacy	
			Equal variances assumed	Equal variances not assumed
Levene's Test for Equality of Variances	F		1.90	
	Sig.		.1	
t-test for Equality of Means	T		-2.40	-1.97
	Df		75	19.14
	Significance	One-Sided p	.01	.03
		Two-Sided p	.02	.06
	Mean Difference		-.43	-.43
	Std. Error Difference		.18	.22
	95% Confidence Interval of the Difference	Lower	-.79	-.89
		Upper	-.07	.03

Research Question 2

Research question 2 asked about the relationship between entrepreneurial characteristics and advocacy. The following hypothesis was proposed: *H2: There is a positive relationship between individual entrepreneurial orientation and social issues advocacy.*

More than 75% of respondents exhibited characteristics of individual entrepreneurial orientation, and a mean score of 5.4 placed the average response for entrepreneurial orientation solidly between "somewhat agree" and "agree." The minimum score for individual entrepreneurial orientation was 3.25, indicating that the majority of respondents had responses in the top five of the seven item Likert scale in the "somewhat disagree" to "strongly agree" categories. The scaled score for 20% of the respondents was equal to or above 6.0 or "agree". The positive relationship between individual entrepreneurial orientation and the advocacy level self-report further confirms that individuals with higher levels of entrepreneurial orientation were also more likely to report higher levels of advocacy activity.

There was a positive correlation between individual entrepreneurial orientation and SIAS (r =.25, $p < .05$), individual entrepreneurial orientation and activist identity (r =.30, $p < .01$) and individual entrepreneurial orientation and advocacy self-report (r =.34, $p < .01$). Based on the positive correlations, the hypothesis is not rejected.

Research Question 3

Research question 3 asked how individual entrepreneurial orientation and social issues advocacy influences the development of leader self-efficacy in actors in social movements. Several hypotheses were proposed for examining the variables that predict the development of leader self-efficacy in actors in social movements. These hypotheses

provide the foundation for examining the mediating influence of social issues advocacy of individual entrepreneurial orientation on leader self-efficacy.

H3: There is a positive relationship between individual entrepreneurial orientation and leader self-efficacy. Individual entrepreneurial orientation was positively correlated with leader self-efficacy ($r = .54$, $p = < .01$). The hypothesis was not rejected.

H4: Individuals who engage in higher levels of social issues advocacy will have higher leader self-efficacy. There was no significant positive correlation between leader self-efficacy and each of the variables for advocacy, including activist identity, SAIS, and advocacy level self-report. The hypothesis was not supported.

H5: The indirect relationship between individual entrepreneurial orientation and leader self-efficacy is mediated by social justice advocacy.

The Hayes (2022) mediation process model was used to examine the relationships between two antecedent variables, individual entrepreneurial orientation and social issues advocacy (SIAS), and two consequent variables, social issues advocacy and leader self-efficacy. The hypothesis was not supported. The mediation analysis did not demonstrate that there was an indirect effect on leader self-efficacy through social issues advocacy. A simple mediation analysis using ordinary least squares path analysis was conducted using model 4 of the Hayes PROCESS Procedure for SPSS Version 4.1 (Hayes, 2022). The full output is provided in Appendix G. The direct effect of individual entrepreneurial orientation on leader self-efficacy was statistically significant ($c' = .31$, $p = .000$) with bootstrap confidence interval above zero (.19 to .42) but the indirect effect of individual entrepreneurial orientation on leader self-efficacy through its effect on an individual's social issues advocacy activities was not statistically significant. For the

indirect effect of social issues advocacy on leader self-efficacy, a bootstrap confidence interval based on 5,000 bootstrap samples included zero (-.02 to .04) and indicates that you cannot conclude that there is evidence of an indirect effect.

Mediation Analysis.

Applying the decision tree (Figure 2) created by Zhao et al. (2010) for establishing mediation and non-mediation to the theorized mediation model (Figure 3) indicates that based on the non-significant relationship between a x b, and the significant c, there was direct only (non-mediation) effect. This outcome is described in the decision tree as related to either a “problematic theoretical framework” or an omitted mediator or both (Zhao et al., 2010, p. 201). There is no evidence for the hypothesized mediator and likely evidence for an omitted mediator. From the perspective of Zhao and colleagues (2010), this outcome should not be viewed as a failure, as the presence of a direct effect may point to other potential mediators.

Figure 2

Decision Tree for Establishing and Understanding Types of Mediation and Non-mediation (Zhao et al., 2010)

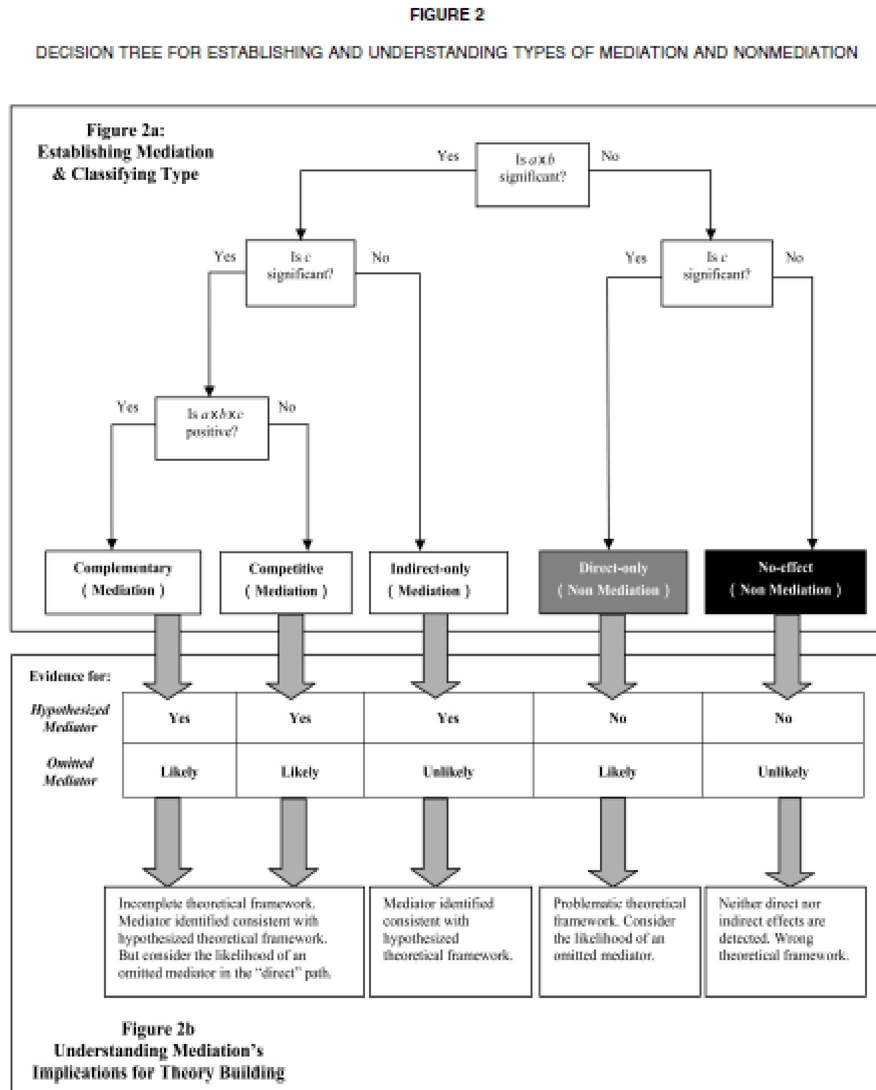
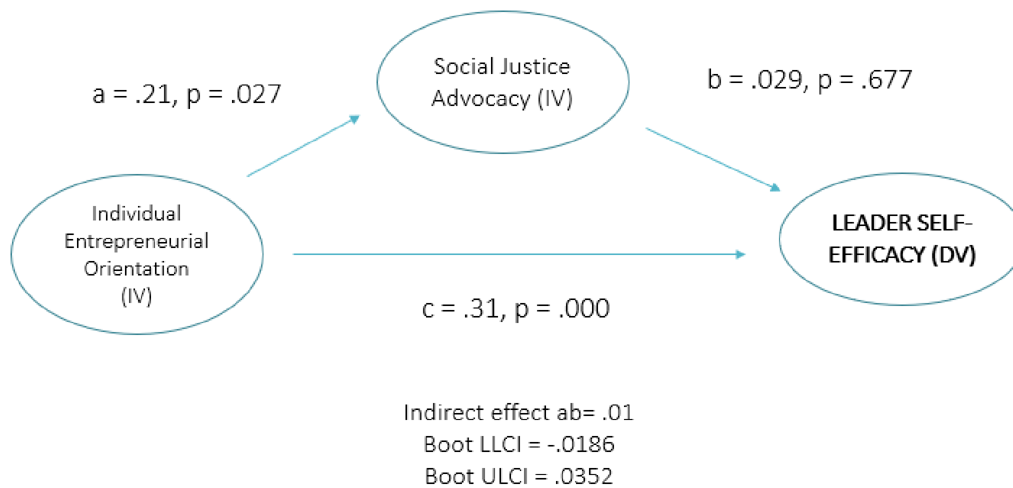


Figure 3

Conceptual diagram for simple mediation between individual entrepreneurial orientation, social justice advocacy and leader self-efficacy with indirect and direct paths with mediation results.



H6: The omnibus relationship between the linear combination of individual entrepreneurial orientation, social justice advocacy and activist identity predicts leader self-efficacy.

A sequential regression analysis was performed to evaluate how the addition of the variables SIAS and activist identity improved prediction of leader self-efficacy beyond the information provided by individual entrepreneurial orientation, after accounting for leader experience and gender as control variables. The sequential analysis models are presented in Table 7 including ANOVA results and the model summary including the R, R^2, adjusted R^2, and the F change statistics. The results from model 1 included only the control variables, gender and leader experience, in the equation, R^2 =

.30, $F_{inc}(2,74) = 15.84$, $p <.001$. Model 2 added individual entrepreneurial orientation, $R^2 = .0$, $F_{inc}(1,73) = 12.03$, $p <.001$. Model 3 added SIAS, $R^2 = .40$, $F_{inc}(1,72) = .00$, $p = .95$, and model 4 added activist identity, $R^2 = .41$, $F_{inc}(1,71) = .74$, $p = .39$. Addition of individual entrepreneurial orientation to the model resulted in a significant increase in R^2 from 0.30 to 0.40 and an adjusted R^2 of .28 to .37. These results suggest that over 37% of the variability in leader self-efficacy of individuals who have engaged in advocacy related to the opioid epidemic is predicted by gender, previous leader experience and individual entrepreneurial orientation. Neither SIAS nor activist identity contributed to that prediction.

Model 4, the linear combination of all independent variables, along with the control variables of gender and previous leader experience, significantly predicted leader self-efficacy, $F(5,71) = 9.67$, $p = < .001$. The multiple correlation coefficient was .41, and the adjusted R square indicated that the variables account for 36% of the variance in leader self-efficacy. In model 4, only one of the predictor variables, individual entrepreneurial orientation, was significant. The control variable leadership experience was also significant, as expected from literature which has demonstrated that prior leadership experience predicts leader self-efficacy.

The most parsimonious model is number 2 which includes only the independent variable, individual entrepreneurial orientation ($b = .21$, $SE = .06$, $t(3.47)$, $p < .01$) and the control variables, gender and previous leader experience. The estimated average value of leader self-efficacy, for an individual with an individual entrepreneurial scale composite score of zero, when controlling for previous leader experience and gender, would be 2.52. For every one unit increase in an individual's entrepreneurial orientation,

holding constant previous leader experience and gender, we would expect a .21 increase in the individual's leader self-efficacy measure; for every one unit increase in previous leader experience, holding individual entrepreneurial orientation and gender constant, we would expect a .18 increase in leader self-efficacy; for men as opposed to the category women/other, there would be a .05 unit decrease in leader self-efficacy holding the other variables constant. In model 2, 10% of the total variance in an individual's leader self-efficacy score 3is uniquely explained by the score on the individual entrepreneurial orientation scale, $SR^2 = .32^2 = .10$.

TABLE 7a

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.5	2	2.28	15.84	<.001[b]
	Residual	10.6	74	.14		
	Total	15.23	76			
2	Regression	6.08	3	2.03	16.15	<.001[c]
	Residual	9.16	73	.13		
	Total	15.23	76			
3	Regression	6.08	4	1.52	11.95	<.001[d]
	Residual	9.16	72	.13		
	Total	15.23	76			
4	Regression	6.17	5	1.23	9.67	<.001[e]
	Residual	9.06	71	.13		
	Total	15.23	76			

a. Dependent Variable: Leader Self-Efficacy

b. Predictors: (Constant), Leader Experience, Gender Dummy Variable

c. Predictors: (Constant), Leader Experience, Gender Dummy Variable, Individual Entrepreneurial Orientation

d. Predictors: (Constant), Leader Experience, Gender Dummy Variable, Individual Entrepreneurial Orientation, Social Issues Advocacy

e. Predictors: (Constant), Leader Experience, Gender Dummy Variable, Individual Entrepreneurial Orientation, Social Issues Advocacy, Activist Identity

Table 7b

Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.55[a]	.30	.28	.38	.30	15.84	2.00	74.00	<.001
2	.63[b]	.40	.37	.35	.10	12.03	1.00	73.00	<.001
3	.63[c]	.40	.37	.36	.00	.00	1.00	72.00	.95
4	.64[d]	.41	.36	.36	.01	.74	1.00	71.00	.39

a. Predictors: (Constant), Leader Experience, Gender

b. Predictors: (Constant), Leader Experience, Gender, Individual Entrepreneurial Orientation

c. Predictors: (Constant), Leader Experience, Gender, Individual Entrepreneurial Orientation, Social Issues Advocacy

d. Predictors: (Constant), Leader Experience, Gender, Individual Entrepreneurial Orientation, Social Issues Advocacy, Activist Identity

Table 7c

Multiple Linear Regression Model and Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.329	.182		18.289	<.001	2.966	3.692		
	Gender Dummy Variable	-.081	.124	-.066	-.648	.519	-.328	.167	.922	1.084
	Leader Experience	.263	.047	.562	5.551	<.001	.168	.357	.922	1.084
2	(Constant)	2.523	.288		8.762	<.001	1.949	3.096		
	Gender Dummy Variable	-.045	.116	-.037	-.388	.699	-.277	.187	.915	1.093
	Leader Experience	.178	.051	.380	3.519	<.001	.077	.278	.705	1.419
	Individual Entrepreneurial Orientation	.208	.060	.361	3.469	<.001	.088	.327	.762	1.313
3	(Constant)	2.596	.304		8.536	<.001	1.990	3.202		
	Gender Dummy Variable	-.047	.117	-.038	-.403	.688	-.280	.186	.915	1.093
	Leader Experience	.175	.051	.375	3.456	<.001	.074	.277	.702	1.424
	Individual Entrepreneurial Orientation	.222	.063	.385	3.532	<.001	.097	.347	.696	1.436
	Activist Identity	-.036	.046	-.073	-.767	.445	-.128	.057	.905	1.104
4	(Constant)	2.535	.342		7.405	<.001	1.852	3.217		
	Gender Dummy Variable	-.042	.118	-.034	-.352	.726	-.277	.194	.903	1.108

Leader Experience	.171	.052	.366	3.268	.002	.067	.275	.669	1.494
Individual Entrepreneurial Orientation	.222	.063	.385	3.512	<.001	.096	.348	.696	1.436
Activist Identity	-.047	.055	-.097	-.859	.393	-.156	.062	.659	1.517
Social Issues Advocacy	.030	.076	.045	.398	.692	-.122	.183	.662	1.510

a. Dependent Variable: Leader Self-Efficacy

VI. Discussion and Conclusions

The goal of this study was to examine the leader self-efficacy of individuals who have engaged in advocacy related to the opioid epidemic, using two theorized antecedents to leader self-efficacy, social issues advocacy activity and individual entrepreneurial characteristics. Three key findings emerged. First, the theorized influence of entrepreneurial orientation as an antecedent to leader self-efficacy and of leader previous experience as a control variable was supported. The theorized influence of social advocacy activities as a type of mastery experience contributing to the development of leader self-efficacy was not supported. Second, in this specific social movement context, self-identification as an activist was highly positively correlated with social issues advocacy, confirming prior research showing that the greater the level of advocacy activity the more likely an individual is to view themselves as an activist. Third, that participant demographics related to gender and race were consistent with similar research showing that white women were more likely to participate in certain types of advocacy activity. Of note methodologically is that the study provides lessons for conducting research using social media platforms for survey administration and participant recruitment.

Theoretical Framework

The theoretical framework proposing that entrepreneurial characteristics were positively related to leader self-efficacy for individuals active in advocacy related to the opioid epidemic was supported. The relevance of entrepreneurial characteristics such as risk-taking, innovativeness, passion, perseverance and proactiveness to participation in social movements is confirmed by the degree to which entrepreneurial orientation was

represented in the survey sample. Entrepreneurship is a common theme found across leadership and social movement literature, and the characteristics measured by the individual entrepreneurial orientation scale, 1) risk-taking, 2) innovativeness, 3) passion, 4) perseverance and 5) proactiveness accurately describes these potential future leaders who have undertaken action for change related to the opioid epidemic. These individuals have taken risks by using their personal, lived experiences connected to the opioid epidemic to embark on a public advocacy journey via social media despite the potential negative personal and professional consequences of being associated with an issue that carries a high level of societal stigma. While the specific lived experiences were not measured, the basic willingness to take an active position relevant to this issue is a given as defined by their active participation related to the issue. They are innovative, using the unstructured and evolving platform of social media sites such as Twitter and FaceBook, to conduct outreach, education, lobbying and other advocacy activities. Passion is implicitly assumed, as in this situation, it represents the sum of the willingness to take personal risk and to actively participate on autonomous platforms for advocacy activity. Perseverance is represented by the willingness to engage for change related to an issue that is more than a decade old and one of the wicked problems of society, and proactiveness in the ability to leverage evolving social media platforms and communication formats and to continue to advocate for solutions to an issue that has both many solutions and still none.

The theoretical framework proposing social justice advocacy as a mastery experience leading to leader self-efficacy was not supported. As proposed in the decision tree created by Zhao et al. (2010), the lack of evidence for social justice advocacy as a

mediator to leader self-efficacy may be caused by a problematic theoretical framework and and/or omitted mediator. An omitted mediator is possible, but it is likely that the proposed theoretical framework failed to recognize either one or a combination of the following:

1) the social issues advocacy scale is not a suitable proxy for measuring leadership mastery experiences within social movements, and/or

2) the type of advocacy activities included in the social issues advocacy scale did not correspond to the type of advocacy activities that predict leader self-efficacy for individuals active in advocacy related to the opioid epidemic, and/or that

3) the proposed relationships between individual entrepreneurial orientation, social issues advocacy and leader self-efficacy were tenuous, and the absence of any correlation between the proposed mediating variable, social issues advocacy, and the dependent variable, leader self-efficacy did not support the use of mediation analysis in examining these variables.

The use of leader self-efficacy as a dependent variable echoed the frequent incorporation in leadership research of leader self-efficacy as an outcome of leader development activities such as targeted developmental experiences in advocacy and leadership. Social advocacy experiences were proposed as a similar measure to the type of developmental learning and experiential training examined in other studies. In this study, a majority of participants not only considered themselves already active in advocacy related to the opioid epidemic but also self-identified as activists. What is unknown for those who strongly self-identified as activists, because of the lack of specific framing for the activist scale questions, is if their identification is specifically

linked to activism related to the opioid epidemic or activism more broadly. It is likely that for this population, as demonstrated by the strong correlations, leader self-efficacy was already a given reflecting the relevance of individual entrepreneurial characteristics, prior leader experience and age. In addition, the focus on participant recruitment through social media platforms narrowed the type of advocacy activity to a format which was potentially not adequately incorporated or reflected in the chosen social issues advocacy scale (SIAS).

The overall absence of a relationship between leader self-efficacy and advocacy experiences generally, whether defined by the social issues advocacy scale or by the advocacy activity self-report, indicates that the theoretical framing of social issues advocacy as mastery experiences was not supported. It is relevant that the study of high school counselors by Mullen et al. (2019) did not find that leader self-efficacy was significantly correlated with or predicted social issues advocacy and for that study, "participant's confidence in leading did not relate to their effort to advocate for social justice issues" (p. 169). That study differed from this one because it used leader self-efficacy as the independent variable and measured leader self-efficacy using the Paglis & Green (2002) scale, but the lack of any correlation between the SIAS scale and the other variables is consistent with my study's results.

The Advocate/Activist Conundrum

As discussed earlier in this paper, the definitions of advocate versus activist are not consistently defined and whether or not someone who engages in advocacy behaviors self-identifies as an activist is not a given. Identification as an activist can sometimes carry negative connotations and may be contingent on the advocacy context (Bobel,

2007; Cortese, 2015; Louis et al., 2016). Three variables were used to examine how advocacy and activism was represented across survey participants: 1) the degree of social issues advocacy activity as measured by the SIAS, 2) the advocacy activity self-report screening question, which was specific to the opioid epidemic, and 3) the activist identity scale, comprised of three scale items. Scale items for the first two items, social issues advocacy and advocacy activity self-report, were structured to specifically reflect a focus on advocacy related to the opioid epidemic. Questions relating to activist identity were not similarly structured, but their presentation towards the end of the survey may have implied this emphasis. In this study, there is a strong positive association between the respondent's activist identity and the amount they have engaged in advocacy behaviors related to the opioid epidemic. What is not known is whether activist identity is specifically related to advocacy in the opioid epidemic. The more an individual is associated with advocacy community groups the more likely it is that they are linked to increased activism with a more generalized activist identity (Louis et al, 016). Because all of the variables were not explicitly linked to the opioid epidemic, the potential for the respondent having a generalized activist identification encompassing more than advocacy activities specifically associated with the opioid epidemic cannot be determined, however, study results demonstrate that for this specific social movement, the activist label is less likely to have a negative connotation than for activist identity connected with other social movements.

One factor potentially influencing the willingness of advocates to self-identify as activists is the high level of stigma associated with the opioid epidemic; activism can be an intentional strategy for "attempting to change how the stigmatized group is viewed

and treated by society" (Lebel, 2008, p. 425). Thus, an activist identity may be more likely for individuals engaging in advocacy activities related to a stigmatized issue such as the opioid epidemic.

Demographics

The high proportion of female respondents aligns with other research on social movements and "systematic evidence [indicating] that female integrated or dominated groups are the norm among U.S. voluntary associations" ((Dorius & McCarthy, 2011, p. 470.) The high proportion of female participants potentially reflects an issue that is taken up by women, similar to MADD or RID, may indicate that a female-oriented role, such as that of a mother, is a driving factor in advocacy participation. This orientation is in contrast to Craddock's (2019) study on the anti-austerity in a community in the United Kingdom which concluded that men were more likely to identify as activists and to undertake advocacy action, and to Cortese's (2015) study on Lesbian Gay Bisexual Transgender Queer (LGBTQ) issues. This study's gender skew towards women aligns with other research finding gender homogeneity in social movement participation (Cortese, 2015). Regarding race, the proportionately higher level of white respondents aligns with research on other participants in social movements such as Mothers Against Drunk Driving (Dorius & McCarthy, 2011) and disability advocacy (Landmark et al., 2017).

The negative correlation between entrepreneurial orientation and age reflects what Ganz (2010) described as why "committed, hopeful" leadership is drawn from the young (p. 530). Entrepreneurial orientation was positively related to every other study variable,

with the exception of race, and was significantly related to activist identity, advocacy self-report, and significantly negatively related to age.

Survey Methodology Challenges.

Two aspects of the survey research process were particularly challenging. The first issue was related to survey response rate and the second to survey completion rate. As someone personally and professionally familiar with the nature of social media platforms and the groups on social media who are dedicated to advocacy for the opioid epidemic, I began my research highly confident in the likelihood of robust participation rates. The study methodology anticipated that recruitment of survey participants on social media platforms such as Twitter and Facebook would leverage postings and re-posts to individuals and groups. The reality for this researcher was that, apparently absent a personal significant Twitter presence and following, this specific social media platform was minimally effective in in reaching the desired number of potential survey participants.

The initial survey outreach did not incorporate the use of a survey completion incentive. I rejected early advice to incorporate incentives for participant survey completion, despite research demonstrating that incentives are “cost-effective methods” for increasing participation rates (Cook et al., 2015, p. 215). Reluctance to use incentives was largely out of concern that participant motivations would be driven less by legitimate reasons and more by desire to obtain the incentive, a potential “con” that was described by Cook et al. (2015). In addition, incentive funding was limited and would require the

use of a randomly awarded amount, rather than the ideal incentive structure of an unconditional, prepaid cash amount.[1]

Recruitment strategies were expanded to include: financial incentives, increased frequency of recruitment postings at targeted times (weekends, evenings, avoidance of holidays), addition of personalized outreach language that emphasized the authenticity of the researcher's interest in the topic, refinement of outreach recruitment language to allow a variety of shorter and longer recruitment messages, addition of direct outreach by email to organizations with the desired social media profile, addition of the use of referrals for direct outreach to relevant advocacy groups, and limited use of direct interviews for survey completion. Especially helpful was advice to personally connect with Facebook administrators about the survey and to ask for their support and participation. This strategy resulted in a number of supportive responses and reposts encouraging participation. In retrospect, this experience aligns perfectly with Gerbaudo's (2012) statement that "top Facebook admins and activist tweets come to acquire a disproportionate degree of influence on movement communication, and thus also on the choreographing of its actions" (p. 140).

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[1] While my literature review on the administration of surveys on social media platforms indicated some hints of potential obstacles, it also included positive evidence of how to use social media to reach a targeted, yet widely distributed population. One social media strategy that I was unable to use was the use of paid social media postings to reach survey participants. This practice is on the increase, and a number of higher education institutions have guidelines and policies for using paid social media postings (Hough & Flood-Grady, 2020; University of Florida, 2018). While options for using paid postings can demonstrably increase the ability of the researcher to closely target and reach desired survey participants, this study was only able to create postings that were publicly available. Unfortunately, the use of paid postings for survey recruitment is not formally supported at my institution at the time of this study. It was clear early on in the survey administration that the data collection timeline would need to be significantly extended, meaning months rather than weeks, to reach the target sample size. An all-hands-on deck approach leveraged recommendations from a university staff member who had social media marketing expertise and to incorporate incentives for survey completion.

The second challenge of survey administration was related to survey completion. As discussed during the methodology section, it appears that what Tabachnik and Fidell (2012) described as “recalcitrant” respondents may have dropped out of the survey after the first set of questions (p. 62). The survey was structured within Qualtrics to have breaks between each set of survey scales, and it is possible that respondents assumed they were done after the first set of scale questions about social issues advocacy and did not press the arrow for next screen. It is also possible that after the initial set of questions relating to social issues advocacy, the survey items related to leadership and entrepreneurship had less saliency for the participant (Porter et al., 2004). As someone new to creating and administering surveys, as well as new to the Qualtrics Survey software, it is possible that I was not sufficiently knowledgeable about additional strategies to encourage survey completion, such as text boxes encouraging respondents to continue to next screen, that should have been employed. The issues with survey completion also led to the limited use of direct personal interviews providing survey completion assistance. Ultimately, this iterative process conducted over a number of months incorporating additional outreach and recruitment strategies resulted in reaching the minimally required number of completed surveys to fulfill analytical power requirements. Despite the challenges extant and the extended time period required, I am reasonably confident that my survey reached and was completed by a representative sample of individuals who engage in advocacy related to the opioid epidemic on social media.

Limitations

Several limitations are important to note related to generalizability, power requirements, survey administration and scales, the use of correlational data and historical context. The challenges associated with participant recruitment and the resulting sample that included a majority of responses from White female respondents limits the generalizability of this study in terms of both diverse populations and context. While the survey reached potential participants in a gender-neutral format, it is not possible to determine if the response was predominantly from White females because they accurately represent the overall population. The use of a snowball sampling approach to recruit participants was focused on the individual's awareness and likely participation in advocacy related to the opioid epidemic. Participant familiarity with the topic is likely to drive strong opinions and participants may "tend to report more consistent attitudes than for those for whom the topic is less important" (Bandalos, 2018, p. 98-99). In addition, the self-reporting format of the questions may have caused some participants to based their responses on inflated personal beliefs about their knowledge or capabilities or on perceived socially desirable responses.

The sample size was minimally sufficient for power requirements as calculated, but there are arguments for flexibility in determining sample size and utilizing available data (Hayes, 2022). While a traditional power analysis was completed to determine an *a priori* sample size for this study, the relevance and influence of power is open for further discussion. As discussed by Hayes (2022), when performing a mediation analysis, the power to detect a single indirect effect may be different than the power to detect a total indirect effect. In Hayes' (2022) realism-driven perspective, "collect as much data as

resources allow" (p. 552). Hayes encouraged doing the research and furthering whatever "debate, theory, or literature that motivated the study" (p. 552). The challenges that were presented recruiting survey respondents using social media platforms, and in obtaining fully completed surveys, speaks to the importance of the value in persevering in research analysis even in the face of less than perfect sample sizes or data records.

The number of abandoned responses, nearly half of total survey responses, indicates challenges with the survey items or survey structure, and may have led to a nonresponse bias. According to Nickel and Ford's (2017) overview on leadership instruments, scales that measure the degree to which someone perceives themselves as a leader are in short supply, as most leadership scales assess leadership ability from the perspective of the follower, supervisor, or similar external rater. The SIAS, IEO and LSE scales were not developed for the social movement context, but instead were developed for professionals within organizational roles. The scales as used may not have accurately measured these constructs in a social movement context. The survey length and wordiness of the questions may have discouraged participant completion. The social issue advocacy scale was primarily developed for individuals working in a profession directly related to advocacy. A number of questions are essentially the same, only differentiating between whether an advocacy behavior was related to the individual's profession or related to their personal concerns. For the purposes of this study, the profession was referred to as "advocacy activity," but essentially the same question is almost asked twice, once for activities conducted as an individual and once for activities conducted as part of the profession or advocacy activity. In addition, some of the questions are also dated, such as those referring to mailing letters or making phone calls, when those

communication modes have largely been supplanted by the fast-moving evolution of Internet-age communications.

Also, the use of correlational data for some results establishes the significance of relationships between variables, but does not provide an understanding of cause and effect between variables.

Finally, there was the extraordinary context of the COVID-19 pandemic playing out during survey recruitment and data collection. During this period, the world was beginning year two of a pandemic that had begun in March 2020; in January 2022 a third significant surge in COVID-19 cases, hospitalizations and deaths occurred (The Centers for Disease Control, 2022). Distractions caused by the unknown factors of living through a pandemic, including the ebb and flow of COVID-19 infections and the varying constraints of governmental policies, such as closures of schools and placed of employment, restrictions on gathering sizes and travel, in addition to the usual holiday cycles, likely affected survey recruitment. Opioid and related overdose deaths reached shocking new heights with "an estimated 100,306 drug overdose deaths in the United States during [the]12-month period ending in April 2021, an increase of 28.5%" over the previous year (The Centers for Disease Control, 2021). The contextual nature of the social movement is still highly relevant, but with emotional well-being under constant stress from the effects of the pandemic, potential participants may not have wished to commit to the time required for their complete survey response.

Research Contributions and Implications

Implications of this study have both theoretical and practical dimensions. From a theoretical perspective this study contributes in three areas:

1. examining the relationships between leader self-efficacy, social justice advocacy and entrepreneurial orientation within a social movement,
2. extending research on entrepreneurship by connecting entrepreneurial concepts found in the study of leadership and management to social movements, and
3. extending research on activist identity and the relationship between activist identity and social advocacy behavior.

From a practical perspective, this study contributes to:

1. the identification of potential strategies for volunteer recruitment and leader development within social movements, with a focus on leveraging entrepreneurial characteristics,
2. knowledge about survey research of participants in social movements and participant recruitment using social media platforms.

Leader Self-Efficacy and Individual Entrepreneurial Orientation

Social movements can only achieve their goals through individual agency and collective effort. As individual effort weaves together, collective outcomes begin to emerge. Leadership self-efficacy achieves collective performance by contributing to collective efficacy (Hannah et al., 2008). Leadership, however it is manifested, drives the mobilization of the social movement community and the capacity to exert societal change (Ganz, 2010). This study extended research on two of the predictors for leader emergence and leadership, individual entrepreneurial orientation and leader self-efficacy, within the complex context of the social movement. Although the study did not find the theorized relationship between social justice advocacy activities as mastery experiences

contributing to leader self-efficacy, it did find that respondents were likely to have had previous leader experience, demonstrated an entrepreneurial orientation and reflected a higher degree of leader self-efficacy. This finding is consistent with research demonstrating that previous leader experiences and characteristics such as risk-taking and perseverance contribute to leader self-efficacy (Chan & Drasgow, 2001; Hendricks & Payne, 2007; Rehm, 2017; Seibert, 2017).

The results of this study demonstrate the relevance of entrepreneurial orientation as a dimension of an individual's social movement agency. This "tendency towards entrepreneurship" (Santos et al, 2019, p. 193) incorporating risk-taking, innovativeness, passion, perseverance and proactiveness supports the potential emergence of the entrepreneurial leader (Musara, 2020; Santos et al, 2019). Covin & Slevin (2018) describe effective strategic leaders as those who have an entrepreneurial mindset. These strategic leaders "exploit high potential" opportunity within an "uncertain business environment" (Covin & Slevin, 2018, p. 310). Within social movements, much like firms, "individuals working at all levels… are the ultimate source of entrepreneurship" (Covin & Slevin, 2018, p. 325). Although the study of entrepreneurial leadership in management versus social movements differs, respectively, between the emphasis on financial return (Renko, 2017) as contrasted with the emphasis on the achievement of some specific shared purpose (Ganz, 2010), both outcomes fit within Renko's (2017) call for "a focus on opportunities as goals of the entrepreneurial leadership process" (p. 35). The strong presence of entrepreneurial characteristics in social movement activists aligns with research connecting entrepreneurial leadership and complexity leadership.

The Advocacy/Activist Continuum

Are the roles of advocate and activist two ends of a continuum? Is the activist label complimentary or derogatory? Does it help or harm the cause? Is the power of advocacy best informed by an adversarial posture or a collaborative one? This study extends our understanding of how advocates view themselves and contributes to a potential framework for defining and measuring the advocate/activist definition. Self-identification as an activist was strongly associated with higher levels of advocacy behaviors as examined within this particular social movement. The degree to which an individual self-identifies as an activist may be informed by their commitment to changing "how the stigmatized group is viewed and treated by society" (Lebel, 2008, p. 425).

Understanding how the advocate/activist role affects social movement strategy is an important construct for social movement leaders to consider and understand. What connotation does the term activist convey when linked to the particular issue? Does it advance or undermine the goals of the movement? More broadly, is activist identity a positive construct for use in leveraging and extending the reach of social movement networks? Understanding how activist identity is related to advocacy behavior and social movements generally will extend the potential of the collective. Engaging the public and policy makers about a social movement is not just about defining the proposed solutions as much as deciding whether to frame the issue solutions in a cooperative or a disruptive format.

In an increasingly polarized environment, in order to advance policy and practical solutions, a tactical advocacy approach may hinge on which approach, cooperation or disruption, is most appropriate. Activism that is viewed as disruptive may advance the

goals of one faction of a social movement while undermining the goals of another. Understanding the development of activist identity as both a function of a particular social movement domain as well as generally to social advocacy may help social issue leaders identify and understand the underlying nature of members of their social movement group.

In this study, nearly 20% of initial survey respondents exited the survey after the first screening question related to social advocacy, and another 9% exited the survey after the set of scale items related to social advocacy. While the respondents were interested enough in the topic of advocacy activity related to the opioid epidemic to begin the survey, the general lack of interest in completion may speak to the respondents own informal view of their unstructured and autonomous activities as an activist as unrelated to the formal definition of someone engaged in structured advocacy and leader experiences.

Leader Development for Entrepreneur/Advocates

How can leader development be enhanced for social movements using the results of this study? Social movements, with their autonomy, volatility and fluidity, pose unique challenges for leadership development (Ganz, 2010). Understanding the micro-level processes of social movements can enhance leader recruitment and development (Cortese, 2015). Social movements, much like profit-focused organizations, must reach within their advocacy base to recruit, train and develop leaders (Ganz, 2010). Advocates who do not perceive themselves as specifically associated with a group or organization, but who are active in advocacy using social media platforms, have potential for organizations that are seeking advocacy volunteers and leaders. By identifying and

connecting with individuals or groups with the same issues focus, more traditionally structured advocacy organizations can leverage and extend their message and organizational goals through the loose individual networks enabled through social media platforms. This networking extends the potential of specific advocacy strategies for both structured and fluid advocacy groups. In the example of the opioid epidemic, groups with a focus on the policy and treatment benefits of medication for treating substance use disorder could identify potential like-minded advocates who are associated with social media groups focused on that topic.

Empowering and advancing creative and durable solutions to complex social problems begins with the empowerment of the entrepreneurial nature of the individuals within the movement or organization. While social movements share many characteristics, they are also each quite unique, as are the backgrounds, characteristics and motivations of their participants. Building on our understanding of social movement advocates as entrepreneurs provides a potential framework for creating leader development programs that leverage the unique characteristics of the entrepreneur while building some of the most challenging social movement leadership skills, such as gaining commitment from others, creating a collaborative team incorporating accountability, and creating consensus-base decision-making approaches (Ganz, 2010). Leader development activities within social movements, whether conducted formally or informally, should incorporate the identification and the development of entrepreneurial characteristics in movement participants with an aim towards building entrepreneurial capacity of all members. For example, in addition to offering information or training on workmanlike topics such as social media, issue talking points, and phone canvassing, social

movements could emphasize training in how to behave entrepreneurially. Advocacy group members, much like managers and employees of for-profit organizations, should be encouraged in developing entrepreneurial behaviors that help them “think, frame and analyze entrepreneurial opportunities” (Cai et al., 2016, p. 213). In developing these programs, it is also important to remember that while entrepreneurial characteristics are generally viewed as positive, social movement leader development programs should also recognize that some entrepreneurial characteristics can manifest in negative ways, such as when the confidence to take risks becomes hubris, passion becomes dogma, or innovativeness is exhausting (Renko, 2017). Characteristics that present as positive can have negative dimensions. The dark side of positive or bright traits can manifest in ways such as being more controlling and less adaptable, possessing a lower tolerance for risk, being more political and less distributive and being overly sensitive to disapproval (Day & Antonakis, 2012).

Social movements can seek, much like organizations, to empower members to “challenge the status quo and help teams collaborate toward creative idea generation and realization,” through recognizing the value of entrepreneurial characteristics in leaders and followers (Cai et al., 2018, p. 213). For example, where an organization may deploy a “human investment philosophy” that “recognizes the potential of all organizational members to contribute to the realization of the entrepreneurial strategic vision” (Covin & Slevin, 2018, p. 313); within the social movement framework, such a human investment philosophy could similarly support the identification, celebration and encouragement of entrepreneurial potential in its membership towards the achievement of entrepreneurial outcomes.

Survey Research Using Social Media Platforms for Social Movements

From a practical standpoint, conducting survey research of these unique social movement participants in order to perform quantitative evaluation presented numerous unexpected learning opportunities for this nascent researcher. Using a mixed methods approach might have leveraged a pragmatic worldview approach incorporating insights directly from survey participants and augmenting the quantitative results (Creswell & Creswell, 2018). However, as described in the literature review, both quantitative approaches (Beiman, 2016; Bolton & Lane, 2012; Dorius & McCarthy, 2011; Galambos & Hughes, 2000; Goktan & Gupta, 2015; Louis et al., 2016; Mullen et al., 2019; Ohmer, 2007) and qualitative approaches (Bobel, 2007; Cortese, 2015; Musara & Niewenhuizen, 2020) to studying advocacy, activism and social movements are commonly employed. The desire to provide anonymity to respondents, in recognition of the stigma that many feel from being associated with this epidemic, is an important factor in choosing research method, but other strategies such as limiting the collection of demographic data (Craddock, 2019) and enhancing survey narrative regarding researcher privacy controls, could be used to achieve the same purpose.

For the researcher, having credibility within the social movement helps to establish a foundation of trust that encourages research participation. In my case, I built my credibility by reaching out directly to site administrators, telling them about my research, sharing what my goals were, and asking for their support. I augmented this credibility by leaving my own social media (Facebook) page open for perusal by others. Another way to create transparency and build credibility would have been to create a Facebook group or webpage with additional information about my research. This would

have preserved my personal social media privacy while still presenting myself as a bona fide, authentic member of the broader community related to the opioid epidemic social movement.

Conclusions

This research examined the intersection of entrepreneurship, advocacy and leader self-efficacy within a social movement. Entrepreneurship is a concept associated with both social movements and leadership. This study bridged concepts from both areas to examine the presence of leader self-efficacy. Mastery experiences leading to leader self-efficacy were examined using a measure of social justice advocacy experiences. Social movements are about possibility; the possibility of societal change for the betterment of others. As described by Ganz (2010), "agency…[within social movements] is more about grasping at possibility, than conforming to probability" (p. 529). Advocacy, activism and action is at the heart of the social movement. The positive relationships between individual entrepreneurial orientation, leader self-efficacy, advocacy, and activist identity that were identified in this research demonstrates the importance of entrepreneurial orientation and individual agency in the identification and implementation of innovative solutions to challenging problems within complex contexts. The entrepreneur, recognizing potential and opportunity, uses their individual agency in support of emergent ventures: the creation of new value, the solving of a problem, the capitalization of opportunity or simply the improvement of a situation (Lichtenstein, 2016).

Entrepreneurial individuals are uniquely qualified to identify and exploit possibility in social movements where "leadership emerges as a necessary but not sufficient condition for change with an emphasis on context rather than its causality"

(Couto, 2016, p. 35). Recognizing that entrepreneurial orientation is a prevalent characteristic of these passionate individuals extends both theoretical and practical understanding of the impact of entrepreneurial orientation on the achievement of innovative solutions within the autonomous, dynamic context of all social ventures. This paper connected entrepreneurial concepts across disciplines to further our understanding of entrepreneurial orientation and how that orientation can lead to entrepreneurial leaders who care about others and use their vision to identify opportunities (Musara & Nieuwenhuizen, 2020).

Whether entrepreneurship is a leadership style or simply a set of leadership competencies is beyond the scope of this paper, but the importance of the five characteristics of entrepreneurial orientation to leadership is clear. Individuals who engage in advocacy activities in order to drive change, at least specifically to this social movement context, are likely to exhibit entrepreneurial characteristics. They are taking risk, engaging their passion and perseverance, and using proactiveness and innovativeness to further their advocacy activities. These behaviors align with the entrepreneurial leader or social movement entrepreneur who identifies and exploits opportunity through the same kinds of risk-taking, innovativeness, perseverance, passion and proactiveness. These characteristics offer a comprehensive foundation for ways in which individuals, agents of change, can successfully respond to the complexities of the wicked problems of this world. Entrepreneurs incorporate leadership when they leverage these individual characteristics for the empowerment of others to develop and use their own entrepreneurial power, regardless of the existence of a formal leader-follower relationship.

Leadership study has evolved considerably from the story of the heroic figure who was seen as singularly capable and uniquely qualified to direct such followers. In a world where information and knowledge (as well as disinformation and falsehoods) are instantly available, and where global presence is accomplished through the click of a mouse on a social media platform, leadership today is a direct reflection of the power of collective inputs and collective goals, activated by the entrepreneurial passion of the individual. Individuals can and do make a difference in confronting social injustice. In making that difference, they exhibit their own unique and autonomous style of leadership in a dynamic and complex context. They model leadership through their commitment and passion and most importantly, by engaging with others in the identification and attainment of collective goals and ultimately in their efforts striving to make the world a more just place.

Appendix

Appendix A

Qualtrics Survey and Survey Items

1) Qualtrics System Generated Items
   a) Start Date
   b) End Date
   c) Response Type
   d) Progress
   e) Duration (in seconds)
   f) Finished
   g) Recorded Date
   h) Response ID
   i) Distribution Channel
   j) User Language
2) Introductory Landing Page
   a) If you are passionate about how your advocacy and leadership is helping to find solutions to the opioid epidemic and substance use disorder, please participate in this survey. It will take fifteen minutes or less of your time, is completely anonymous, and will extend research and knowledge on the role of advocacy in tackling critical social issues.
      In addition, at the end of the survey you have the opportunity to enter your name for the chance to win one of five $99.00 gift cards! Thank you in advance for your time in supporting this research. Institutional Review Board approved protocol language

   b) You are being asked to participate in a research study conducted by Kathleen Quinlan Johnson from James Madison University. The purpose of this study is to study social issue advocacy and leadership characteristics related to the opioid epidemic. This study will contribute to the researcher's completion of her dissertation.

      Research Procedures: This study consists of a survey that will be administered to individual participants through Qualtrics (an online survey tool). You will be asked to provide answers to a series of question.

      Risks: The investigator does not perceive more than minimal risks from your involvement in this study (that is, no risks beyond the risks associated with everyday life).

      Benefits: Potential benefits from participation in this study include expanded understanding of the role that social issue advocates play in providing leadership for critical social issues.

      You will not receive any compensation for participation in this study.

      Confidentiality: The results of this research will be presented in the dissertation and future publications. While individual responses are anonymously obtained and recorded online through the (Qualtrics software), data is kept in the strictest

confidence. No identifiable information will be collected from the participant and no identifiable responses will be presented in the final form of this study. All data will be stored in a secure location only accessible to the researcher. The researcher retains the right to use and publish non-identifiable data. At the end of the study, all records will be destroyed. Final aggregate results will be made available to participants upon request. Participation & Withdrawal: Your participation is entirely voluntary. You are free to choose not to participate. Should you choose to participate, you can withdraw at any time without consequences of any kind. However, once your responses have been submitted and anonymously recorded you will not be able to withdraw from the study.

Questions about the Study: If you have questions or concerns during the time of your participation in this study, or after its completion or you would like to receive a copy of the final aggregate results of this study, please contact:

Kathleen Q. Johnson, Doctoral Candidate, SSLS (johnsokq@dukes.jmu.edu) or Margaret Sloan, Director and Professor, SSLS and Advisor (sloanmf@jmu.edu), Department of Strategic Leadership Studies, James Madison University. Phone: (540) 568-7020.

Questions about Your Rights as a Research Subject: Dr. Lindsey Harvell-Bowman, Chair, Institutional Review Board, James Madison University, (540) 568-2611, harve2la@jmu.edu.

3) Giving of Consent: I have been given the opportunity to ask questions about this study. I have read this consent and I understand what is being requested of me as a participant in this study. I certify that I am at least 18 years of age. By clicking on the link below, and completing and submitting this anonymous survey, I am consenting to participate in this research.

____

Researcher: Kathleen Q. Johnson, October 14, 2021

This study has been approved by the IRB, protocol #22-2747.

4) Survey Items

REFERENCE NO.	ITEM NAME	SURVEY ITEM	RESPONSE TYPE	VARIABLE/ITEM PURPOSE
1.	AGE	How old are you?	8 age group choices, also a filter for age > 18.	Demographic
2.	ADVEXP	How much have you been involved in advocacy activity related to the opioid epidemic? For the purposes of this study the definition of advocacy is taking action and/or speaking out to support an idea, need, person or group with the goal of affecting change.	2 choices	Demographic
3.	SIA1	I volunteer for political causes and candidates that support the values of my advocacy activity.	Likert 1-5	IV - SIAS
4.	SIA2	I volunteer for political causes and candidates I believe in.	Likert 1-5	IV - SIAS
5.	SIA3	I use letters, email or social media platforms to influence others through the media regarding issues that affect my advocacy activity.	Likert 1-5	IV - SIAS

REFERENCE NO.	ITEM NAME	SURVEY ITEM	RESPONSE TYPE	VARIABLE/ITEM PURPOSE
6.	SIAMEET	I meet with policy makers (e.g., city council, state and federal legislators, local elected officials) to advocate for social issues that I personally believe in.	Likert 1-5	IV - SIAS
7.	SIABILLSFAM	I discuss bills/legislative issues that are important to my advocacy activity with friends and family.	Likert 1-5	IV - SIAS
8.	SIABILLS	I keep track of important bills/legislative issues that are being debated in Congress that affect my advocacy activity.	Likert 1-5	IV - SIAS
9.	SIABILLSME	I keep track of important bills/legislative issues that are being debated in Congress that I am personally interested in.	Likert 1-5	IV - SIAS
10.	SIASPRT	I work to elect policy makers who support the views of my advocacy activity on important social issues.	Likert 1-5	IV - SIAS

REFERENCE NO.	ITEM NAME	SURVEY ITEM	RESPONSE TYPE	VARIABLE/ITEM PURPOSE
11.	SIABILLSCO	I discuss bills/legislative issues that are important to my advocacy activity with coworkers and acquaintances.	Likert 1-5	IV - SIAS
12.	SIASOCIWB	Societal forces (e.g., public policies, resource allocation, human rights) affect individuals' health and well-being.	Likert 1-5	IV - SIAS
13.	SIAPOLICY	State and federal policies affect individuals' access to social services.	Likert 1-5	IV - SIAS
14.	SIAEDUC	Societal forces (e.g., public policies, resource allocation, human rights) affect individuals' educational performance.	Likert 1-5	IV - SIAS
15.	SIAVOTE	I vote in most local elections.	Likert 1-5	IV - SIAS
16.	SIADEMO	I participate in demonstrations or rallies about social issues that are important to my advocacy activity.	Likert 1-5	IV - SIAS
17.	SIADEMOME	I participate in demonstrations or rallies about social issues that are important to me.	Likert 1-5	IV - SIAS

REFERENCE NO.	ITEM NAME	SURVEY ITEM	RESPONSE TYPE	VARIABLE/ITEM PURPOSE
18.	SIACALLS	I make telephone calls to policy makers to voice my opinion on issues that affect my advocacy activity.	Likert 1-5	IV - SIAS
19.	SIADOLLARS	I make financial contributions to political causes or candidates who support the values of my advocacy activity.	Likert 1-5	IV - SIAS
20.	SIAQEDU	State and federal policies affect individuals' access to quality education and resources.	Likert 1-5	IV - SIAS
21.	IEOBOLD	I tend to act boldly in risky situations.	Likert 1-7	IV - IEO
22.	IEONEW	I often like to try new and unusual activities.	Likert 1-7	IV - IEO
23.	IEOINNOV	In general, I prefer a strong emphasis on innovative approaches rather than previously tested and used approaches.	Likert 1-7	IV - IEO
24.	IEONEWAPP	I am in favor of trying out new approaches to problem solving rather than using methods that others often use.	Likert 1-7	IV - IEO

REFERENCE NO.	ITEM NAME	SURVEY ITEM	RESPONSE TYPE	VARIABLE/ITEM PURPOSE
25.	IEOPLAN	I tend to plan projects in advance.	Likert 1-7	IV - IEO
26.	IEOGETUP	I would rather get up and put projects in motion than sit around waiting for someone else to do it.	Likert 1-7	IV - IEO
27.	IEOFINISH	I always finish what I start.	Likert 1-7	IV - IEO
28.	IEOSETBACK	Setbacks do not discourage me.	Likert 1-7	IV - IEO
29.	IEOPERSIST	In many complex situations, I persist in achieving my goals despite seeing others give up.	Likert 1-7	IV - IEO
30.	IEOPASSOPP	I am passionate about finding good business opportunities, developing new products or services, exploring business applications, or creating new solutions to existing problems and needs.	Likert 1-7	IV - IEO
31.	IEOPASS	I have a passion for envisioning, growing and expanding my business.	Likert 1-7	IV - IEO

REFERENCE NO.	ITEM NAME	SURVEY ITEM	RESPONSE TYPE	VARIABLE/ITEM PURPOSE
32.	IEOVENTURE	I like to venture into the unknown and make risky decisions.	Likert 1-7	IV - IEO
33.	LSECONF	I am confident in my ability to get things done.	Likert 1-5	IV - LSE
34.	LSEBEST	I always know how to get the best out of the situations I find myself in.	Likert 1-5	IV - LSE
35.	LSEEXP	With my experience and competence, I can help group members to reach the group's targets.	Likert 1-5	IV - LSE
36.	LSEAFFIRM	As a leader, I am usually able to affirm my beliefs and values.	Likert 1-5	IV - LSE
37.	LSEMAKE	I can usually make the people I work with appreciate me.	Likert 1-5	IV - LSE
38.	LSEGAIN	I am sure I can gain the consensus of group members.	Likert 1-5	IV - LSE
39.	LSELEAD	I can usually lead a group with the consensus of all members.	Likert 1-5	IV - LSE
40.	LSESTRWK	I can identify my strengths and weaknesses.	Likert 1-5	IV - LSE

REFERENCE NO.	ITEM NAME	SURVEY ITEM	RESPONSE TYPE	VARIABLE/ITEM PURPOSE
41.	LSEGOOD	Usually, I can establish very good relationships with the people I work with.	Likert 1-5	IV - LSE
42.	LEOCOMM	I am sure I can communicate with others, going straight to the heart of the matter.	Likert 1-5	IV - LSE
43.	LEOMNG	I can successfully manage relationships with all the members of a group.	Likert 1-5	IV - LSE
44.	LDREXP	Consider your personal experience – at school, in extra-curricular activities at work, extra-work – and rate the amount of your experiences in leadership roles in comparison with your peers (e.g., the people of your age) using the scale below.	5 choices	CONTROL – LDR EXP
45.	LDRFREQ	How frequently in your current position are you asked to assume leadership roles or positions?	Likert 1-5	CONTROL – LDR EXP

REFERENCE NO.	ITEM NAME	SURVEY ITEM	RESPONSE TYPE	VARIABLE/ITEM PURPOSE
46.	LDRPOS	In the past, how often have you occupied leadership positions in groups, associations, institutions etc. (e.g., leader in a sport team, coordinator of a cultural or political groups etc.)	Likert 1-5	CONTROL – LDR EXP
47.	ACTVI	I think of myself as an activist.	Likert 1-5	IV - ACT
48.	ACTVCOMM	I am committed to being an activist.	Likert 1-5	IV - ACT
49.	ACTNOT	Being an activist is NOT important to who I am. (REVERSE)	Likert 1-5	IV - ACT
50.	RACE	What is your race?	7 choices	DEMOGRAPHIC
51.	GENDER	How do you describe yourself?	5 choices	CONTROL - GENDER

Appendix B

Author Statement

The author has participated as a volunteer on behalf of organizations focused on advocacy for medication assisted treatment and other strategies for treatment of substance use disorder. Volunteer activities included providing personal testimonials to law and policy makers regarding the impact of the opioid epidemic on families and the benefits of medication-assisted treatment for substance use disorder. No paid activity has been accepted by the author related to this topic.

Appendix C

Survey Recruitment Outreach Organizations and Outreach Dates

Organization
Addiction and Me
Addiction and Mental Health Advocates
Addiction and Mental Health Advocates
Addiction Policy Forum
Addiction Recovery Communities of California
Addiction Recovery Meetings and Resources Online
Addiction Recovery Professionals Community
Addiction Treatment Communities of America
Advocacy – Their Lives Mattered
Advocates for Opioid Recovery
California Addiction Treatment Resources
Chicopee and Friends against Addiction
Faces & Voices of Recovery
Faces of Opioids - Stories of Using, Death and Recovery
FedUp! A coalition to end the opioid epidemic
In Angel's Arms
MARS Addiction Resources Centers
Our Community Place
Peer Recovery Support Specialists
Recovery Advocates of America
sacklerpain@gmail.com
Shatterproof
Shenandoah Valley Substance Abuse Coalition
The Black Poster Project
The SoberWorx Advocates
Voices to End Addiction & Inspire Recovery
Pennsylvania Recovery Advocacy Project Group
North Carolina Recovery Advocacy Project
Prevent Opioid Abuse
McShin Foundation
Victoria's Voice
Project Opioid

Survey Outreach Dates

Outreach Dates:
October 27, 2021
October 30, 2021
November 18, 2021
January 9, 2022
March 6, 2022
March 13, 2022
March 20, 2022
April 10, 2022
April 14, 2022
April 28, 2022
May 5-8, 2022

Appendix D

Survey Recruitment Language

Direct Email Recruitment Language

If you are passionate about how your advocacy experiences are helping to find solutions to the opioid epidemic and substance use disorder, please participate in this survey on advocacy and leadership. It will take fifteen minutes or less of your time, is completely anonymous, and will extend research and knowledge on the role of advocacy in tackling critical social issues. This research study is being conducted as part of my doctoral study at James Madison University and will contribute to the completion of my dissertation.

As one of the many people who have been affected personally by this issue, my own passion is to advance our understanding of how advocacy efforts related to the opioid epidemic and substance use disorder support the growth of personal leadership and social outcomes.

Complete detail about the study and contact information if you have questions is provided in the beginning of the survey. Your participation is completely confidential and voluntary. Please share this message with others who may be interested. Wide participation is encouraged. In addition, at the end of the survey you have the opportunity to enter your name for the chance to win one of five $99.00 gift cards! Thank you in advance for your time in supporting this research.

SURVEY LINK

Please share widely!

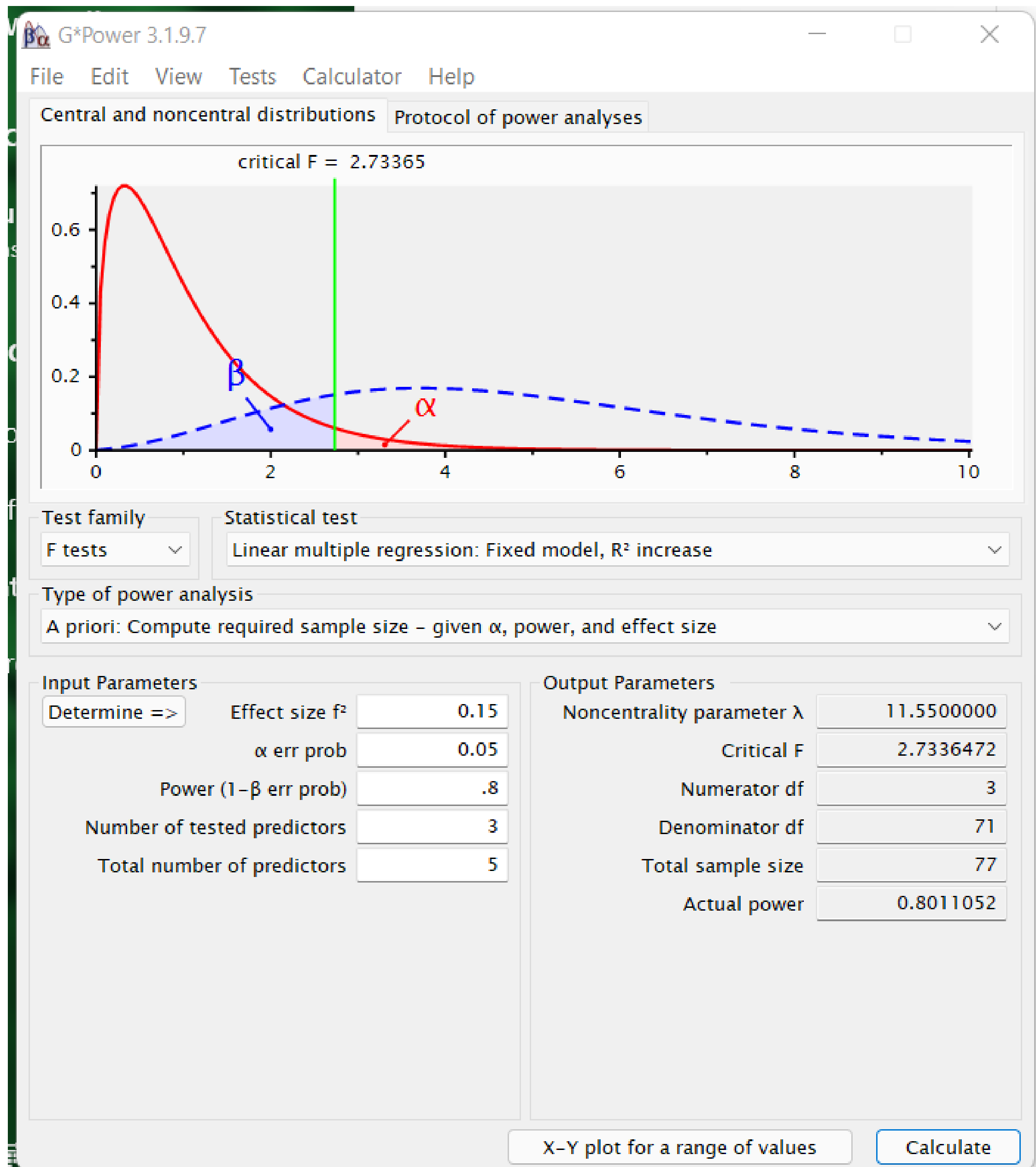
Kathleen Johnson, Doctoral Candidate
James Madison University

Survey Recruitment Language

- “Are you passionate about finding solutions to the #OpioidEpidemic? Check out this survey about advocacy and leadership. SURVEYLINK. Please RT and share!” [Twitter]
- “Are you passionate about finding solutions to #OpioidEpidemic #Addiction? Check out this survey about advocacy and leadership. SURVEYLINK. Please RT and share!” [Twitter]
- “Are you passionate about finding solutions to the #OpioidEpidemic? Check out this survey about advocacy and leadership. SURVEYLINK. Please share!” [Facebook]
- “Are you passionate about finding solutions to #OpioidEpidemic #Addiction? Check out this survey about advocacy and leadership. SURVEYLINK. Please share!” [Facebook]

Appendix E

Power Calculation Using G*Power



Appendix F
Frequency of Original Survey Responses

	N	
	Valid	Missing
StartDate	160	0
EndDate	160	0
Status	160	0
Progress	160	0
Duration (in seconds)	160	0
Finished	160	0
RecordedDate	160	0
ResponseId	160	0
DistributionChannel	160	0
UserLanguage	160	0
Q2	114	46
AGE	113	47
ADVEXP	110	50
SIA1	88	72
SIA2	88	72
SIA3	88	72
SIAMEET	88	72
SIABILLSFAM	88	72
SIABILLS	88	72
SIABILLSME	88	72
SIASPRT	88	72
SIABILLSCO	88	72
SIASOCIWB	88	72
SIAPOLICY	88	72
SIAEDUC	88	72
SIAVOTE	88	72
SIADEMO	88	72
SIADEMOME	88	72
SIACALLS	88	72
SIADOLLARS	87	73
SIAQEDU	88	72
IEOBOLD	81	79
IEONEW	81	79
IEOINNOV	81	79
IEONEWAPP	80	80
IEOPLAN	81	79
IEOGETUP	81	79
IEOFINISH	81	79

	N	
	Valid	Missing
IEOSETBACK	81	79
IEOPERSIST	81	79
IEOPASSOPP	81	79
IEOPASS	80	80
IEOVENTURE	81	79
LSECONF	79	81
LSEBEST	79	81
LSEEXP	79	81
LSEAFFIRM	79	81
LSEMAKE	79	81
LSEGAIN	79	81
LSELEAD	79	81
LSESTRWK	79	81
LSEGOOD	79	81
LEOCOMM	79	81
LEOMNG	79	81
LDREXP	77	83
LDRFREQ	77	83
LDRPOS	77	83
ACTVI	77	83
ACTVCOMM	77	83
ACTNOT	77	83
RACE	77	83
GENDER	77	83
CaseNum	160	0

Appendix G
Hayes Process Procedure for SPSS Version 4.1
Mediation Model 4 Output

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.1 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : LSE_COMP
    X  : IEO_COMP
    M  : SIASCOMP

Sample
Size:  77

**************************************************************************
OUTCOME VARIABLE:
 SIASCOMP

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .2518      .0634      .4124     5.0768     1.0000    75.0000      .0272

Model
              coeff         se          t          p       LLCI       ULCI
constant     2.8538      .5191     5.4980      .0000     1.8198     3.8878
IEO_COMP      .2134      .0947     2.2532      .0272      .0247      .4021

**************************************************************************
OUTCOME VARIABLE:
 LSE_COMP

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5434      .2952      .1451    15.4994     2.0000    74.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     2.5482      .3647     6.9876      .0000     1.8216     3.2749
IEO_COMP      .3058      .0581     5.2675      .0000      .1901      .4214
SIASCOMP      .0287      .0685      .4189      .6765     -.1078      .1652

Test(s) of X by M interaction:
          F        df1        df2          p
      .1193     1.0000    73.0000      .7308

************************** TOTAL EFFECT MODEL ****************************
OUTCOME VARIABLE:
 LSE_COMP

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .5418      .2936      .1435    31.1659     1.0000    75.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
```

```
constant     2.6301      .3062     8.5901      .0000     2.0202     3.2400
IEO_COMP      .3119      .0559     5.5826      .0000      .2006      .4232

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI
      .3119      .0559     5.5826      .0000      .2006      .4232

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI
      .3058      .0581     5.2675      .0000      .1901      .4214

Indirect effect(s) of X on Y:
             Effect     BootSE   BootLLCI   BootULCI
SIASCOMP      .0061      .0129     -.0186      .0352

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

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

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

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