



## Adaptation of Organizational Social Entrepreneurship Scale into Turkish: Validity and Reliability Study

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### ABSTRACT

This study aimed to adapt the "Organizational Social Entrepreneurship" scale to Turkish and to examine its psychometric properties. Following this purpose; it was tried to examine how accurately the scale measures (validity) and how consistent it is when measuring the structure (reliability). Within the scope of validity examinations, explanatory factor analysis was applied to the scale and then the suitability of the model was tested with confirmatory factor analysis. In the second step of the psychometric evaluation, the reliability evaluation was provided with the Cronbach Alpha coefficient, also known as the internal consistency coefficient. In the study, a questionnaire developed for the scale was applied to 305 employees working in various departments of Gaziantep Metropolitan Municipality. In the final evaluation, the scale is in the form of a 6-dimensional and 20-item structure according to the explanatory factor analysis. The total explained variance rate of the scale was calculated as 80.964% and the internal consistency (Cronbach's Alpha) coefficient was calculated as  $\alpha = 0.946$ . After the factors were determined by explanatory factor analysis, they were tested with confirmatory factor analysis to test their suitability for factor structures, and all factors were found to be statistically significant. As a result, the findings on the psychometric properties of the Organizational Social Entrepreneurship scale, which was adapted into Turkish, reveal that it can be applied as a reliable and valid tool in studies on the social entrepreneurship activities of organizations.

**Keywords:** Social Entrepreneurship, Organizational Social Entrepreneurship, Organizational Social Entrepreneurship Scale, Explanatory Factor Analysis, Confirmatory Factor Analysis

## Örgütsel Sosyal Girişimcilik Ölçeği'nin Türkçeye Uyarlanması: Geçerlilik ve Güvenilirlik Çalışması

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#Bu çalışma doktora tezinin bir parçasıdır.

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### ÖZ

Mevcut çalışma ile, "Örgütsel Sosyal Girişimcilik" ölçeğinin Türkçeye uyarlanması ve psikometrik özelliklerinin incelenmesi amaçlanmıştır. Bu amaç doğrultusunda; ölçeğin ne kadar doğru ölçtüğü (geçerlilik) ve yapıyı ölçerken ne kadar tutarlı olduğu (güvenilirlik) incelenmeye çalışılmıştır. Geçerlilik incelemeleri kapsamında ölçeğe açıklayıcı faktör analizi uygulanmış ve ardından modelin uygunluğu doğrulayıcı faktör analizi ile test edilmiştir. Psikometrik değerlendirmenin ikinci aşamasında güvenilirlik değerlendirmesi, iç tutarlılık katsayısı olarak da bilinen Cronbach Alfa katsayısı ile sağlanmıştır. Araştırmada, Gaziantep Büyükşehir Belediyesi'nin çeşitli departmanlarında görev yapan 305 çalışana ölçek için geliştirilen anket uygulanmıştır. Nihai değerlendirmede ölçek, açıklayıcı faktör analizine göre 6 boyutlu ve 20 maddelik bir yapıdadır. Ölçeğin toplam açıklanan varyans oranı %80,964, iç tutarlılık (Cronbach's Alpha) katsayısı ise  $\alpha = 0,946$  olarak hesaplanmıştır. Faktörler açıklayıcı faktör analizi ile belirlendikten sonra faktör yapılarına uygunluklarını test etmek için doğrulayıcı faktör analizi ile test edilmiş ve tüm faktörlerin istatistiksel olarak anlamlı olduğu görülmüştür. Sonuç olarak, Türkçeye uyarlanan "Örgütsel Sosyal Girişimcilik" ölçeğinin psikometrik özelliklerine ilişkin bulgular, örgütlerin sosyal girişimcilik faaliyetlerine yönelik çalışmalarda güvenilir ve geçerli bir araç olarak uygulanabileceğini ortaya koymaktadır.

**Anahtar Kelimeler:** Sosyal Girişimcilik, Örgütsel Sosyal Girişimcilik, Örgütsel Sosyal Girişimcilik Ölçeği, Açıklayıcı Faktör Analizi, Doğrulayıcı Faktör Analizi.

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## Introduction

Entrepreneurship, whose history goes back to the 1700s, has experienced a dynamic development process over time -especially- depending on the social and societal changes affecting the business world. The verb in question, which literally means “to undertake”, and the necessity of acquisition as an outcome as a result of this verb, position the “entrepreneurship” phenomenon to a point of development rather than change. The phenomenon of social entrepreneurship is also a concept that emerged in this context. The phenomenon of Social Entrepreneurship has become one of the conceptual “entrepreneurship” elements that have been emphasized a lot in recent decades. In its simplest form, many definitions can be seen in the literature for the phenomenon that can be expressed as “the use of entrepreneurial elements in the solution of existing social problems aimed at ensuring social welfare”. According to Dees (1998), social entrepreneurship emphasizes the combination of value creation, discipline, and accountability concepts from Say, Schumpeter's approach to innovation and change agents, and Drucker's concept of seeking opportunities and resourcefulness from Stevenson. Social entrepreneurs perform the following activities in their role as change agents (Dees, 1998:37).

- To protect the main purpose of creating and maintaining social value,
- Recognizing and monitoring new opportunities to serve this purpose,
- Being in a continuous process of innovation, adaptation, and learning,
- Act boldly by not relying on available resources and
- To feel the responsibility towards the beneficiaries served and the resulting results.

The social entrepreneur sees solving the current problem and/or turning it into an opportunity as an activity that needs to be reached with a passion beyond role behavior. In many evaluations of the concept, an individual with social entrepreneurship characteristics is pointed out (Dees, 1998; Austin, Stevenson and Weiskillern 2006; Mair and Martí, 2006; Zahra, Shaker, et al., 2009; Santos, 2012; cited in Kannampuzha and Hockerts, 2019:295-297). However, the desire to raise the level of analysis from the individual to the organizational level positions the phenomenon of social entrepreneurship at a different point in terms of paradigm.

As noted above, the level of analysis for examining the concept of social entrepreneurship is mostly individual-oriented. However, Kannampuzha and Hockerts (2019) in their study, took into account the social entrepreneurship characteristics of the organization instead of the social entrepreneurial characteristics of a phenomenon. In their study, the authors defined social entrepreneurship as a well-considered set of practices, processes, and behaviors that organizations can achieve to a higher or lower degree, rather than defining social entrepreneurship as a

form that may or may not be owned by the organization. In other words, the structure is a set of behaviors that any organization can do. Kannampuzha and Hockerts (2019) defined organizational social entrepreneurship as the actions of organizations aiming to create social impact for beneficiaries by engaging in commercial activities and using collaborative governance mechanisms and protecting the priority of the beneficiary (Kannampuzha and Hockerts, 2019:291).

One of the aims of this study is to fulfill some of the expectations requested in the Limitations and Future Research section of the article written by Hockerts and Kannampuzha (2019). The researchers noted that their work was based on six European countries. They stated that the study could be replicated in other countries and sociopolitical contexts and to seek answers to the question of how the components contribute to the organizational social entrepreneurship structure. In addition, in the interview with M. Kannampuzha, who is the corresponding author of the aforementioned article, she stated that the concept of social entrepreneurship is a phenomenon that should be taken into account in all institutions, including commercial enterprises, one of the assumptions of his studies, and that she thinks that social entrepreneurship studies are also very important for institutions in Türkiye.

## Literature Review

### *Organizational Social Entrepreneurship*

In the literature research, the concept of “organizational social entrepreneurship” was found in two articles. The first of these articles is “Linking Social Entrepreneurship and Sustainability” by Zang and Swanson (Zhang and Swanson, 2004), and the other is “Organizational Social Entrepreneurship: Scale Development and Validation” written by Hockerts and Kannampuzha in 2019 (Kannampuzha and Hockerts, 2019).

In the first of these studies, it is seen that the concept is expressed as “organizational social entrepreneurship orientation” and points to a process put forward to achieve sustainability. The concept, which is divided into two areas as social and market orientation, is explained as social orientation, representing a process that responds to the total external environment, using the organizational resources and presenting the desired results sustainably. Kohli and Jaworski (1990) stated that the concept of market orientation, which shows how organizations produce, disseminate and respond to market information, has significantly changed the activities of mainstream business enterprises. According to Corner and Ho (2010) and Salon and Wagner (2012), social entrepreneurs also go through a similar process. They identify and recognize social problems, work with other actors in their social networks to transform these problems into social entrepreneurship opportunities, and apply innovative

business models to offer solutions (as cited in Zhang and Swanson, 2004:184).

Kannampuzha and Hockerts (2019) in their study, instead of defining social entrepreneurship as an organizational form that the organization has or does not have, defined it as a well-considered set of practices, processes, and behaviors that organizations can achieve a higher or lower degree. Although many definitions have been made in the literature for the social entrepreneurship argument, it is too early to say that a healthy and complete definition has already been made. From this point of view, it is seen that the Organizational Social Entrepreneurship scale differs from the social entrepreneurship measurement tool, which is very few in the literature, and also, as far as we have researched, the concept has been tested for the first time at the organizational level.

As mentioned above, organizational social entrepreneurship is defined as the actions of institutions aiming to create social impact for the beneficiaries by engaging in commercial activities, and using collaborative governance mechanisms that protect the priority of the beneficiary. Kannampuzha and Hockerts (2019) mentioned three main dimensions of organizational social entrepreneurship (social change intentions, commercial activities, inclusive governance) and six sub-dimensions (a social mission, change-making, earned income, paid employees, democratic decision-making, and stakeholder participation) in their study (Kannampuzha and Hockerts, 2019:291-293). At this point, in addition to the contribution of the concept to the outputs of the institution, it can be mentioned that there is a set of requirements that permeates all the elements of the institution for the outputs to reach the desired level.

In Figure 1, the sub-dimensions of organizational social entrepreneurship are shown schematically, and explanatory information about the sub-dimensions is tried to be presented below.

### **Social Change Intentions**

Schumpeter defined entrepreneurs as “innovators” who drive the “creative-destruction” capitalism process, and stated that they are agents of change that advance the economy by serving new markets or creating “new ways of doing things”. Change argument; reflecting on the product, price, and market, will create a new income generation area for the entrepreneur. At this point, the company that makes the change will “cream the market”, while others - if they have a chance - will try to take advantage of these opportunities by imitating or “optimizing” (Kannampuzha and Hockerts, 2019: 298). As mentioned before, the incident related to the acquisition of “social value” is an existential issue for social entrepreneurs. In his article “The Meaning of Social Entrepreneurship”, which is one of the most cited studies in the literature, Dees (1998) described social entrepreneurs as “social change agents who have the mission of creating social value” (Dees,1998:37)

### **Commercial Activities**

Since the output of social entrepreneurship activities is “social” gains, the continuation of the activities may not be achieved only with charitable aid, sponsor support, or treasury aid. Social entrepreneurship organizations often produce “blended” value that includes both economic and social value. The mentioned economic value gain of social entrepreneur organizations is achieved through commercial activities. However, although commercial gains are not considered as the main purpose, but only in terms of financial sustainability, on the conventional ground, almost without exception, all organizations today take shape depending on both social and commercial profit maximization goals. Institutions have to act in this way to extend their life cycle.

### **Inclusive Governance**

According to Conforth (2003, 2004), inclusive governance is a combination of multi-stakeholder participation and democratic governance in social enterprise decision-making (as cited in Colenbrander et al., 2017:549). Defourny and Nyssens (2009) argue that democratic decision-making is a fundamental component of social entrepreneurship, rather than basing decision-making power solely on capital ownership or a fully powerful charity (as cited in Kannampuzha and Hockerts, 2019:300). Beneficiaries and stakeholders should be included in the organization's decision-making process, especially in identifying issues that require social solutions and in savings related to earned income.

### **Method of Research**

#### **Organizational Social Entrepreneurship Scale**

This research aims to develop the Organizational Social Entrepreneurship scale of Kannampuzha and Hockerts (2019) and adapt it to Turkish by testing its validity and reliability. The original form of the Organizational Social Entrepreneurship scale has 3 dimensions (Social Change Intentions, Commercial Activities, and Inclusive Governance); It contains 20 items with 6 sub-dimensions. When the literature is examined, although few scale structures have been reached for the phenomenon of social entrepreneurship, as far as we have researched, a social entrepreneurship structure at the organizational level is tried to be measured for the first time. It is aimed to contribute to the researchers working in the field by conducting a Turkish validity and reliability study of the aforementioned scale. The items in the Turkish version of the scale were scored as “1 Strongly Disagree”, “2 Disagree”, “3 Undecided”, “4 Agree” and “5 Strongly Agree” as in the original form.

#### **Language Validity**

In the process of adapting the Organizational Social Entrepreneurship scale to Turkish, the original scale was first translated from English to Turkish by two English Language Teaching undergraduate teachers who knew Turkish and English at a good level and had field

knowledge. Afterward, these people evaluated these translation items in terms of grammar and intelligibility and brought them into a single form. In the second stage, the aforementioned form was independently translated from Turkish to English by an English Language Teaching graduate and an English Language and Literature graduate educator, and the consistency of the Turkish form with the original scale items was examined. It was determined by both educators that it was compatible with the original items. At the last stage, the scale was finally reviewed by a group of two academics working in the field of management and organization. In this process, the purpose of the study was explained to a doctor lecturer and a doctoral student research assistant who are experts in the field of management and organization and have command of English, the scale was explained, and they were asked to evaluate whether the words and expressions in the prepared scale fully reflect the questions expressed in the original scale. With the positive result of the final examination, it was decided that the scale had usable suitability. Ethical approval of the scale used in the study was provided by Atatürk University Social and Human Sciences Ethics Committee.

#### **Data Collection Tool**

A questionnaire was used as a data collection tool in the research. The questionnaire used in the study consists of two parts, in the first part there are 4 (four) questions to determine the demographic characteristics of the participants, and in the second part, there are 20 (twenty) questions belonging to the Organizational Social Entrepreneurship scale.

#### **Participants**

The research population is Gaziantep Metropolitan Municipality employees. During the participant selection process of the study, no categorical distinction was made, including demographic criteria. In the 2022 Fiscal Year Performance Program published by Gaziantep Metropolitan Municipality, the total number of employees is shown as 903. The survey forms were sent to the municipality employees electronically via Google Forms and they were requested to fill them in. A total of 305 questionnaire responses were obtained, which were returned and could be used in field research evaluation (n=305).

#### **Analysis of Data**

SPPS 25 (IBM Corp. Released 2017. IBM SPSS Statistics for Windows, Version 25.0. Armonk, NY: IBM Corp.) package program was used for the explanatory factor analysis to be applied to the data set for the validity test of the scale. For confirmatory factor analysis, analysis results were obtained by using IBM SPSS Statistics for Windows (Version 25.0) and Amos (Version 24.0) package program, then the reliability of the scale was determined by calculating the Cronbach's alpha coefficient for the internal consistency coefficient calculation.

#### **Construct Validity**

To test the reliability and validity of the adapted Organizational Social Entrepreneurship scale, "Explanatory Factor Analysis" was applied to determine the dimensionality of the scale, and "Confirmatory Factor Analysis" was applied to test the compatibility of the obtained factors with hypothetical or theoretical factor structures.

In explanatory factor analysis, the dimensions obtained as a linear combination of observed variables are called factors. Factors are hypothetical variables formed by observed variables (Rencher, 2002:408). In evaluating the suitability of the data for factor analysis, the correlation matrix should be examined. If a significant portion of the coefficients in the correlation matrix is not greater than 0.30, it will probably not be appropriate to perform factor analysis (Hair et al., 1998:99).

The Bartlett test of sphericity is used to statistically test the correlation between the variables in the data matrix (Bartlett, 1950:77-85). In the Bartlett sphericity test, it is tested whether the matrix formed between the items is the unit matrix. The rejection of the basic hypothesis indicates that the variables are suitable for factor analysis. In addition, the Kaiser-Meyer-Olkin (KMO) criterion, which is obtained by using the correlation and partial correlation coefficients, is important in evaluating the suitability of the data for factor analysis. KMO, which is a sample adequacy criterion, takes a value between 0 and 1. If the KMO value is less than 0.5, the data set is not suitable for factor analysis (Cerney & Kaiser, 1997:43-47).

The principal components method was used to obtain the factors in the study. In determining the appropriate number of factors, factor selection criteria as much as the number of eigenvalues greater than one were taken into account. In addition, by rotating the factor, the variables that contributed to the formation of each common factor were clarified. The varimax method was applied to the process in question.

#### **Results**

At this stage of the study, the demographic characteristics of the people who answered the questionnaire and then the validity and reliability results of the scale were included. Of the 305 people participating in the study, 53% of the genders are male and 47% are female. When their age is examined; 17% are younger than 25 years old, 40% are between 26-35 years old, 31% are between 36-45 years old, 10% are between 46-55 years old, and 2% are over 56 years old. Education Levels 4% received primary education, 13% high school, 12% associate degree, 55% undergraduate, 13% master's, and 3% doctorate education. When the period of experience in the sector as individuals is examined, 40% of them have 5 years or less, 27% are between 6 and 10 years, 16% are between 11 and 15 years, 9% are between 16 and 20 years, and 8% of them are distributed as 21 years or more.

**Scale Properties**

When Table 1 is examined, the statistical evaluations of the 305 people participating in the study regarding the scale dimensions are seen. Accordingly, the average of the "Social Mission" sub-dimension is 7.60±1.898 points, the average of the "Change Making" sub-dimension is 15.81±3.191 points, the average of the "Earned Income" sub-dimension is 13.54±4.683 points, "Paid Employees" The average of the sub-dimension is 7.01±2.205 points,

the average of the "Democratic Decision Making" sub-dimension is 14.16±4.02 points, the average of the "Stakeholder Engagement" sub-dimension is 15.18±3.632 points, and the total average score of the scale is 73.30±15.545 is the score. The internal consistency coefficient (Cronbach's alpha) of the sub-dimensions was determined as 0.787 at the lowest and 0.926 at the highest.

Table 1. Scale Properties (n=305)

**Çizelge 1. Ölçek Özellikleri (n=305)**

Scale Name	Sub-Dimensions	Avg. ±SD	(Min; Maks)	Item Quantity	Cronbach's Alpha
Organizational Social Entrepreneurship Scale	Social Mission	7.60±1.898	(2;10)	2	0.787
	Change Making	15.81±3.191	(4;20)	4	0.881
	Earned Income	13.54±4.683	(4;20)	4	0.913
	Paid Employees	7.01±2.205	(2;10)	2	0.827
	Democratic Decisionmaking	14.16±4.02	(4;20)	4	0.918
	Stakeholder Participation	15.18±3.632	(4;20)	4	0.926
	Total Score	73.30±15.545	(20;100)	20	0.946

Descriptive statistics are given as mean ± standard deviation and (Minimum-Maximum) values.

Table 2. Common Factor Variances and Factor Loads for the Organizational Social Entrepreneurship Scale

**Çizelge 2. Örgütsel Sosyal Girişimcilik Ölçeği için Ortak Faktör Varyansları ve Faktör Yükleri**

Scale Items	Factor Loads					
	Social Mission	Change Making	Earned Income	Paid Employees	Democratic Changemaking	Stakeholder Participation
SM2	0.854					
SM1	0.791					
CM2		0.821				
CM1		0.783				
CM3		0.776				
CM4		0.702				
EI3			0.866			
EI2			0.837			
EI4			0.834			
EI1			0.809			
PE1				0.736		
PE2				0.683		
DM4					0.777	
DM3					0.773	
DM2					0.740	
DM1					0.664	
SP4						0.800
SP2						0.798
SP3						0.754
SP1						0.702
Eigenvalue	1.736	3.145	3.490	1.417	3.222	3.183
Ratio of Variance Explained	8.682	15.724	17.450	7.084	16.110	15.914
Cronbach'sAlpha	0.918	0.827	0.787	0.926	0.881	0.913

P\* $<0.05$ ; P\*\* $<0.01$ . Total Explained Variance Rate= 80.964. Kaiser Meyer Olkin (KMO) = 0.927. Bartlett Test Value=4937.883 P=0.00. Total Cronbach'sAlpha ( $\alpha$ )=0.946

Table 3. Statistical Values Regarding the Fit of the Scale Model

**Çizelge 3. Ölçek Modelinin Uyumuna İlişkin İstatistiksel Değerler**

Measurement	Good Fit	Acceptable Fit	Organizational Social Entrepreneurship Scale
( $\chi^2$ /df)	$\leq 3$	$\leq 4-5$	2.691 **
RMSEA	$\leq 0.05$	0.06-0.08	0.075 *
SRMR	$\leq 0.05$	0.06-0.08	0.055 *
IFI	$\geq 0.95$	0.94-0.90	0.943 *
CFI	$\geq 0.95$	0.94-0.90	0.943 *
GFI	$\geq 0.90$	0.89-0.85	0.869 *
TLI	$\geq 0.95$	0.94-0.90	0.934 *

\* Acceptable Fit; \*\* Good Fit



Table 4. Effects of Scale Items on Dimensions

## Çizelge 4. Ölçek Maddelerinin Alt Boyutlar Üzerindeki Etkisi

	Tested Path	Standardized Estimate ( $\beta$ )	Estimate ( $\beta$ )	Standard Error	Critical Value	p
SM2	← Social Mission	0.768	0.961	0.091	10.575	0.001 **
SM1	← Social Mission	0.846	1	-	-	-
CM1	← Change Making	0.784	1	-	-	-
CM2	← Change Making	0.833	1.023	0.066	15.418	0.001 **
CM3	← Change Making	0.843	1.115	0.071	15.617	0.001 **
CM4	← Change Making	0.775	1.082	0.076	14.155	0.001 **
EI1	← Earned Income	0.821	1	-	-	-
EI2	← Earned Income	0.874	1.085	0.06	18.206	0.001 **
EI3	← Earned Income	0.886	1.141	0.061	18.555	0.001 **
EI4	← Earned Income	0.828	1.030	0.061	16.856	0.001 **
PE1	← Paid Employees	0.83	1	-	-	-
PE2	← Paid Employees	0.851	1.042	0.068	15.330	0.001 **
DM1	← Democratic Decisionmaking	0.724	1	-	-	-
DM2	← Democratic Decisionmaking	0.918	1.375	0.085	16.127	0.001 **
DM3	← Democratic Decisionmaking	0.937	1.417	0.086	16.437	0.001 **
DM4	← Democratic Decisionmaking	0.859	1.174	0.078	15.052	0.001 **
SP1	← Stakeholder Participation	0.865	1	-	-	-
SP2	← Stakeholder Participation	0.841	1.036	0.054	19.166	0.001 **
SP3	← Stakeholder Participation	0.882	1.112	0.053	20.892	0.001 **
SP4	← Stakeholder Participation	0.895	1.059	0.049	21.502	0.001 **

P\* $<$ 0.05; P\*\* $<$ 0.01

Table 5. Evaluation of the Effects Between the Organizational Social Entrepreneurship Scale and the Sub-Dimensions

## Çizelge 5. Örgütsel Sosyal Girişimcilik Ölçeği ile Alt Boyutları Arasındaki Etkilerin Değerlendirilmesi

	Tested Path	Standardized Estimate ( $\beta$ )	Estimate ( $\beta$ )	Standard Error	Critical Value	p
Social Mission	← Organizational Social Entrepreneurship	0.670	1	-	-	-
Change- Making	← Organizational Social Entrepreneurship	0.750	0.926	0.108	8.601	0.001 **
Earned Income	← Organizational Social Entrepreneurship	0.633	1.157	0.145	7.989	0.001 **
Paid Employees	← Organizational Social Entrepreneurship	0.855	1.459	0.157	9.303	0.001 **
Democratic Decision-making	← Organizational Social Entrepreneurship	0.898	1.214	0.134	9.082	0.001 **
Stakeholder Participation	← Organizational Social Entrepreneurship	0.862	1.245	0.128	9.740	0.001 **

The Kaiser Meyer Olkin (KMO) tests whether the distribution is sufficient for factor analysis and the range of 0.80-0.90 is considered very good (Akgül & Çevik, 2003:104). Therefore, it can be said that the KMO value in this study is at a very good level. Barlett test result was found as 4937.883 (P $<$ 0.05). This result shows that the variable we measure is multivariate in the universe parameter. In this study, no limitation was placed on the number of factors, and factors with an eigenvalue of 1 or greater than 1 were accepted as important factors (Büyüköztürk, 2002:478). Considering that variance rates varying over 40% are considered ideal in factor analysis (Scherer, 1988:89-126), it can be said that approximately 81% of variance obtained in this study is at a sufficient level.

As can be seen in Table 2, the factor loads of the items in the "Social Mission" dimension are between 0.791 and 0.854, the factor loads of the items in the "Change Making" dimension are between 0.702 and 0.821, and the factor loads of the items in the "Earned Income" dimension are between 0.809 and 0.866, the factor loads of the items in the "Paid Employees" dimension are between 0.683 and 0.736, the factor loads of the items in the "Democratic Decisionmaking" dimension vary

between 0.664 and 0.777, and the factor loads of the items in the "Stakeholder Participation" dimension vary between 0.702 and 0.800. Since the Cronbach's Alpha ( $\alpha$ ) value was over 0.70, it was considered sufficient for the study. Therefore, it can be said that the 6 dimensions of the Organizational Social Entrepreneurship scale to measure different characteristics. The questionnaire we created according to these results is a reliable measurement tool (Özdamar, 2002:248; Tavakol & Dennick, 2011:53-55).

Confirmatory factor analysis was applied to test the suitability of the factors obtained by explanatory factor analysis to hypothetical or theoretical factor structures. While explanatory factor analysis is usually applied before the scale development and construct validity testing process, confirmatory factor analysis is used to confirm the construct or theoretical factor structure obtained as a result of explanatory factor analysis (Brown, 2006:2). In the explanatory factor analysis, the appropriate number of factors to define the basic structure is revealed based on the data matrix, while the number of factors is known a priori in the confirmatory factor analysis.

As a result of the first analysis of the model created for the Organizational Social Entrepreneurship scale, since some of the goodness of fit values were not at the desired values ( $\chi^2= 500.593$   $df=164$ ;  $\chi^2/df=3.052$ ;  $RMSEA=.082$ ;  $SRMR=.067$ ), necessary corrections were made by considering the improvement (modification) indexes. The model created after the improvements can be established theoretically and provide the highest contribution to the model as correction values are shown in Figure 2.

The obtained Organizational Social Entrepreneurship scale model ( $\chi^2= 441.318$   $df=164$ ) was examined and it was seen that it has 6 sub-dimensions. Chi-square/degrees of freedom ( $\chi^2/df$ ), Root Mean Square or of Approximation (RMSEA), Goodness of Fit Index (GFI), Standardized Root Mean Square Residual (SRMR), Comparative Fit Index (CFI), Incremental Fit Index (IFI) fit indices showed that the model had an acceptable level of fit (Table 3).

In general, it is understood that the model has acceptable fit values (Browne & Cudeck, 1993:136-162; Kline, 2011; Demirsöz et al. 2021:60-75).

After the model was created, the effect of the items on the dimensions is given in Table 4.

When Table 4 is examined, each of the path coefficients of the sub-dimensions above 20 items is statistically significant ( $P<0.05$ ).

When Table 5 is examined, each of the path coefficients on the six sub-dimensions of the Organizational Social Entrepreneurship Scale is statistically significant ( $P<0.05$ ).

### Reliability

Cronbach Alpha internal consistency (reliability) analysis was applied to test the reliability of the Organizational Social Entrepreneurship scale. The lowest Cronbach Alpha coefficient ( $\alpha$ )=0.787 and the highest Cronbach Alpha coefficient ( $\alpha$ )=0.926 for the sub-dimensions of the scale. The total Cronbach's Alpha value was found to be ( $\alpha$ )=0.946. Since the resulting values are 0.70 and above, it

can be said that the scale has high reliability in terms of internal consistency coefficients. Depending on the resulting values, it can be stated that the Organizational Social Entrepreneurship scale has a reliable measurement level with all its dimensions.

### Discussion and Conclusion

In today's business world, on the one hand, information capital precedes all other capitals, on the other hand, in ecology where information transmission and media elements are very strong, characteristics such as ethics, philanthropy, fairness, caring for social benefits have become much more important than profit-making for corporations. The blurring of the boundaries between organizations causes commercial organizations to focus on social benefits, such as non-profit organizations, and sometimes maximize their economic activities to meet the needs of non-profit organizations. In addition, the conscious end consumer regularly monitors the quality of the goods and services to be purchased, as well as the compliance of the output formation process with moral principles and the social benefit revealed, and takes these issues into account in their acquisition decisions. All these developments have led to the emergence of new generation organizational forms such as social entrepreneurship, impact investments, and responsible entrepreneurship. The signs that organizations beneficial to humanity will be indispensable elements of the new generation economy reveal how important the process of providing social benefit is. With the Sustainable Development Goals announced by the United Nations in 2015, a paradigm shift took place in the world of investment and the impact investment model began to spread rapidly. The United Nations has 17 sustainable development goals that are expected to be completed by 2030 and 169 related goals. (Access: 10.04.2022, <https://etkiyap.org/sorularla-etki-yatirimi-sss>).

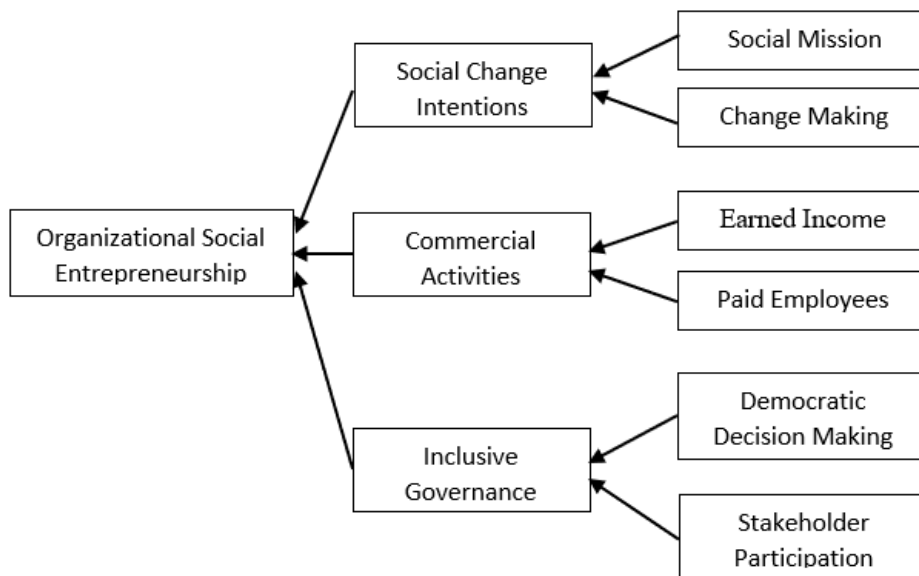
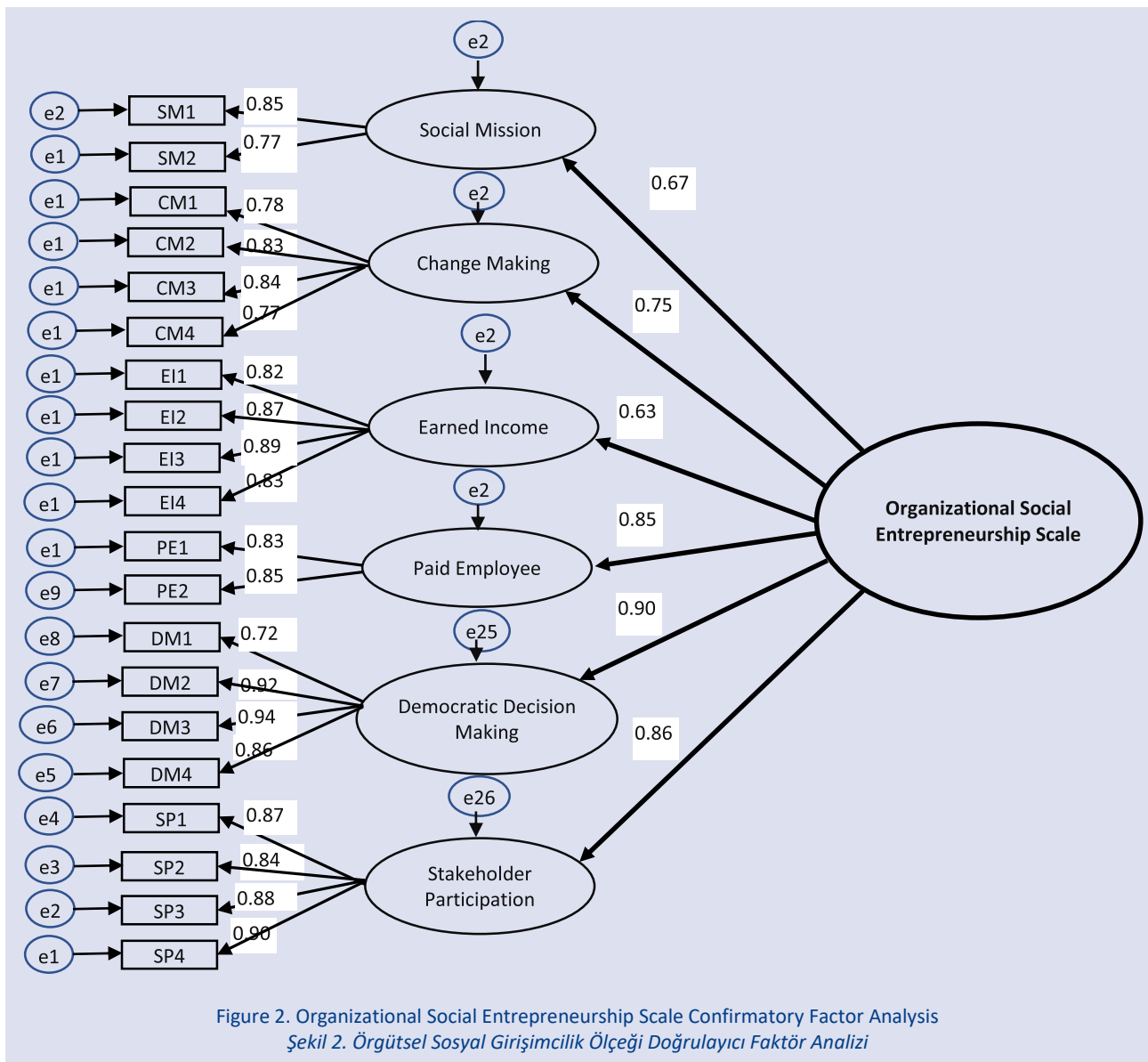


Figure 1. Dimensions of Organizational Social Entrepreneurship

Source: (Kannampuzha and Hockerts, 2019:293)

Şekil 1. Örgütsel Sosyal Girişimciliğin Boyutları



The current study, it was primarily tried to share information about the concept of social entrepreneurship, which started to shine in entrepreneurship ecology, and then it tried to draw attention to the importance of the concept in terms of organization. Being successful in today's economic world can only be achieved by placing social activities at the center of corporate activities. Because of this assumption, it is thought that the concept of Organizational Social Entrepreneurship put forward by Kannampuzha and Hockerts (2019) should be carefully examined in terms of organizations preparing for the new world economy.

In this study, the Organizational Social Entrepreneurship scale developed by Kannampuzha and Hockerts (2019) was adapted into Turkish and its psychometric properties were examined. Kannampuzha and Hockerts (2019) took into account the social entrepreneurship characteristics of the organization instead of the social entrepreneurship characteristics of a phenomenon individual in their study. In their work, these authors defined social entrepreneurship as a well-considered set of practices, processes, and behaviors that organizations can achieve at a higher or lower level. The

scale, which differs from other social entrepreneurship scales in this aspect, allows the monitoring of the social entrepreneurship phenomenon, whose depth is gradually increasing in today's business world, at the organizational level. It is thought that the Turkish adaptation of the Organizational Social Entrepreneurship scale, which was presented in the literature a short time ago, and the detailed evaluation of its psychometric properties will provide an important added value to the perspective of researchers working in this field on the phenomenon of social entrepreneurship. For this purpose, data were collected from 305 employees working in the organization of Gaziantep Metropolitan Municipality and the psychometric structure of the Organizational Social Entrepreneurship scale was examined.

According to Andy (2009) and Erkuş (2013), the psychometric properties of a scale are evaluated by looking at how accurately the scale measures the structure it wants to measure (validity) and how consistent it is when measuring this structure (reliability) (cited in Keser & Bilir, 2019:235). In our study, primarily the construct validity of the Organizational Social Entrepreneurship scale was examined with explanatory



and confirmatory factor analyses. As a result of the explanatory factor analysis, 80.964 % of the total variance of the Organizational Social Entrepreneurship scale was explained with a six-factor structure. In addition, statistical data on the fit of the scale model in the first-order confirmatory factor analysis was obtained for the Gaziantep Metropolitan Municipality sample; chi-square/degrees of freedom ( $\chi^2/df$ ) = 2.691, Root Mean Square Error of Approximation (RMSEA) = 0.075, Goodness of Fit Index (GFI) = 0.869, Standardized Root Mean Square Residual (SRMR) = 0.055, Comparative Fit Index (CFI) = 0.943, Incremental Fit Index (IFI) = 0.943. In this direction, it can be said that a good fit can be mentioned for chi-square/degrees of freedom ( $\leq 3$ ), while statistical values regarding the fit of the scale model indicate an acceptable fit. Therefore, it can be said that the six-factor structure of the Turkish-adapted form of the scale is at an acceptable level. The second step of the psychometric evaluation is to determine the reliability value. The Cronbach's Alpha value, also known as the internal consistency coefficient, is between 0 and 1. The closer this value is to 1, the higher the internal consistency (reliability). In the six (6) factor structure of the Organizational Social Entrepreneurship scale, all internal consistency rates were above 0.7 and the total internal consistency level was calculated as 0.946. From this point of view, it can be said that the internal consistency of the Turkish version of the questionnaire is quite reliable.

It is considered that the Organizational Social Entrepreneurship scale will be a very exciting paradigm instrument for researchers in a period when even social entrepreneurship scales are very limited. As a result, when the explanatory and confirmatory factor analyses of the Organizational Social Entrepreneurship Scale and the internal consistency reliability analysis are evaluated together, the findings indicate that it is a valid and reliable scale for measuring the social entrepreneurship level of organizations in Türkiye.

## Extended Summary

### Introduction

It is aimed to adapt the organizational social entrepreneurship scale which was developed by Kannampuzha and Hockerts (2019) into Turkish and to examine its psychometric properties in this study. For this purpose, firstly, explanatory factor analysis was applied to the scale and then the suitability of the model was tested with confirmatory factor analysis.

The phenomenon of Social Entrepreneurship has become one of the conceptual "entrepreneurship" elements that have been emphasized a lot in recent decades. In its simplest form, many definitions can be seen in the literature for the phenomenon that can be expressed as "the use of entrepreneurial elements in the solution of existing social problems aimed at ensuring social welfare". Dees (1998), defined social entrepreneurship as: "combines an emphasis on discipline and accountability with the notions of value creation taken from Say, innovation and change agents from Schumpeter, the pursuit of opportunity from Drucker, and

resourcefulness from Stevenson. The social entrepreneur sees solving the current problem and/or turning it into an opportunity as an activity that needs to be reached with a passion beyond role behavior. In many evaluations of the concept, an individual with social entrepreneurship characteristics is pointed out. However, the desire to raise the level of analysis from the individual to the organizational level positions the phenomenon of social entrepreneurship at a different point in terms of paradigm.

Kannampuzha and Hockerts (2019) in their study, took into account the social entrepreneurship characteristics of the organization instead of the social entrepreneurial characteristics of a phenomenon. In their study, the authors defined organizational social entrepreneurship as the actions of organizations aiming to create social impact for beneficiaries by engaging in commercial activities and using collaborative governance mechanisms, and protecting the priority of the beneficiary (Kannampuzha and Hockerts, 2019:291).

Kannampuzha and Hockerts (2019) mentioned three main dimensions of organizational social entrepreneurship (social change intentions, commercial activities, inclusive governance) and six sub-dimensions (social mission, change-making, earned income, paid employees, democratic decision-making, and stakeholder participation) in their study (Kannampuzha and Hockerts, 2019:291-293). At this point, in addition to the contribution of the concept to the outputs of the institution, it can be mentioned that there is a set of requirements that permeates all the elements of the institution for the outputs to reach the desired level.

In the limitations and future research section of the original article, it was stated that other researchers could repeat the study in different countries and sociopolitical contexts, thus contributing to organizational social entrepreneurship dimensions. In the interview with the corresponding author, it was stated that she thought the concept of social entrepreneurship is very important in Türkiye as well. This study, it was aimed to determine whether the sub-dimensions determined by the researchers in their studies are valid in Türkiye. For this reason, first of all, the scale items were adapted to Turkish, and then analyses were made for psychometric evaluation.

### Method of Research

The original form of the Organizational Social Entrepreneurship scale has 3 dimensions (Social Change Intentions, Commercial Activities, and Inclusive Governance); it contains 20 items with 6 sub-dimensions. When the literature is examined, although few scale structures have been reached for the phenomenon of social entrepreneurship, as far as we have researched, a social entrepreneurship structure at the organizational level is tried to be measured for the first time. It is aimed to contribute to the Turkish researchers working in the field by conducting a Turkish validity and reliability study of the aforementioned scale.

The research population is Gaziantep Metropolitan Municipality employees. In the participant selection process of the study, no categorical distinction was made, including demographic criteria, except for the units that are relatively distant from the social activities of the institution. It has been tried to keep the expectation very basic and to attach importance to the essential issues, therefore it has been evaluated that conscious employees who have internalized the social benefit attitudes and activities of the institution will be sufficient criteria for the research.

In the process of adapting the Organizational Social Entrepreneurship scale to Turkish, the original scale was first translated from English to Turkish by two English Language Teaching undergraduate teachers who knew Turkish and English at a good level and had field knowledge. Afterward, these people evaluated these translation items in terms of grammar and intelligibility and brought them into a single form. In the second stage, the aforementioned form was independently translated from Turkish to English by an English Language Teaching graduate and an English Language and Literature graduate educator, and the consistency of the Turkish form with the original scale items was examined. It was determined by both educators that it was compatible with the original items. At the last stage, the scale was examined by a group of two academicians working in the field of management and organization. Based on the positive evaluations of these researchers, it was decided to use the questionnaire.

According to Andy (2009) and Erkuş (2013), the psychometric properties of a scale are evaluated by looking at how accurately the scale measures the structure it wants to measure (validity) and how consistent it is when measuring this structure (reliability). In our study, primarily the construct validity of the Organizational Social Entrepreneurship scale was examined with explanatory and confirmatory factor analyses.

### Results

In the study, the Kaiser Meyer Olkin (KMO) value was determined as 0.927. The Kaiser Meyer Olkin (KMO) tests whether the distribution is sufficient for factor analysis and the range of 0.80-0.90 is considered very good. Therefore, it can be said that the KMO value in this study is at a very good level. Barlett test result was found as 4937.883 ( $P < 0.05$ ). This result shows that the variable we measure is multivariate in the universe parameter. According to explanatory factor analysis, the scale is a structure with 6 dimensions and 20 items. The explained total variance rate of the scale was 80.964%. After the factors were determined by explanatory factor analysis, they were tested with confirmatory factor analysis to test their suitability for the factor structures determined by the hypothesis. Statistical data on the fit of the scale model in the first-order confirmatory factor analysis was obtained for the Gaziantep Metropolitan Municipality sample; chi-square/degrees of freedom ( $\chi^2/df$ )= 2.691, root mean square of estimation errors (Root Mean Square Error of Approximation, RMSEA)= 0.075, Goodness of Fit Index

(GFI)= 0.869, root mean square of standardized error squares (Standardized Root Mean Square Residual, SRMR)= 0.055, Comparative Fit Index (CFI) 0.943, excess fit index (Incremental Fit Index, IFI) 0.943, all factors were found to be statistically significant. The Cronbach's Alpha value, also known as the internal consistency coefficient, is between 0 and 1. The closer this value is to 1, the higher the internal consistency (reliability). In the six (6) factor structure of the Organizational Social Entrepreneurship scale, all internal consistency rates were above 0.7 and the total internal consistency level was calculated as 0.946. From this point of view, it can be said that the internal consistency of the Turkish version of the questionnaire is quite reliable.

As a result, the findings on the psychometric properties of the Organizational Social Entrepreneurship scale, which was adapted into Turkish, reveal that it can be applied as a reliable and valid tool in studies on the social entrepreneurship activities of organizations.

### Conclusion

In today's business world, on the one hand, information capital precedes all other capitals, on the other hand, in ecology where information transmission and media elements are very strong, characteristics such as ethics, philanthropy, fairness, caring for social benefits have become much more important than profit-making for corporations. The blurring of the boundaries between organizations causes commercial organizations to focus on social benefits, such as non-profit organizations, and sometimes maximize their economic activities to meet the needs of non-profit organizations. In addition, the conscious end consumer regularly monitors the quality of the goods and services to be purchased, as well as the compliance of the output formation process with moral principles and the social benefit revealed, and takes these issues into account in their acquisition decisions. All these developments have led to the emergence of new generation organizational forms such as social entrepreneurship, impact investments, and responsible entrepreneurship. The signs that organizations beneficial to humanity will be indispensable elements of the new generation economy reveal how important the process of providing social benefit is.

This study was carried out to raise awareness about the concept of social entrepreneurship. While the main purpose was to help institutions determine their social entrepreneurship depth on the organizational ground, it also aimed to reveal what could be needed to develop a social entrepreneurial identity.

It is considered that the Organizational Social Entrepreneurship scale will be a very exciting paradigm instrument for researchers in a period when even social entrepreneurship scales are very limited. As a result, when the explanatory and confirmatory factor analyses and the internal consistency reliability analysis of the Organizational Social Entrepreneurship Scale are evaluated together, the findings show that it is a valid and reliable scale to measure the social entrepreneurship level of organizations in Türkiye.

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## Bilgi

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