



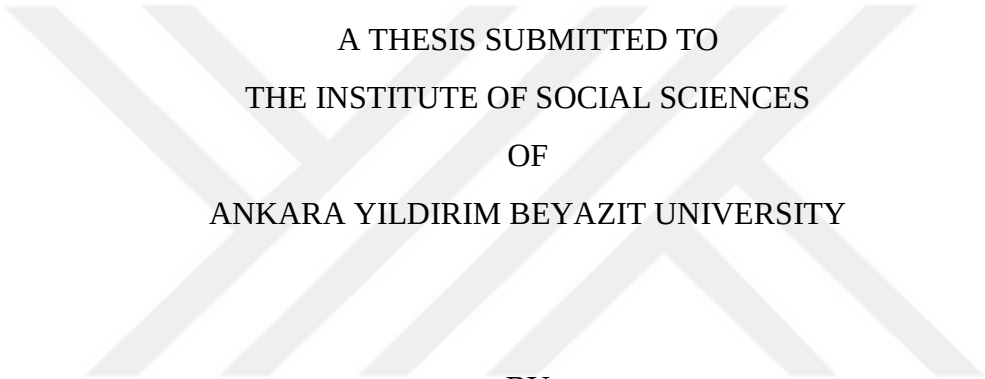
UNDERSTANDING THE EFFECT OF CULTURE ON SOCIAL ENTREPRENEURSHIP IN TURKEY

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Ankara, 2019

UNDERSTANDING THE EFFECT OF CULTURE
ON SOCIAL ENTREPRENEURSHIP IN TURKEY



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ABSTRACT

UNDERSTANDING THE EFFECT OF CULTURE ON SOCIAL ENTREPRENEURSHIP IN TURKEY

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Governments around the world extend their efforts to find solutions for social issues like poverty, and environmental challenges by setting policies and allocating budgets. But these efforts alone are not sufficient for sustainable development. The world needs new frameworks that address social challenges and justice, unemployment issues and climate change. In the last the decades, social entrepreneurs achieved success in solving such problems on different levels across nations. Social enterprises are business intended essentially for social benefits.

In this study, culture as a source of variation across people will be investigated in the Turkish context to explore the effect of social entrepreneurs' cultural dimensions on social enterprises' performance. For this aim a questionnaire consisting of cultural dimensions' measurements and social enterprises performance scales used to collect data from 156 social entrepreneurs in Ankara. Results showed that cultural dimensions of uncertainty avoidance, in-group collectivism and assertiveness have a significant effect on how those social entrepreneurs perceive the performance of their social enterprises.

Keywords: Entrepreneurship, Culture, Social Entrepreneurship, social business.

ÖZET

KÜLTÜR, SOSYAL GİRİŞİMCİLİK ÜZERİNDEKİ ETKİSİNİ ANLAMAYA ÇALIŞAN BİR ARAŞTIRMA

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Dünyanın dört bir yanında, hükümetler, politika belirleyerek ve bütçe ayırarak yoksulluk ve çevresel zorluklar gibi sosyal sorunlara çözüm bulma çabalarını giderek artırmaktadır. Ancak bu çabalar tek başına sürdürülebilir kalkınma için yeterli değildir. Dünyada sosyal zorlukları azaltacak, adaleti yaygınlaştıracak, işsizlik sorunlarını ve iklim değişikliğini ele alacak yeni çerçevelere ihtiyaç duyulmaktadır. Son yıllarda, sosyal girişimcilik yaklaşımı, bu tür problemleri ele alarak ülkeler düzeyinde farklı seviyelerde çözüm yaratılması hususunda ön plana çıkmaktadır. Bu da sosyal girişimler yani sosyal faydayı güden girişimler tarafından sağlanmaktadır.

Bu çalışmada, bireyler arasında farklılık gösteren kültür boyutlarının Türkiye bağlamı dikkate alınarak, sosyal girişimcilerin kültürel boyutlarının, sahip oldukları ya da yönettikleri sosyal girişimlerin performansına ait algıya olan etkilerinin araştırılması amaçlanmıştır. Bu amaçla, Ankara'daki 156 sosyal girişimciden veri toplamak için kültürel boyutların ve sosyal girişimlerin performans ölçeklerinden oluşan bir anket kullanılmıştır. Sonuçlar, kültürel boyutlardan olan belirsizlikten kaçınma, grup içi kolektivizm ve kararlılık ile, bu sosyal girişimcilerin sosyal girişimlerinin performansını nasıl algıladıklarını önemli ölçüde etkilediğini göstermiştir.

Anahtar Kelimeler: Girişimcilik, Kültür, Sosyal Girişimcilik, Sosyal Girişim.



To the Soul of My Parents....

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LIST OF ABBREVIATIONS

UK	United Kingdom
US	United States
UA	Uncertainty Avoidance
PD	Power Distance
C	In-Group Collectivism
A	Assertiveness
FO	Future Orientation
PO	Performance Orientation
HO	Humane Orientation

1. OVERVIEW OF THE STUDY

1.1. Introduction

Entrepreneurship became an important field of study. In this regard the biggest problem in creating a unified conceptual framework for the entrepreneurship field has been the definition of the concept. Researchers in entrepreneurship field have generated many definitions that make it difficult for scholars to examine all of them, meanwhile this makes it perhaps impossible to have a consensus on one definition. One definition says that entrepreneurship concern with identify, evaluate and exploit the profitable opportunities (Shane and Venkataraman, 2000). In the light of this definition, the central mission of entrepreneurial activities consists of profit generation in order to build wealth (Certo and Miller, 2008). But what if the social value rather than the profit was the fundamental mission of the entrepreneurial activities. Here it couldn't be said that creating a social value and generating a profit are opposite logics. But instead it can be said that the aim of creating social value or social impact looks forward the fulfillment of basic needs in societies such as food, water, medical care, shelter and education. This means creating an enterprise or a business to solve societal and global problems. And this business has the whole ordinary business organizations of input and output, but rather than concentrating their goals on achieving higher rates of economic and financial outcome, it focuses their goals on solving the societal problems and creating a social value.

Entrepreneurship scholars start to pay increasing attention to a sub discipline of entrepreneurship field called social entrepreneurship (Certo and Miller, 2008). Social entrepreneurship is a cross academic disciplines, and this increased the scholars' interest. Even so, the social entrepreneurship field keeps challenging the traditional assumptions that connect entrepreneurship activities with business development and mainly with economic development, and for this reason, still the majority of literature and conducted research on social entrepreneurship focusing on the concept and its definition (Dacin, Dacin, and Matear, 2010). As entrepreneurship remains one of the rare topics that has the advantage of being attracting specialists from many diverse disciplines, social entrepreneurship has the advantage to be approached by many researchers who can be influenced by their own disciplines (Bacq and Janssen, 2011).

A plenty of social objectives started to be achieved by the activities of social entrepreneurship. Those activities which embedded a social purpose, flourished recently with its non-profit id and mission. This growth forces researchers to do comparative analysis and key distinctions between social and commercial entrepreneurship (Austin, Stevenson, and Wei-Skillern, 2006). In this regard and according to (Austin et al., 2006; Certo and Miller, 2008) Table 1.1 indicates a comparison between the definitions of commercial and social entrepreneurship based on three pillars which are the mission, the performance measurement, and the financial resources that both kind of organizations depend on :

Table 1.1 The difference between Commercial and Social entrepreneurship

Indicator	Commercial Entrepreneurship	Social Entrepreneurship
Mission	Primarily concerns with private gains and individual wealth.	Concerned more with creating social impact and social value.
Performance Measurement	Standardized, typically measured scale is financial performance involves profitability like return on assets and growth in sales.	Less standardized, irregular and more idiosyncratic to specific organizations and individuals.
Resource Mobilization	Capital provided by investors and venture capitalists and as a return receive more capital. Also human resources that work inside a commercial entrepreneurship knowing that they will receive financial rewards and wages.	The majority of social ventures depend on volunteers who works because more than earning private wealth they concern with creating social value. Philanthropic venture capital companies also fund social ventures with capital beside providing consulting and organizational relationships (for example: Ashoka (1980), and the Acumen Fund (2001))

Source: Adopted by Austin et al., 2006 and Certo & Miller, 2008

Alongside the social economy organizations, in recent years social enterprises as a very significant phenomenon have emerged across Europe and other regions such as Asia, where the concept of *social business* promoted by Muhammad Yunus since he was awarded Nobel Prize in 2006 after being found the Grameen Bank (European Commission, 2013).

Professor Muhammad Yunus is internationally recognized for his work in poverty alleviation and the empowerment of poor women. He has successfully melded capitalism with social responsibility to create the Grameen Bank, a microcredit institution committed to providing small amounts of working capital to the poor for self-employment. From its origins as an action-research project in 1976, Grameen Bank has grown to provide collateral free loans to 7.5 million clients in more than 82,072 villages in Bangladesh and 97% of whom are women. Over the last two decades, Grameen Bank has loaned out over 6.5 billion dollars to the poorest of the poor, while maintaining a repayment rate consistently above 98%. The innovative approach to poverty alleviation pioneered by Professor Yunus in a small village in Bangladesh has inspired a global microcredit movement reaching out to millions of poor women from rural South Africa to inner city Chicago. His autobiography, "Banker to the Poor: Microlending and the Battle Against World Poverty," has been translated in French, Italian, Spanish, English, Japanese, Portuguese, Dutch, Gujarati, Chinese, German, Turkish and Arabic (Grameen Foundation, 2019 June 14) Retrived from <https://grameenfoundation.org/muhammad-yunus> .

Some scholars argue that having thousands of entrepreneurship start-ups and initiatives creating day after day related to policy makers who makes efforts to have a well-designed policy instruments that help to manage and promote entrepreneurship in their countries. However (Lanahan & Feldman, 2015) suggests that those policies are dynamic and contextual, and entrepreneurial efforts and activities may be embedded in social and contextual factors like culture that is deep imprinted in societies and local regions.

Entrepreneurial research mentioned that cultural factors are crucial driver of development and economic growth in general and entrepreneurial activities in particular. A growing literature argues that the underlying culture influence the phenomena of entrepreneurship in particular, and the economic phenomena in general (Audretsch, Obschonka, Gosling, & Potter, 2017). This idea also approached and supported by (Obschonka et al., 2015) who investigated entrepreneurial culture from individual and personality perspective by taking specific regions and cities in consideration. Social enterprise or social business activities shows a great variety

across countries. For instance, in countries such as Romania and Hungary the activity of social enterprises dominated in health, social work and education sectors. While in Sweden or the UK the presence of social enterprises is more significant in providing social and community services. The source of capital also differs significantly: in countries like the UK and Spain, the most important capital source comes from sales and/or fees and then investors' capital or grant finance. In Romania, the situation is the opposite, where grant finance makes the most significant source of capital followed by private donations, sales and/or fees (European Commission, 2013).

Also there are different backgrounds for social enterprises. The dynamic of social enterprise exists and grounded in different styles and shapes of traditional organizations in member states of the European Union. For instance, it manifested in mutual aid societies in France and Belgium. Voluntary and cooperative engagement in Poland and Italy. And charities/non-profits in Ireland and Slovakia. This tradition freshened up by cultural movements in late 1960s and, more recently, by the global economic crisis, and the trend of responsible consumption and ecological challenges (European Commission, 2016).

In Turkey new entrepreneurial policies support more technology entrepreneurship. The percentage of Total early-stage Entrepreneurial Activity (TEA) entrepreneurs active in technology sectors (high or medium) increased significantly from 1.54 % in 2016 to 5% in 2018. This is an encouraging sign for new high-tech start-ups. Established businesses also experienced an increase from 2.73% in 2016 to 4.42 % in 2018. High expectation of growth and job creation was one of the characteristics distinguishing Turkish entrepreneurs from those in other Global Entrepreneurship Monitor (GEM) countries. Turkey also ranked second among 42 countries in terms of TEA-stage high growth and job creation expectations (Bosma & Kelley, 2019, p. 31)

In Turkey, the legal framework of social enterprises has not been outlined yet. And for this reason, the majority of social enterprises are conducting their activities and delivering their services under the umbrella of associations/foundations and cooperatives.

According to the Turkish Civil Code Article 56 An *Association* is defined as a society formed by unity of at least seven real persons or legal entities for realisation of a common object other than sharing of profit by collecting information and performing studies for such purpose.

According to the Turkish Civil Code Article 101, *Foundations* are the charity groups in the status of a legal entity formed by real persons or legal entities dedicating their private property and rights for public use.

According to the Ministry of Trade of the Republic of Turkey (<https://koop.ticaret.gov.tr/kooperatifler-hakkinda/kooperatif-nedir> accessed on 14/06/2019)

Cooperatives are an autonomous organization of people who voluntarily come together to meet common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise (International Association of Cooperatives). Cooperatives are based on a unique model that promotes social development and provides the basis for commercial enterprises. These businesses have the following features: Ownership of partners, serving and managing by partners, Self-sufficiency, self-responsibility, democracy, equality, and justice and solidarity unity.

Principles-based business:

1. Voluntary and open membership
2. Democratic control of partners
3. Economic involvement of partners
4. Autonomy and independence
5. Education, teaching and information
6. Cooperative cooperation
7. Responsibility towards society

By having a deep look at the image of social entrepreneurship in Turkey and how did it start, it found out that *Social Entrepreneurship in Turkey Project* was the most serious and pioneer initiatives in this area. In the cooperation with British Council the project was conducted and aimed to identify strengths and weaknesses of social enterprises in Turkey, while raising awareness on this new model with high social and economic benefits. Over 200 stakeholders, including social entrepreneurs, private and public sector representatives and civil society organizations were consulted through a series of meetings, seminars and field visits. The project gives civil society organizations and companies an opportunity to harmonize their

social perspectives with commercial entrepreneurship and management principles. It is encouraging to see that there already are organizations that successfully operate along social entrepreneurship lines in Turkey (Ersen, Kaya, & Zeynep, 2010, p. 2).

One of the most challenges for social entrepreneurship in Turkey is the lack of any regulation in the legislation corresponding to social enterprises. This causes the establishment of social enterprises as associations/foundations, cooperatives or companies, which leads to social enterprises operating in structures that do not fully suit their functions or methods (Ersen et al., 2010, p. 4)

Social enterprises and initiatives generally forms from a collective awareness to promote social justice, help in the integration of disadvantaged individuals and protect the environment. Social enterprises also rooted in initiatives by individuals who seek new models for public welfare. Social enterprises also supported publicly by policies to privatize welfare services such as in the UK. The importance that given by the EU to the civil society and its contributions since 1990s played a crucial role in increasing the awareness of social entrepreneurship dynamics, and this was a key driver that made the main beneficiaries of EU funding and policy actions to be from the organizations of the third sector and social enterprises (European Commission, 2016).

1.2. Problem Statement

Through a review of entrepreneurship studies, it can be noticed that the majority of conducted research investigated the concept of entrepreneurship itself, and also supported the assumption that entrepreneurial activities should be innovative and have economical added value (Austin et al., 2006; Certo & Miller, 2008; Dacin et al., 2010; Dees & others, 1998; Peredo & McLean, 2006). Entrepreneurship and social entrepreneurship - literature and its relationship with culture, focused on entrepreneurial activities and the role of culture in this activity, taking national cultural characteristics as the same for all individuals in a specific society, and tried to compare the entrepreneurial activity across countries (Harms & Groen, 2017; Hayton, George, & Zahra, 2002; Hechavarría, 2016; Zhao, Rauch, & Frese, 2017).

Case studies also have an important part in social entrepreneurship literature, which seeks finding answers for questions like what makes some people more entrepreneurial than others,

and what is the role of policy makers and regulations in promoting entrepreneurial activities across countries (Freytag & Thurik, 2010, p. 12). Such variations across countries cannot be explained easily using national cultural dimensions scores as the same for all people in a society. For example, accepting the Indians as collectivistic people. In this sense, Hofstede's (1980, 2001) five dimensional metric of culture is the most popular scale ever used by scholars, and according to the Social Science Citation Index, Hofstede's work has received a total of 2,700 citations as of March, 2019 from a referred journal articles, and helped scholars in their research to find meaningful relationships between the national culture and many other different variables such as economic and political indicators in a society.

As the development of social entrepreneurship activity in a country is effected by many dimensions, taking in consideration the cultural dimensions at the individual level and not the national level may provide a more explanatory instrument for regional and sectoral diversity in social entrepreneurship activity across a country. This also may help in understanding the map of social entrepreneurs' cultural dimensions and the relationship between those cultural dimensions of social entrepreneurs and their perceived performance of their social businesses or social enterprises.

1.3. Aim of Research

This study has attempted to understand the phenomenon of social entrepreneurship better (both broadly and narrowly defined) by investigating the effect of cultural factors that may drive the activities of social entrepreneurship in Turkey.

Literature shows that social entrepreneurship activities manifest in different ratios across nations. For instance, while in Senegal 18% of adults engage in such initiatives, in Bulgaria just 1% of the adult population engage in social entrepreneurship activities. This situation may not reflect the positive relationship between economic development level of a country and its social entrepreneurship profile. For instance, the highest rates of entrepreneurial start-ups manifest in Sub-Saharan Africa where one in four individuals engaged in some form of entrepreneurial activity. On the other side, this ratio roughly one in eight in Western Europe and Eastern Europe (Bosma, Schott, Terjesen, & Kew, 2015). Thus, it is crucial to investigate the effect of the cultural dimensions of business owners and managers of social businesses specifically on their perceived social entrepreneurship performance. Doing so, this will extend the existing body of knowledge and provide a future recommendation for

researchers who interested in social entrepreneurship in generally and in the Turkish context in particular. Thus, this work will shed the light on the cultural dimensions of the Turkish social entrepreneurs on the individual level and how does this affect the way they perceive the performance of their social businesses.

1.4. Research Question

This research is trying to answer the following question:

Do the cultural dimensions of social business/social enterprises owners in Turkey effect their perception of those social businesses performance?



2. LITERATURE REVIEW

This chapter will discuss the various aspects related to Social Entrepreneurship, starting with the definition of the concept and the different shapes and forms of social enterprises including for-profit social enterprises, non-profit social enterprises and some other typologies. In addition, popular measurements and evaluation methods that are used by several researchers will be discussed.

On the other hand, social businesses performance will be investigated and the kind of scales used to evaluate the performance of social enterprises will be explored under this section.

2.1. Origins of Social Entrepreneurship

Investigation the early research of social entrepreneurship, the concept of social entrepreneurship was not used before 1990s. On the other hand, others argue that the origins of social entrepreneurship go back to 1983 in the lines of Schumpeter's definitions, when Young wrote on "*innovative non-profit entrepreneurs*". Moreover, in 1991, Waddock and Post's published a short paper on the topic of social entrepreneurship (Bacq & Janssen, 2011).

To give examples to social entrepreneurship from the history and according to Çinar (2012), there are still many schools around the world introducing the innovative approach of Marie Montessori to early childhood education. Another example is Vinoba Bhave, the India's founder of the Land Donation Movement who distributed land to more than seven million low-income and landless people. And Mahatma Gandhi, the political and spiritual leader of the Indian Independence Movement. Moreover, people such as Martin Luther King. Those people are referred to as leading social innovators. (Ateş, 2017)

In the late of 1990s, the concept of "social entrepreneurship" started to emerge in the academic world in the US and in the UK. And such activities started to be classified and social entrepreneurial activities (Dees & others, 1998).

2.2. Definitions of Social Entrepreneurship and Social Entrepreneur

In this section, it will be gone through some of the founding definitional context. The term of social entrepreneurship combines the passion of a social goal with an image of business-like discipline. On the other hand, Social Entrepreneurship associated with high-tech pioneers of Silicon Valley, which is far from social problems, and this challenge motivated the social entrepreneurs to develop new models (Dees & others, 1998). According to Martin & Osberg (2007) the main difference between entrepreneurs and social entrepreneurs is that ‘money’ is the key motivation source for entrepreneurs while ‘altruism’ or philanthropy is the key motivator for social entrepreneurs (Boluk & Mottiar, 2014).

Social Entrepreneurship is also considered as a type of Social Innovation. More recently and in their study (Tracey & Stott, 2017) introduced a typology for Social Innovation as: Social Entrepreneurship, Social Intrapreneurship and Social Extrapreneurship as shown in Table 2.1. They argue that the three kinds of social entrepreneurship are important. But the media profile of people such as Muhammad Yunus (who popularized microfinance) who self-identify as social entrepreneur made the social entrepreneurship the most known and most researched kind of social innovation. And they contributed that not just establishing a new organization is a social innovation activity. But beside that, already established big organization or a collaborative movement among many organizations can come out with a social innovation activity.

Table 2.1 A typology of social innovation

	Social entrepreneurship	Social intrapreneurship	Social extrapreneurship
Definition	The process of creating and growing a venture, either for-profit or non-profit, where the motivation of the entrepreneurs to address social challenges	The process of addressing social challenges from inside established organizations	The process of inter-organizational action that facilitates alternative combinations of ideas, people, places and resources to address social challenges
Approach to social change	Creates change through the founding of new organizations	Creates change by leveraging the resources and capabilities of established organizations	Creates change through platforms that support collective effort within and between new and established organizations

Example	Ayazh, an Indian social enterprise founded by Zubaida Bai to provide rural women in India with affordable health technologies – produced by women for women. www.ayzh.com/	Arup, the multinational engineering firm, set up Arup International Development, a specialist non-for-profit venture. The venture provides a range of services to vulnerable communities, including support with disaster response and the construction of sustainable buildings and infrastructure www.arup.com/services/international_development	Environmental organizations including WRA P and the Ellen MacArthur Foundation are working with governments, companies and social sector organizations to promote the concept of a ‘circular economy’; i.e. to reconfigure deeply held attitudes towards the use and reuse of resources and ‘normalize’ environmentally sustainable practices. www.ellenmacarthurfoundation.org/our-work/activities
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Source: Adopted from Tracey & Stott, 2017

Establishing a consensus on social entrepreneurship definition looks not to be an easy task. The main challenge is that the concept of social entrepreneurship is contextual. At the same time social entrepreneurship activities are contingent and depends on many factors and conditions that differs from one context to another (Bacq & Janssen, 2011; Huybrechts & Nicholls, 2012). To add a contribution for better understanding of this phenomenon there is a big need to have a clear definition of this key concepts of Social Entrepreneurship, Social Entrepreneur, and Social Business/Social Enterprise (Bacq & Janssen, 2011).

The wide range of debates around social entrepreneurship definition reflects the fact of existence of multiple resources and actors that influence it. Rather than the field itself, the actors who are involved in shaping this field are playing a big role in this challenge (Bacq & Janssen, 2011; Dey & Steyaert, 2010).

Table 2.2 indicates a variety of social entrepreneurship definitions across different articles along the period 1997-2007.

Table 2.2 Definitions of social entrepreneurship

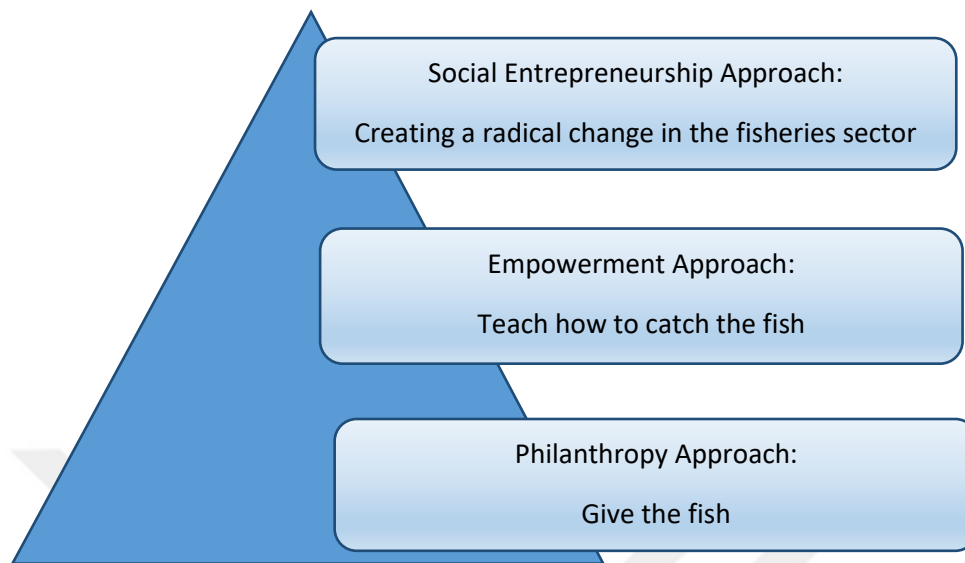
Source	Definition
Leadbetter (1997)	The use of entrepreneurial behavior for social ends rather than for profit objectives, or alternatively, that the profits generated from market activities are used for the benefit of a specific disadvantaged group.
Dees (1998)	Play the role of change agents in the social sector, by: 1) Adopting a mission to create and sustain social value (not just private value), 2) Recognizing and relentlessly pursuing new opportunities to serve that mission, 3) Engaging in a process of continuous innovation, adaptation, and learning, 4) Acting boldly without being limited by resources currently in hand, and 5) Exhibiting heightened accountability to the constituencies served and for the outcomes created.
Fowler (2000)	Social Entrepreneurship is the creation of viable socio-economic structures, relations, institutions, organizations and practices that yield and sustain social benefits.
Mort et al. (2002)	A multidimensional construct involving the expression of entrepreneurially virtuous behavior to achieve the social mission...the ability to recognize social value creating opportunities and key decision-making characteristics of innovation, pro-activeness and risk-taking
Alford et al. (2004)	Creates innovative solutions to immediate social problems and mobilizes the ideas, capacities, resources and social arrangements required for social transformations
Shaw (2004)	The work of community, voluntary and public organizations as well as private firms working for social rather than only profit objectives.
Said School (2005)	A professional, innovative and sustainable approach to systematic change that resolves social market failures and grasps opportunities
Fuqua School (2005)	The art of simultaneously pursuing both a financial and a social return on investment (the “double” bottom line)
Schwab Foundation (2005)	Applying practical, innovative and sustainable approaches to benefit society in general, with an emphasis on those who are marginalized and poor.

NYU Stern (2005)	The process of using entrepreneurial and business skills to create innovative approaches to social problems. “These non-profit and for profit ventures pursue the double bottom line of social impact and financial self-sustainability or profitability.”
MacMillan (2005)	Process whereby the creation of new business enterprise leads to social wealth enhancement so that both society and the entrepreneur benefit.
Tan et al. (2005)	Making profits by innovation in the face of risk with the involvement of a segment of society and where all or part of the benefits accrue to that same segment of society.
Mair and Marti (2006)	A process of creating value by combining resources in new ways...intended primarily to explore and exploit opportunities to create social value by stimulating social change or meeting social needs.
Peredo and McLean (2006)	Social entrepreneurship is exercised where some person or group....aim(s) at creating social value...shows a capacity to recognize and take advantage of opportunities...employ innovation...accept an above average degree of risk...and are unusually resourceful... in pursuing their social venture.
Martin and Osberg (2007)	Social entrepreneurship is the: 1) identification a stable yet unjust equilibrium which the excludes, marginalizes or causes suffering to a group which lacks the means to transform the equilibrium; 2) identification of an opportunity and developing a new social value proposition to challenge the equilibrium, and 3) forging a new, stable equilibrium to alleviate the suffering of the targeted group through imitation and creation of a stable ecosystem around the new equilibrium to ensure a better future for the group and society

Source: Adopted from Zahra et. al, 2009

Social entrepreneurial activities in Turkey still be conducting through different kind of organizations like foundations/associations/cooperatives. And to help in more understanding for the difference between those organizations and the logic of social entrepreneurship, Hülya and Denizalp (2009) developed a model as shown in Figure 2.1 explaining that instead of philanthropy approach that gives the fish. And instead of the empowerment approach that teach how to catch the fish. Social entrepreneurship approach aims to create a radical change in the sector of fisheries, by offering new and innovative solutions to an existing problems or fill an exist gap in the social field with the goal of the social value.

Figure 2.1 Social Entrepreneurship Guide for Social Transformation



Source: Adopted from STGM, 2009; Budak, 2015

At the time that social entrepreneurship activity had many definitions along with many scientific research articles and researchers, the research came out with many definitions for the social entrepreneur as well. Table 2.3 shows five different definitions for the social entrepreneur developed by different scholars across eight years of research.

Table 2.3 Definitions of social entrepreneurs

Thake and Zadek (1997)	Social entrepreneurs are driven by a desire for social justice. They seek a direct link between their actions and an improvement in the quality of life for the people with whom they work and those that they seek to serve. They aim to produce solutions which are sustainable financially, organizationally, socially and environmentally.
Reis (1999) (Kellogg Foundation)	Social entrepreneurs create social value through innovation and leveraging financial resources...for social, economic and community development.
Brinkerhoff (2001)	Individuals constantly looking for new ways to serve their constituencies and add value to existing services
Drayton (2002)	A major change agent, one whose core values center on identifying, addressing and solving societal problems.

Harding (2004)	Entrepreneurs motivated by social objectives to instigate some form of new activity or venture.
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Source: Adopted from Zahra et al., 2009

With the existence of different types of social businesses/social enterprises, here we have the typology for social entrepreneurship theorized according to various points of views of the researchers developed by. For instance, one of them see the social entrepreneur as a social engineer who creates the newer and the most effective social systems to replace the existing one to achieve the aimed social needs. From the social engineer point of view, the social entrepreneur found new systems that challenge the existing order. Those social engineers represent important force for social change. On the other hand, the scholars who theorize the social entrepreneur as a social bricoleur, argue that those social entrepreneurs rather than create the new, they act upon the opportunities in the areas that they have expertise to address a local social need on a small scale and with a quick response time actions and within the line of local laws and regulations and geographical area.

Table 2.4 A typology of social entrepreneurship.

Type	Social Bricoleur	Social Constructionists	Social Engineer
Theoretical inspiration	Hayek	Kirzner	Schumpeter
What they do?	Perceive and act upon opportunities to address a local social need they are motivated and have the expertise and resources to address.	Build and operate alternative structures to provide goods and services addressing social needs that governments, agencies, and businesses cannot.	Creation of newer, more effective social systems designed to replace existing ones when they are ill-suited to address significant social needs.
Scale, scope and timing	Small scale, local in scope—often episodic in nature.	Small to large scale, local to international in scope, designed to be institutionalized to address an ongoing social need.	Very large scale that is national to international in scope and which seeks to build lasting structures that will challenge existing order.

Why they are necessary?	Knowledge about social needs and the abilities to address them are widely scattered. Many social needs are non-discernible or easily misunderstood from afar, requiring local agents to detect and address them.	Laws, regulation, political acceptability, inefficiencies and/or lack of will prevent existing governmental and business organizations from addressing many important social needs effectively.	Some social needs are not amenable to amelioration within existing social structures. Entrenched incumbents can thwart actions to address social needs that undermine their own interests and source of power.
Social Significance	Collectively, their actions help maintain social harmony in the face of social problems.	They mend the social fabric where it is torn, address acute social needs within existing broader social structures, and help maintain social harmony.	They seek to rip apart existing social structures and replace them with new ones. They represent an important force for social change in the face of entrenched incumbents.
Effect on Social Equilibrium	Atomistic actions by local social entrepreneurs move us closer to a theoretical “social equilibrium.”	Addressing gaps in the provision of socially significant goods and service creates new “Social equilibriums.”	Fractures existing social equilibrium and seeks to replace it with a more socially efficient one.
Source of Discretion	Being on the spot with the skills to address local problems not on others' "radars." Local scope means they have limited resource requirements and are fairly autonomous. Small scale and local scope allows for quick response times.	They address needs left un-addressed and have limited/no competition. They may even be welcomed and be seen as a “release valve” preventing negative publicity/social problems that may adversely affect existing governmental and	Popular support to the extent that existing social structures and incumbents are incapable of addressing important social needs.

		business organizations.	
Limits to Discretion	Not much aside from local laws and regulations. However, the limited resources and expertise they possess limit their ability to address other needs or expand geographically.	Need to acquire financial and human resources necessary to fulfill mission and Institutionalize as a going concern. Funder demands oversight. Professional volunteers and employees are needed to operate organization.	Seen as fundamentally illegitimate by established parties that see them as a threat, which brings scrutiny and attempts to undermine the ability of the social engineers to bring about change. The perceived illegitimacy will inhibit the ability to raise financial and human resources from traditional sources. As a consequence, they may become captive of the parties that supply it with needed resources.

Source: Adopted from Zahra et al., 2009

As it can be noticed from the up mentioned definitions, the academic research in social entrepreneurship still could not skip the infancy stage. This situation is similar to the situation of entrepreneurship research field (the parent field of social entrepreneurship) but some years ago (Dees & others, 1998).

The social entrepreneurship field is still poor to rich and deep explanatory, and theories that draws the field's characteristics and makes it a mature field. Thus, it is expected from it to perform again is now recognized as a mature academic field, it has an important scientific community.

2.3. Culture

In his famous work *Culture's Consequences* (Hofstede, 2001, p. 9), culture is defined as “the collective programming of the mind that distinguishes the members of one group or category of people from another”, where ‘mind’ related to the attitudes, beliefs and skills as a consequences for thinking, feeling and acting (Hofstede, 2001, p. 10). Hofstede in his work tried to show how culture is appearing in various forms, and how national culture influence identified values at societal or individual level. According to this view, he provided five dimensions that cover the cultural diversity across societies. Those dimensions are: Power Distance, Uncertainty Avoidance, Individualism as opposed to Collectivism, Masculinity as opposed to Femininity, and Long-term as opposed to Short-term orientation.

Hofstede explained power distance as the degree in acceptance of hierarchical power distribution or the degree to which the less powerful members of a society accept and expect that power is distributed unequally. He indicates that power distance can be high or low. In high degree of power distance there will be more accepting of power division. And a low degree of power distance would involve less stiffness and more ease of power flow in system and between classes (Hofstede, 2001, p. 98).

Uncertainty avoidance related to the degree to which a society member feels uncomfortable with ambiguity and uncertainty. High degree of uncertainty avoidance makes members of a society uncomfortable with uncertainty and change, which makes them support beliefs and institutions that promise certainty and protect conformity. Society members with low degree of uncertainty avoidance are more open to ambitious change and risky decisions and they think that change is good. In uncertainty avoidance the degree of how a society tries to control the uncontrollable is the basic problem (Soares, Farhangmehr, & Shoham, 2007).

Individualism as opposed to Collectivism focuses on the questions about whether people prefer a close knit network of people or prefer to be left alone to fend for themselves. Individualism related to the preference for a more loosely knit group or social framework as societal members are taking care of their immediate families and themselves only. So a high degree of individualism means you are looking out for yourself at the first place and you are very little concern about your team or your social framework. And a low degree of individualism stands for collectivism which is more like Japanese culture style where you are trying to help your team, and individuals can expect their in-group and relatives to look after them, and doing this within exchange of unquestioned loyalty (Soares et al., 2007).

Masculinity represents a preference in society for achievement, heroism, assertiveness and material reward for success. Masculinity means that a social gender roles are clear and distinct, men are more achievement oriented, looking for material rewards and supposed to be assertive while women are expected to be more modest, concerned with life quality. Femininity means that gender roles in a society can be overlapped, and both genders are expected to be tender, concerned with life quality and modest. In masculine societies, gender role most associated with career choices like plumbing, engineering and attorney of law, while in feminine societies gender role associated with career choices like human resources and nursing.

Long-term versus Short-term orientation stand for the extent to which the members of a culture can be programmed to accept delayed gratification of the emotional, material and social needs. It is also interpreted as dealing with society's search for virtue. Societies with a short-term orientation generally have a strong concern with establishing the absolute truth (Hofstede, 2001).

In the light of those cultural dimensions' different parts of the world experience varying levels of those cultural dimensions and each country can have a position somewhere between them. Most western nation's feature high individualism scores while many Southeast Asian, Middle Eastern or African societies tend towards lower scores in individualism, which meaning that people in these countries are more collectivistic.

In societies with low power distance power is distributed more equally and people want that no one gains too much power. Power distance seems to be high in the Middle East and most parts in Northern and Eastern Asia. Societies in Central and Northern Europe as well as in the Anglo-Saxon countries can be found on the other side of the scale, showing low scores in terms of power distance. On the other hand, East Asian, Central Europe and Anglo-Saxon countries are mostly masculine. In contrast, many African societies seem to feature stronger feminine attributes. Southeast Asian and Anglo-Saxon societies seem to be most relaxed when it comes to dealing with the future as they show low scores on uncertainty avoidance. In Eastern European, Middle Eastern or Latin American nations the opposite seems to be true. Southeast Asian nations feature a strong long-term orientation which according to Hofstede has its roots in Confucian and Buddhist beliefs. On the contrary, most other parts of the world like African or North America have a short-term point of view (House, Hanges, Javidan, Dorfman, & Gupta, 2004).

In an interview with Hofstede on the 2nd of June 2010 in Hanze University of Applied Sciences, he said that different societies evolve different cultures, mind sets and mental programming. And he added that institutions and laws in a country should correspond to that mind sets and that mental programs. And this is supported by (Autio, Pathak, & Wennberg, 2013) arguing that national culture plays as an important regulator in the field of entrepreneurship. From all of this it is obvious that many approaches to cross-cultural measurements in entrepreneurship research have been flawed. And there is a real demand for new scales at the individual level in this subject.

2.4. Culture at the Individual Level

Depending on the conceptualization of culture that mentioned by Hofstede, scholars in empirical studies tried to create, explore, and test hypothesis that entrepreneurship is evolved more in cultures that are low in uncertainty avoidance, high in individualism, high in masculinity and low in power-distance (Hayton et al., 2002; Thornton, Ribeiro-Soriano, & Urbano, 2011). *Is it the same case with social entrepreneurship?* Since social entrepreneurs concern primarily with creating social value rather than individual wealth.

Cultural values regarding entrepreneurship manifest in the way in which a society look at entrepreneurial behaviors, like thinking individually and in independent way, risk taking, and to what extend those behaviors are desirable. If a culture value and reward entrepreneurial behavior, then this promise a wide spread of entrepreneurial activities and motivate having radical innovation steps. On the other hand this behavior will not be recognized in a culture that reinforce conformity, and control over the future (Hayton et al., 2002).

In the light of Hofstede's research and the well-known measures of cultural orientations, scholars have tried to use his scale to measure cultural orientations at the individual level, but they found methodological troubles with Hofstede's scale at the individual level. As a result Hofstede himself (1980) when analyzed his own data at the *individual* level, he found an opposite findings to the results of correlation of cultural dimensions at the *country* level that he had done before (Yoo, Donthu, & Lenartowicz, 2011).

There is no doubt that Hofstede's scale is the most popular measure of cultural dimensions for many reasons. First, the dimensions of culture in Hofstede's typology covered through decades the major cultural conceptualizations (Chandy & Williams, 1994). Second, while

many scholars of culture subject gives efforts for having new cultural typologies, and those efforts could not skip the conceptualization stage, cultural dimensions by Hofstede were empirically developed in 66 countries using 100,000 IBM employees in valid and reliable survey (Yoo et al., 2011). Third, Hofstede's work received the highest number of citations in this subject (Chandy & Williams, 1994).

Hofstede's scale used as a reference for national cultures. For instance, treating all Americans as individualists and all Chinese as collectivists (Aaker & Lee, 2001). Some scholars used the same scale at the individual level, taking in consideration that all individuals are at the same national level of culture. For instance, assigning Hofstede's national cultural indices to groups and measure their effect on consumer behavior (Dawar & Parker, 1994). And to cover the demand to measure culture at the individual level, a scale of individual cultural values that assesses Hofstede's work was suggested by Yoo and others (Yoo et al., 2011).

2.5. Identified Scale and Dimensions for Culture

Here in this study and being aware of the need for new scales to measure culture at the individual level, it decided to use a scale that is measuring the cultural dimensions of business owners developed by (König, Steinmetz, Frese, Rauch, & Wang, 2007); because this study is concerning with the social entrepreneurs. In other words, this research is oriented towards social enterprises' owners, founders or managers. The scale is concentrated on entrepreneurship research, that's why it looks more logically to identify this scale and its dimension to examine the cultural values of the social entrepreneurs. Another special thing in this scale is that being evolved from a scenarios based and not Likert based items. Measuring social enterprises owners' practices in their business would help in deep understanding for their cultural values. Since their practices influences in strong way the organizational culture.

The reason behind using scales based on scenarios rather than on Likert items is that scenario-based scales tend to hold higher cross-cultural validity and higher construct validity than scales based on Likert items, which helps in more deep and more meaningful cross-cultural comparisons, and also tend to a more accurate descriptions and predictions of behaviors (Peng, Nisbett, & Wong, 1997).

Scenario-based scale, measures seven cultural dimensions adopted from (Global Leadership and Organizational Behavior Effectiveness- GLOBE) study (House et al., 2004). In GLOBE study the cultural dimensions are defined as:

1- *Uncertainty Avoidance* 2- *Power Distance* 3- *In-Group Collectivism* 4- *Assertiveness*
5- *Future Orientation* 6- *Humane Orientation* 7- *Performance Orientation*.

GLOBE research program is a worldwide project consists of multiphase and multi-method aims to find answers for questions on leadership and culture. The idea of GLOBE studies started in 1991, and started receiving funding in 1993, and started collecting data from 62 cultures from all major regions of the world. In most cases, the principal investigators were residing in and native of the cultures from which they collected data. Based on GLOBE, 100 articles and book chapters has been written. The analysis of the data collected resulted in the identification of nine major attributes of culture (House et al., 2004, p. 11):

1- *Uncertainty Avoidance* 2- *Power Distance* 3- *Institutional Collectivism*
4- *In- Group Collectivism* 5- *Gender Egalitarianism* 6- *Assertiveness*
7- *Future Orientation* 8- *Performance Orientation* 9- *Humane Orientation*.

The first six dimensions and their measurement have their origins in cultural dimensions that identified in Hofstede (1980) and Hofstede (2001). GLOBE studies derived *Institutional Collectivism* and *In-Group Collectivism* from Hofstede's *Individualism* cultural dimension, *Gender Egalitarianism* and *Assertiveness* dimensions derived from Hofstede's discussion of *Masculinity* dimension.

Future Orientation dimension in GLOBE studies has its origins in Kluckhohn and Strodtbeck's research (1961). This dimension also similar to *Confucian Work Dynamism* dimension in Hofstede and Bond (1980) study, which later on, Hofstede in *Culture's Consequences* (2001) referred to as *Long-Term Orientation*. The eighth dimension of *Future Orientation* has its roots in McClelland's (1961) study on the *need for achievement*. Humane Orientation dimension was derived from *Human Nature as Good versus Human Nature as Bad* by Kluckhohn and Strodtbeck (1961), the study of Putnam(1993) and McClelland's (1985) work on civic society (House et al., 2004).

Konig et al(2007) in their study used seven cultural dimensions out of nine GLOBE cultural dimensions. The definitions of cultural dimensions of GLOBE study and after being adopted to social business owners are summarized in Table 2.5:

Table 2.5 Definitions of Cultural Constructs

<i>Uncertainty Avoidance:</i> The extent to which owners relies on established social norms, rules, procedures and bureaucratic practices to alleviate unpredictability of future events.
<i>Power Distance:</i> The degree to which owners promote acceptance of power to be distributed unequally and to be concentrated at the high levels of the organization or the government.
<i>In-Group Collectivism:</i> The degree to which owners express pride, loyalty, and cohesiveness in their organizations or families.
<i>Assertiveness:</i> The degree to which owners are assertive, confrontational, and aggressive in their social relationships with others.
<i>Future Orientation:</i> The extent to which owners engage in future-oriented behaviors such as delaying gratification, planning, and investing in the future.
<i>Humane Orientation:</i> The degree to which owners encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.
<i>Performance Orientation:</i> The degree to which owners encourage and rewards group members for performance improvement and excellence.

Source: Adopted from House et al., 2004 and Konig et al., 2007

2.6. Social Enterprise Performance

Entrepreneurship literature stressed the notion that approaching the entrepreneurs is the key element for deep understanding of social entrepreneurship. This assumption was supported by Bird, Schjoedt & Baum (2012). In the light of the awareness of the lack of scales for social entrepreneurship activities and performance, the majority of social entrepreneurship studies adopted case study methods to understand the phenomenon of social entrepreneurship and social enterprises' performance (Thompson, Alvy, & Lees, 2000). This assumption leads to increasing interest among scholars toward performance measurement in social entrepreneurship. In this regard, previous studies pointed out that social entrepreneurs themselves, the management team of social enterprises, and the programs that they provide to

be among the critical elements that plays an important role in the performance of social businesses (Boluk & Mottiar, 2014). To fill this gap in social entrepreneurship literature, a scale measuring the perceived social enterprises performance was developed through a series of studies by (Liang, Peng, Yao, & Liang, 2015). In this scale there are four factors which are defined in Table 2.6:

1-Personal Issues 2- Social Aspects 3- Business Elements 4- Service Programs

Table 2.6 Social Enterprise Performance Dimensions

1-Personal Issues: Including items related to the entrepreneur and human resources.
2-Social Aspects: Including items related to social problems, contributions, and supports.
3-Business Elements: Including items related to organizational structure, resources, and operations.
4-Service Programs: Including items related to the design and delivery of service programs.

Source: Adopted from Liang et al., 2015

Regarding *personal issues*, several studies suggest that human resources and human related issues are crucial in the success of social enterprises. Previous studies emphasized the importance of having trusted partners in the organizations who are identifying the goal and the mission of the social business by sharing the ideas and the knowledge that supports the social entrepreneurial orientation of the business (Gemmell, Boland, & Kolb, 2012). Personal Issues dimension, tries to capture the human resources issues in a social business/enterprise, and the important role they are playing by generating creative ideas and innovative solutions for society through a shared cognition. And to which degree their entrepreneurial orientation may add to their social entrepreneurship activities.

Social Aspects dimension, concerns with the improvements that social entrepreneurs try to achieve for social and environmental conditions while practicing their main activities.

With respect to *Business Elements* dimension, it is related to organizational design expertise and to which degree it may play a crucial role in the sustainability of a social enterprise.

The fourth dimension is *Service Programs*, which tries to capture the programs that a social enterprise may provide to solve society problems (Liang et al., 2015).

2.7. Culture and Social Entrepreneurship

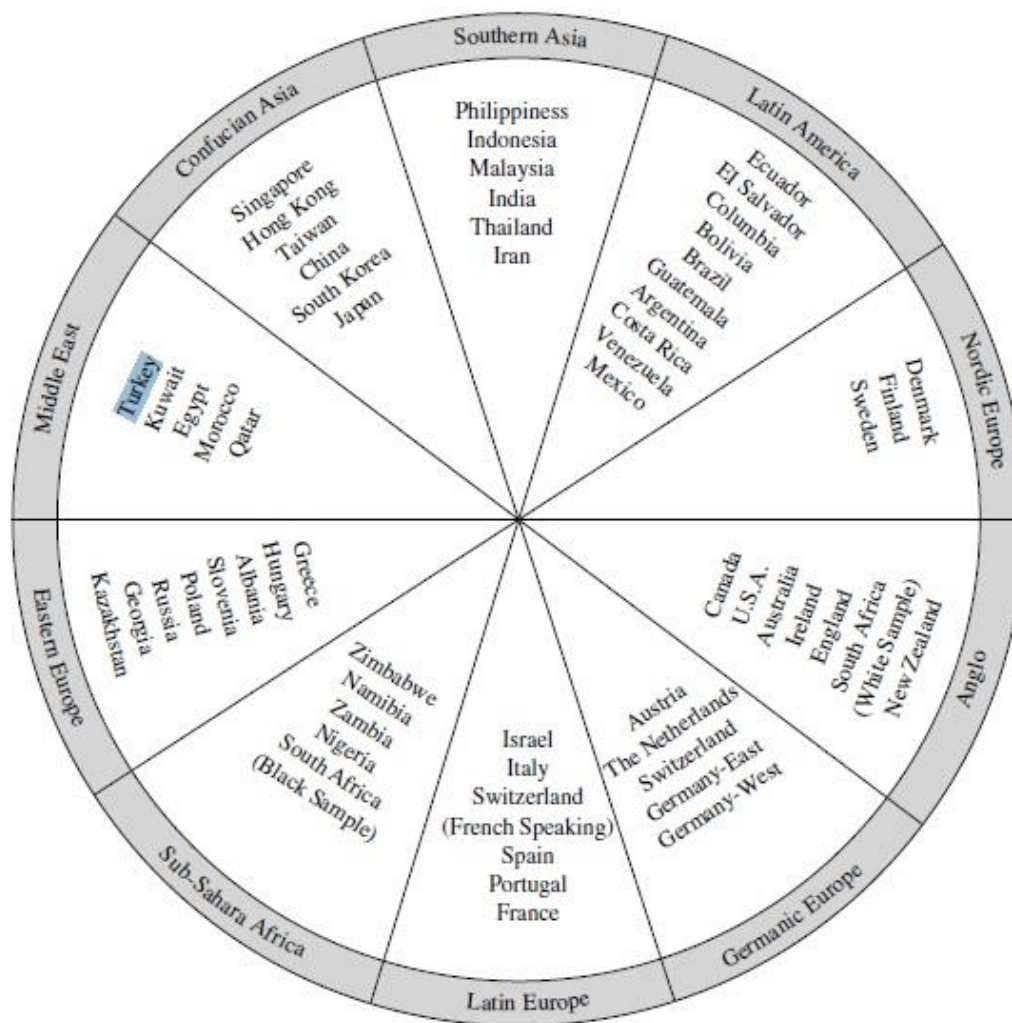
To answer the question of this study regarding the relation between the cultural dimensions of the social entrepreneurs and the perception of social enterprises performance, firstly we have a look on Schumpeter's (1912/1934) Theory of Economic Development. It is assumed that mentioning entrepreneurs as "special people" was a great description by Schumpeter (Freytag & Thurik, 2010, p. 12). In this work as our research is concerned with social entrepreneurs at the individual level, we just take for granted that entrepreneurs are special people with special characteristics, and the central concern of us is to explore the effect of their cultural dimensions on their perceived performance for social businesses they own, manage or create in Turkey.

In GLOBE study, Gupta & Hanges (2004) classified countries into clusters as shown in Figure 2.1 (House et al., 2004, p. 190).

Within this concept, and from many global cultural studies, in societies like Turkey, people in authority positions behave like parents and take care of their employees with a holistic view that may contain the family of the employee, rather than being narrow and task oriented in behavior (House et al., 2004, p. 241).

The majority of research done within the framework of culture and entrepreneurship investigated issues like the role of culture and determinants of entrepreneurship across countries, the effect of culture on the rate of young entrepreneurial organizations, the effect of culture on the total entrepreneurial activity across nations, or the role of political institutions and the regulations for the entry to the field of entrepreneurship (Bosma & Kelley, 2019).

Figure 2.2 Clusters of Cultural Regions



Source: Adopted from House et al., 2004

As all know that countries recognized the multidimensional major and positive outcomes and effects of entrepreneurship, governments do hard efforts to promote entrepreneurship and ease of the entrance to the field and allocate huge budgets for this aim. If it imagined that the process of having a social start-up or a social enterprise begins with a special idea and positive intension from a special entrepreneur or a group of entrepreneurs, and having in mind that there is a supportive polices that differ across countries helps those people in realizing out their idea or they may achieve their social enterprise with their own financial capabilities, which is also vary across nations as mentioned before, in this regard and these issues there is a well-established body of literature about the relationship between the cultural dimensions and entrepreneurship (Audretsch et al., 2017).

Our main concern in this study is firstly, investigate the relationship more specifically between cultural dimensions and social entrepreneurship at the individual level, rather than the broad concept of entrepreneurship.

2.7.1. Uncertainty Avoidance

The construct of uncertainty avoidance (UA) has been widely examined in many related ways in social science literature. Uncertainty avoidance refers to the degree of threat of unknown situation that gives to a member of a culture. If society members try to avoid uncertain situations, that means they have a high level of uncertainty avoidance (Hofstede, 2001).

Table 2.7 indicates the different tendencies of societies up to their degree of uncertainty avoidance dimension.

Table 2.7 Tendencies of Higher versus Lower Societies on Uncertainty Avoidance

<i>Societies That Score Higher on Uncertainty Avoidance Tend to:</i>	<i>Societies That Score Lower on Uncertainty Avoidance Tend to:</i>
• Have a tendency toward formalizing their interactions with others • Document agreements in legal contracts • Be orderly, keeping meticulous records, documenting conclusions drawn in meetings • Rely on formalized policies and procedures, establishing and following rules, verifying communications in writing • Take more moderate calculated risks • Inhibit new product development but facilitate the implementation stage through risk aversion and tight controls • Show stronger resistance to change • Show stronger desire to establish rules allowing predictability of behavior • Show less tolerance for breaking rules	• Have a tendency to be more informal in their interactions with others • Rely on the word of others they trust rather than contractual arrangements • Be less concerned with orderliness and the maintenance of records, often do not document the conclusions drawn in meetings • Rely on informal interactions and informal norms rather than formalized policies, procedures and rules • Be less calculating when taking risks • Facilitate the new product development especially in the initiation phase, through higher risk taking and minimal planning or controls • Show less resistance to change

	• Show less desire to establish rules to dictate behavior • Show more tolerance for breaking rules
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Source: Adopted from House et al., 2004:618

Entrepreneurship is associated with risk taking, which means behaving with low levels of uncertainty avoidance. At country level, the entrepreneurship levels are more frequent in societies with low uncertainty avoidance than in societies with a high uncertainty avoidance culture (Autio et al., 2013). In organizations, it is hard for employees to develop innovative things since it's easier to follow the established procedures (Dimaggio & Powell, 1983). Social entrepreneurs in their social businesses may practice different ways to let subordinates come with new ideas and new initiatives to help in producing more accurate and beneficial services to society. This opposite notion that in case employees face challengeable situations are different from the established norms and beliefs, then they follow the traditional hierarchical organization (Shane, Venkataraman, & MacMillan, 1995).

Taking in consideration that social entrepreneurship is a sub discipline of social innovation, uncertainty avoiding societies have less tendencies for innovation (Shane, 1993). Social enterprises' owners, who are expected to be task-oriented, are in general proactive individuals taking initiatives toward achieving the social change. This logic supports the assumption saying that social entrepreneurs are tend to be low in their uncertainty avoidance level. And this leads us to the first hypothesis:

H1: Social Entrepreneurs with high Uncertainty Avoidance, predicts a negative perception of social enterprise performance.

H1.a: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Personal Issues in Perceived Social Enterprise performance.

H1.b: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Social Aspects in Perceived Social Enterprise performance.

H1.c: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Business Elements in Perceived Social Enterprise performance.

H1.d: Social Entrepreneur's high Uncertainty Avoidance level, negatively predicts Service Programs in Perceived Social Enterprise performance.

2.7.2. Power Distance

As the distinction between entrepreneurship and social entrepreneurship explained before, here it will be more concentrated on the theoretical background of the cultural values that affecting the entrepreneurial activities in general, and discuss the potential influence of cultural dimensions on social Entrepreneurship in particular. Power distance dimension (PD) expresses how a society deals with inequalities between people. In societies exhibiting a high power distance, people accept the hierarchical order that places everybody in that hierarchical order without further justification. On the other hand people in societies exhibiting low power distance strive to make power distribution equal with justification for inequality situations for power distribution (Puumalainen, Sjögrén, Syrjä, & Barraket, 2015).

As the mission of social entrepreneurship is reducing social exclusion which manifest in power inequalities, the negative relationship between power distance and entrepreneurship supported by many earlier studies in this framework. For instance entrepreneurship is more facilitated by cultures with a low degree in power distance than ones with a high degree of power distance (Thornton et al., 2011). Some scholars argued that there is an inconsistent association between power distance and entrepreneurial initiatives. While some scholars reported a positive relationship, others reported negative relationships between power distance and entrepreneurial activities (Zhao, 2017). In the study of (Puumalainen et al., 2015) - where the author mentioned that they built the country level analysis on the results of (Lepoutre, Justo, Terjesen, & Bosma, 2013). And they reported how social entrepreneurship spread out in 49 countries from all continents - the same hypothesis tested for social entrepreneurship, and the result was also supported. This means that there is a negative association between power distance and social entrepreneurship, and it's hard for social entrepreneurial activities to spread in a culture with a high degree of power distance.

In this study the same relationship will be explored within the social entrepreneurs in Ankara. Thus, in this study a negative relationship is expected between the power distance cultural dimension of social entrepreneurs and social enterprise performance.

H2: Social Entrepreneurs with high Power Distance, predict a negative perception of Social Enterprise performance.

H2.a: Social Entrepreneurs' high Power Distance level, negatively predicts Personal Issues in Perceived Social Enterprise performance.

H2.b: Social Entrepreneurs' high Power Distance level, negatively predicts Social Aspects in Perceived Social Enterprise performance.

H2.c: Social Entrepreneurs' high Power Distance level, negatively predicts Business Elements in Perceived Social Enterprise performance.

H2.d: Social Entrepreneurs' high Power Distance level, negatively predicts Service Programs in Perceived Social Enterprise performance.

2.7.3. In-Group Collectivism

Individualism explained to be the degree to which a society's members' preference to behave as individuals rather than as a group member. Social entrepreneurship tend to have a collectivist founder identity that gives importance to social goals (Fauchart & Gruber, 2011). Some studies found that individualistic cultures gives more chance for starting entrepreneurial ventures and activities rather than collectivistic cultures, which means that there is a positive relationship between individualism cultural dimension and entrepreneurship and a negative relationship between collectivism (C) cultural dimension and entrepreneurship, and yet other studies showed that there is no association at all (Harms & Groen, 2017). Van Steekelenburg et al., (2000) considered that social business owners with high in-group collectivism level would be more loyal and cohesive within their families and though they are expected to be more likely to employ their family or in-group members (König et al., 2007).

In her study Wasti (2000) argued that in Turkey a collectivist cultural norms and the approval of in-group members plays a big role in individual behaviors (House et al., 2004, p. 456). Other studies at individual and team levels of analysis have found that collectivism has an effect on cooperation, which was in turn related to the performance of the teams (Eby & Dobbins, 1997). In GLOBE study Gelfand et al. (2004) illustrated that entrepreneurship was one of the numerous implications of collectivism for organizations (House et al., 2004, p. 458). Societies with a high level of in In-Group Collectivism tend to respect authority and there is little structure with few rules and less performance (House et al., 2004, p. 474).

Research has explained that the relationship between entrepreneurship and individualism and collectivism is not a simple relationship. For instance, across 84 industrial firms, a curvilinear relationship found between individualism and entrepreneurship and also between collectivism

and entrepreneurship. And balanced conditions of individualism and collectivism resulted in high level of entrepreneurship, while highly individualistic and highly collectivistic contexts lead to a less entrepreneurial activities (Morris, Avila, & Allen, 1993). These results replicated by Bhawuk and Udas (1996) at the individual level, where researcher contributed to this field studies by illustrating that the success of entrepreneurial activities need a combination of individualistic and collectivistic traits. Thus, individualistic orientations help entrepreneurs in being creative and help them in developing new ideas. On the other hand collectivistic orientations help entrepreneurs in establishing organizations, gather people together and foster sacrifice and commitment among employees (House et al., 2004, p. 458).

H3: Social Entrepreneurs with high In-Group Collectivism, predict a negative perception of Social Enterprise performance.

H3.a: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Personal Issues in Perceived Social Enterprise performance.

H3.b: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Social Aspects in Perceived Social Enterprise performance.

H3.b: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Business Elements in Perceived Social Enterprise performance.

H3.c: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Service Programs in Perceived Social Enterprise performance.

2.7.4. Assertiveness

Assertiveness (A) is related to the degree to which owners are assertive, confrontational, and aggressive in their relationships with others (House et al., 2004). Assertiveness originates in the cultural dimensions of masculinity-femininity that identified by Hofstede (1980). GLOBE study illustrate that societies with high assertiveness scores are also more likely to have high score on Hofstede's masculinity scale (House et al., 2004, p. 413). Assertiveness can be a personality trait as well as a social value. In previous studies it is suggested that high assertiveness characterize a negative societal climate in which people do not support each other (Stephan & Uhlaner, 2010). According to Spulber (2008), societies with high levels of entrepreneurial activities and with well-established entrepreneurship filed may face the

formation of entrepreneurs with high levels of assertiveness characteristics to achieve their goals (Petrakis, 2014). And it is known from GLOBE study that assertiveness roots goes to masculinity, in this regard, Turkey scored 45 on Masculinity Index Values for 76 countries and regions based on factor scores from 14 items in the IBM database (Hofstede, Hofstede, & Minkov, 2010). This may tell that Turkey has some high assertive tendencies. The same results obtained from GLOBE study, as Turkey classified with the countries of high assertiveness in *society practices* with a score of 4.53 while the *society values* in this regard was lower than the practices with score of 2.66 (House et al., 2004, p. 410). Assertiveness also associated with successful managers (Brenner, Tomkiewicz, & Schein, 1989). On the other hand, individuals in upper levels in organizations were more assertive than individuals at lower levels (Fagenson, 1990).

Taken together, findings from previous studies suggest that assertiveness is associated with successful managerial practices.

Here in this study the situation at the individual level will be illustrated taking the social entrepreneurs in consideration. Since the main goal of social entrepreneurs is the social value and solving the social problems rather than the material income, so a positive relation is expected to be between assertive social entrepreneurs and social enterprise performance, thus the below hypotheses were developed:

H4: Social Entrepreneurs with high Assertiveness, predict a positive perception of Social Enterprise performance.

H4.a: Social Entrepreneurs' high Assertiveness level, positively predicts Personal Issues in Perceived Social Enterprise performance.

H4.b: Social Entrepreneurs' high Assertiveness level, positively predicts Social Aspects in Perceived Social Enterprise performance.

H4.c: Social Entrepreneurs' high Assertiveness level, positively predicts Business Elements in Perceived Social Enterprise performance.

H4.d: Social Entrepreneurs' high Assertiveness level, positively predicts Service Programs in Perceived Social Enterprise performance.

2.7.5. Future Orientation

The concept of future orientation (FO) discussed widely and in various ways in literature (Seijts, 1998). Future orientation is the degree to which owners engage in future-oriented behaviors such as delaying gratification, planning, and investing in the future (House et al., 2004). The industrialized capitalism cultures used to be materialistic and short-term oriented. In other words being separated from spirituality (Hofstede, 2001). However, there is a big concern for virtue in the emerging service economy, and the orientation is going toward more long-term orientation for future. In low future oriented cultures, people are free of future worries and may be unwilling for more future planning (Keough, Zimbardo, & Boyd, 1999). With respect to organizational future orientation, Schriber and Gutek (1987) suggested that future orientation has a positive effect on organizational performance. This assumption supported by De La Porte (1992) suggested that firm's future orientation enhance the competitive advantage and performance (House et al., 2004, p. 291). Many studies like (Peetsma, 2000) linked the future orientation positively with achievements. Meanwhile Nadler (1975) emphasized that individuals who are able to gratify immediate reward for the sake of delayed but larger rewards are more future oriented individuals and can achieve their goals at the long term (House et al., 2004, p. 299). Which is as Future Orientation dimension has its roots in long-term orientation dimension.

Data from the public opinion survey on human satisfactions and values (Chinese Value Survey-CVS) found that in high long-term oriented societies, people were more satisfied than people with low long-term orientation. Those people have personal contributions such as making efforts like help in bringing fair and equal life for society members and correct the injustice and social inequality situations. Short term orientation argues that there are universal guidelines about what is good and evil. While long term orientation argue that what is good and evil depends on the circumstances (Hofstede et al., 2010, p. 249).

In long-term oriented societies, it was found out that it supports entrepreneurial activities. Having stable and harmonious hierarchy and the roles being complementary makes it easier for entrepreneur to play her role (Hofstede et al., 2010, p. 243). The findings of GLOBE study on future orientation illustrate that organizations reflect the cultural practices and values of the society which they are embedded in. For instance, they found a strong negative correlation between future orientation practices and values. And stronger aspiration for future orientation found in societies that weaker on future oriented practices. And this make the

people of those societies to be more conscious of the need be more strategic in their perspectives to moving forward and make the change (House et al., 2004, p. 332). Ashkanasy et al. (2004) mentioned that despite the popular view in literature that focus on survival is the main concern of organizations in lower socioeconomics, studies illustrate that higher income countries scored low scores on future orientation dimension. The explanation of this idea is that having savings, material sources and high socioeconomic status encourage higher-income nations to enjoy the present rather than concerning the future. Beside these higher levels of socioeconomic status, higher levels of political stability also help in weak values of future orientation. For instance, in North European societies which have a well-established long-term planning to deal with emergencies, which are valued by people and make them less worry about the future (House et al., 2004, p. 333)

In this study the same relationship was suggested for social entrepreneurs and following hypotheses were formed:

H5: Social Entrepreneurs with high Future Orientation, predict a positive perception of Social Enterprise performance.

H5.a: Social Entrepreneurs' high Future Orientation level, positively predicts Personal Issues in Perceived Social Enterprise performance.

H5.b: Social Entrepreneurs' high Future Orientation level, positively predicts Social Aspects in Perceived Social Enterprise performance.

H5.c: Social Entrepreneurs' high Future Orientation level, positively predicts Business Elements in Perceived Social Enterprise performance.

H5.d: Social Entrepreneurs' high Future Orientation level, positively predicts Service Programs in Perceived Social Enterprise performance.

2.7.6. Humane Orientation

According to House et al., (1999) GLOBE study defined the concept of Human Orientation as the degree to which owners encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others resources. Humane orientation manifests in various ways in different societies depending on their economic situation and culture. For instance, in less

developed countries, in case of facing difficult times, like death, sickness, or financial problems, then neighbors, friends around and relatives try their best to help by visiting them and bringing food and spending time with them. so, rather than expecting some support from government, individuals offer a material and psychological support to each other (House et al., 2004, p. 569).

Table 2.8 summarize the difference between high humane oriented and low humane oriented societies.

Table 2.8 Higher Humane Oriented societies versus Lower Humane Oriented societies:

<i>High Humane Oriented Societies</i>	<i>Low Humane Oriented Societies</i>
Others are important (i.e. family, friends, community, and strangers).	Self-interest is important.
Values of altruism, benevolence, kindness, love, and generosity have high priority.	Values of pleasure, comfort, and self-enjoyment have high priority.
Need for belonging and affiliation motivate people.	Power and material possessions motivate people.
Personal and family relationships induce protection for the individuals.	Welfare state guarantees social and economic protection of individuals.
Close circle receives material, financial, and social support; concern extends to all people and nature.	Lack of support for others; predominance of self-enhancement.
Members of society are responsible for promoting well-being of others: The state is not actively involved.	State provides social and economic support for individuals' well-being.
The state supports the private sector and maintains a balance between public and private domains.	The state sponsors public provisions and sectors.
People are urged to provide social support to each other.	People are expected to solve personal problems on their own.

Source: Adopted from House et al., 2004:570

The humane orientation concept has implications in global markets by influencing the way that multinational corporation follows for successful strategic joint ventures and alliances. Knowing the humane orientation level of that society is valuable for organizational theories

as well (House et al., 2004, p. 597). Members in societies of high humane orientation are expected to produce the required help in order to provide an effective solution for the problems. At the same time such societies became more humane oriented as economic situation decrease, since this situation need more solidarity among families and the community. In a study conducted on leaders to explore their humane oriented traits by asking them questions on being caring and generous, as a result a negative relation explored between being leader and humane-oriented (Gerstner & Day, 1994). In this study there is curiosity about this situation from the perspective of social entrepreneurs, who are expected to be more humane oriented people. And whether a high humane oriented social entrepreneur perceive the social enterprise performance high or not, and what the role that humane orientation plays in this perception. Thus, with regard to the relationship between humane orientation and its effect on social enterprises performance the below hypotheses developed:

H6: Social Entrepreneurs' high Humane Orientation level, predicts a positive perception of Social Enterprise performance.

H6.a: Social Entrepreneurs' high Humane Orientation level, positively predicts Personal Issues in Perceived Social Enterprise performance.

H6.b: Social Entrepreneurs' high Humane Orientation level, positively predicts Social Aspects in Perceived Social Enterprise performance.

H6.c: Social Entrepreneurs high Humane Orientation level, positively predicts Business Elements in Perceived Social Enterprise performance.

H6.d: Social Entrepreneurs' high Humane Orientation level, positively predicts Service Programs in Perceived Social Enterprise performance.

2.7.7. Performance Orientation

Performance orientation received little interest from other cross cultural scholars. GLOBE studies' findings indicate that all people are looking forward a strong society that encourages innovation and rewards challenging goals and improvements, no matter what culture they are from. People engaged in studies and who reflected the need for high performance oriented societies where from all over the world. According to McClellans (1961) this situation looks

that this is a universal need for humans in all parts of the world. On the other hand, performance oriented societies are found to be significantly related to more economically prosperous which supports Weber's (1904/1930, 1904/1998) and Parsons (1951) notion: that achievement oriented practices lead to economic and business success (House et al., 2004, p. 253). They also found that societies with high performance orientation tendencies, value learning and education and thus sets high performance targets. This value has its impact both in organizations and the leaders in those organizations. As organizations are the micro version of the society, practices of leaders or owners of those organizations are affecting people in those organizations. These facts are at the nation's level. This study is curious about exploring these relations at the individual level. In GLOBE study it was found out that performance orientation is related with ambitious and challenging goals which driven by winning through innovation. In this study the performance orientation dimension at social entrepreneur's level will be examined, and explore whether if their performance orientation levels and practices effect their perceived performance of social enterprises they own or manage. Thus the next hypothesizes formalized:

H7: Social Entrepreneurs' high Performance Orientation level, predicts a positive perception of Social Enterprise performance.

H7.a: Social Entrepreneurs' high Performance Orientation level, positively predicts Personal Issues in Perceived Social Enterprise performance.

H7.b: Social Entrepreneurs' high Performance Orientation level, positively predicts Social Aspects in Perceived Social Enterprise performance.

H7.c: Social Entrepreneurs' high Performance Orientation level, positively predicts Business Elements in Perceived Social Enterprise performance.

H7.d: Social Entrepreneurs' high Performance Orientation level, positively predicts Service Programs in Perceived Social Enterprise performance.

2.9. Methodology

In this study author responding to the call of cross-cultural scholars for measuring culture by using scales based on scenarios rather than using scales based on Likert items (Heine et al. 2001; Heine et al. 2002; Kitayama 2002; Peng et al. 1997). And the majority of research and thousands of referred articles that used Hofstede's metric of culture, in this work and since we are targeting the business owners, and for this aim another scale will be used to measure the cultural dimensions of social business owners (König et al., 2007). This scale is a business owner oriented one, presets a scenario for the business owners and try to capture the cultural orientation for them in the light the social activities they are practicing.

Thus, in this study *Scenario-Based Scales Measuring Cultural Orientations of Business Owners* developed by (Christine König, Holger Steinmetz, Michael Frese, Andreas Rauch, and Zhong-Ming Wang, 2007) was identified.

On the other hand, and based on various entrepreneurship studies (Arena et al., 2014; Smith et al., 2014; York and Venkataraman, 2010), Social Entrepreneurs' perceived social entrepreneurship performance will be measured using a 37-item social entrepreneurship performance assessment developed by (Liang et al., 2015).

Both cultural dimensions and social enterprise performance scales are developed in English language and haven't been used before in the Turkish language. That's why; firstly, there is a need for adaptation process of both scales to the Turkish language and context. This process will be explained in details in chapter 3.

3. ADAPTATION OF CULTURE ORIENTATION AND SOCIAL ENTREPRENEURSHIP PERFORMANCE SCALES TO THE TURKISH LANGUAGE

Oakland & Hu (1992) mentioned that the practice of translating scales and measurements between languages and cultures is widespread (Hambleton, 1993). Scholars interested in cross-cultural studies, and in order to test hypotheses regarding human behaviors, often translate the scales or measurement questionnaires from one language to another (Brislin, 1970). In management and organization field, an increased interest noticed in questioning the validity of new developed cross-cultural models, theories and data collections instruments. In social sciences studies in Turkey, and especially in management and organization field, this situation manifests in adaptation studies for many scales and measurements that developed in other countries, rather than developing new scales which are more suitable to the Turkish context.(Bayık & Gürbüz, 2016). In 1993 the International Test Commission- ITC published a guideline advising the use of term *Adaptation* rather than the term *Translation*. This is because of that scales adaptation is a broad process more than plane translation. And translation is just one from several steps in adaptation process, and adaptation seems more accurate to prepare a scale or an instrument in a second language of culture(Hambleton, 1996).

Although the existence of instrument adaptation guideline that developed by the International Test Commission (Hambleton, 1996), and the steps that Brislin (1973) summarized to be followed in translation step in the scope of scale adaptation process(Bayıt & Gürbüz, 2016), still there is a lake of commonly accepted methodology to be followed by scholars in Turkey. And there is a various forms of adaptation procedures used by the Turkish scholars in this regard.

To fill this gap, in their study, Bayık and Gürbüz (2016) tried to propose a series of suggestions for more accurate scale adaptation procedures to the Turkish language and Turkish context. Basic steps for acceptable scale adaptation procedure is mentioned in Table 3.1.

Table 3.1 Basic steps for acceptable scale adaptation

1	Make the decision to adapt the scale.
2	Translates the instrument from the source language (SL) into the target language (TL), using a panel of at least two bilingual experts.
3	Second bilingual expert panel blindly (without access to the original language version) back-translates the scale to the source language.
4	Consult an expert panel of at least two persons.
5	Conduct a Pre-test for the instrument with people who knows the SL and TL
6	Do Validity and Reliability tests.
7	Testing the methodology taking in consideration the concepts of bias and equivalence.

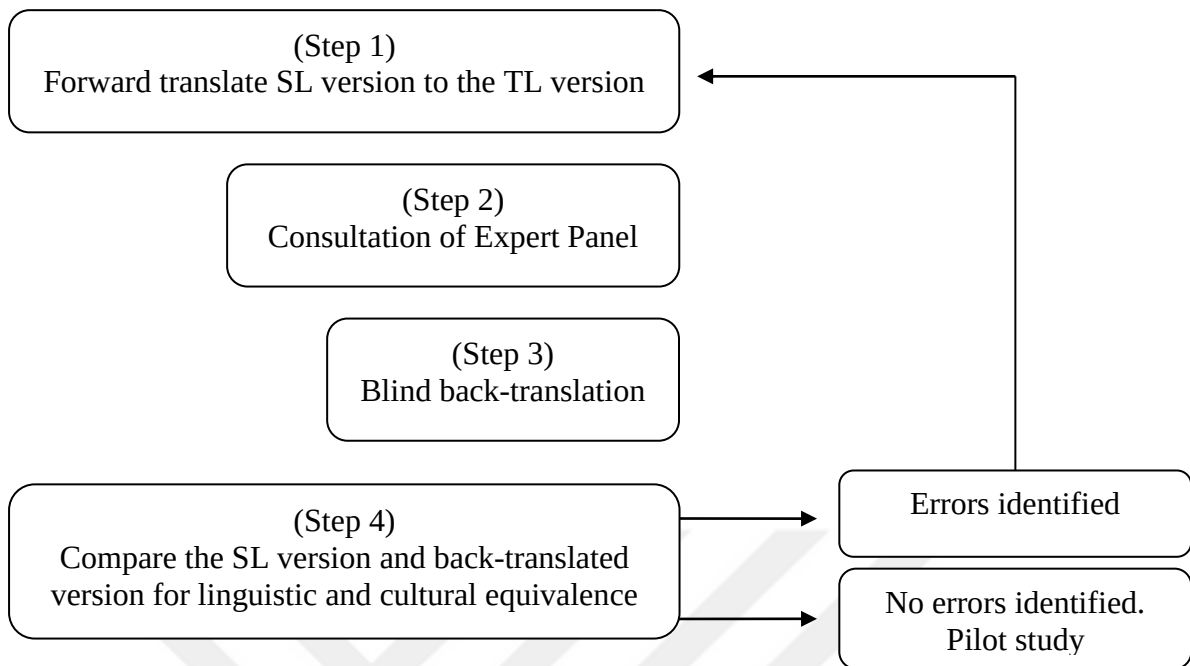
Source: Adopted from Bayık and Gürbüz, 2016

3.1. Brislin's Model for Back-Translation

In this study and in order to adapt two scales to Turkish language, one for cultural dimensions and the other for social enterprise performance, the below mentioned adaptation procedure of Brislin (1970) for both scales was utilized.

- 1- Priori translation: this step suggests having a careful forward translation for the scale and using the words that have the same frequency of usage in source and target languages.
- 2- Consult an expert panel to evaluate the translation in target language and secure that the translated scale in target language written adequately.
- 3- Blind back-translation by at least two bilinguals. The researcher may assign bilinguals randomly to two groups also and let them back-translate the scale from target language to the source language.
- 4- Consult an expert panel to compare the scales in source language with back translated version, and define problematic items to pass across the process again.
- 5- Consult experts to see if the items are accurate and suitable for the field of the subject, so researcher can go ahead for pilot study.

Figure 3.1 Brislin's Back-Translation process



Source: Adopted from Brislin, 1970

3.2. Why scholars Prefer Instrument Adaptation

There are various reasons behind translating tests and scales. A summary is mentioned below (Hambleton, 1993):

- 1- This practice is more economical rather than developing a new measure and scale. Meanwhile the enough expertise may not be available to construct the needed questionnaire.
- 2- The need for cross-national studies. Such studies need to collect data from different countries and different cultures. There are studies that take decades to give results. And different countries want to benefit from such studies. For instance, an important studies regarding educational policies and setting a world-class standard for education conducted in the United States for thirty years by The International Association for the Evaluation of Educational Achievement (IEA). Other countries are interested in the results of such studies in their populations.

3.3. Challenges that researchers may face in Scale Adaptation Process

Equivalence is a key issue in cross-cultural studies, and it became essential if a specific scale used in different languages, used in cross-cultural and comparative studies (Ægisdóttir, Gerstein, & Çinarbaş, 2008).

After giving the decision of adaptation to a specific scale, there are some challenges research team may face during scale translation process for many reasons:

- 1- Brislin (1970) mentioned that the technical knowledge of the translator is very essential in order not to lose the source material in translation process, that's why the translator should have knowledge regarding the subject matter.
- 2- Woodcock (1985) recommended that the people who involved in the translation project from source to the target language, and in order to produce accurate and satisfactory translation, should be dominant in the target language experienced in that culture(Hambleton, 1993).
- 3- People who are involved in translation process should have skills and experience in test development and have knowledge about good scales writing principles (Hambleton, 1993).
- 4- In order to protect the validity of scale, and preserve the meaning, it is essential to find the equivalent phrases and words in the source and target languages. Scholars suggested that this problem can be solved by decanting of phrases (Brislin, 1970).

3.4. Scale Adaptation Procedure for This Study

In this study and for the purpose of measuring the cultural dimensions of social enterprises' owners, '*Scenario-based scales measuring cultural orientations of business owners*' is used. The scale developed by *Christine König, Holger Steinmetz, Michael Frese and Andreas Rauch* from Department of Work and Organizational Psychology, University of Giessen, Germany. And *Zhong-Ming Wang* School of Management, University of Zhejiang, China(König et al., 2007).

To measure the perceived social enterprises' performance for social entrepreneurs in Turkey, the scale of '*Social Enterprise Performance*' was used. The scale developed by *Chao-Tung*

Liang, Assistant Professor, Department of Cultural Creativity and Digital Media Design, University of Science and Technology, Taiwan. *Li-Pei Peng*, Associate Professor, Department of Bio-Industry Communication and Development, National Taiwan University, Taiwan. *Shu-Nung Yao*, Postdoctoral Researcher, Department of Bio-Industry Communication and Development, National Taiwan University, Taiwan, and *Chaoyun Liang*, Professor, Department of Bio-Industry Communication and Development, National Taiwan University, Taipei, Taiwan. (Liang et al., 2015).

After deciding to use both scales, two separate emails were sent to the scholars who developed the scales, asking their permission to use their scales in the Turkish language and thank them for the great job that they achieved during developing these scales.

After receiving the acceptance emails from both scales' developers. A questionnaire that consists of questions of both scales prepared. Totally there are 23 questions to measure the cultural dimensions and 37 questions to measure the social enterprise performance. At this stage and taking in consideration the well-known Brislin's (1970,1986) method of translation, the procedure to translate the instrument and prepare a valid and reliable questionnaire followed (Jones, Lee, Phillips, Zhang, & Jaceldo, 2001):

- 1- Three Bilingual experts (Native speakers of the Turkish language meanwhile graduate from English Language and Literature) asked to translate the questionnaire from English (the source language) to the Turkish (the target language). Since the questionnaire consists of 60 questions, it took time to translate it at the first step.
- 2- The obtained Turkish scale from the first step evaluated by 3 different experts who have expertise in the field of management and especially strategic management and published papers or gave courses in related subjects. Those experts reviewed the comprehensibility of questions, word structure and cultural relevance.
- 3- A second two bilingual experts blindly (without access to the original language version) back-translate the questionnaire from the Turkish language to the English language (see Figure 3.1).
- 4- Obtained English scale from the third step evaluated by 3 different experts who have expertise in the field of management and especially strategic management

and published papers or gave courses in related subjects. Those experts reviewed the comprehensibility of questions, word structure and cultural relevance.

- 5- Both of the English instruments and the target versions compared, if an error in meaning was found in the back-translated version when compared to the original one, the terms which are in question retranslated and again blindly back translated by another bilingual expert. This iterative process was repeated until no error in meaning was found.

After having the scale translated to the Turkish language, social entrepreneurs reached and asked to fill the questionnaire and see if the questions are understandable or not, and if there are any problematical items to work on.

The first meeting conducted with the social enterprise named Need Map (İhtiyaç Haritası), the manager was great in explaining what he understood from each question, and this helped a lot in taking those valuable notes to revise some items in the scale to be more accurate and understandable. From the meeting it realized more how much the social entrepreneurship concept is new in Turkey. As a result, and after few meetings in the pilot study, the experts who helped in adapting the scales to the Turkish language consulted to review the instruments in the light of the notes of the subjects that met with in the pilot study. After doing their necessary revisions, again more meetings conducted with social entrepreneurs and kept doing so until the last version of the questionnaire was obtained, which took at least six months to achieve this goal.

At this stage, in order to make test, re-test and measure the scales validity and reliability, different classes of Yıldırım Beyazıt University were selected to collect data. Before questionnaire distribution process to the students, detailed information about the study were given to the bachelor students. It was planned to analyze the collected data then re-collect data again from the same students to compare the results and get some idea about the validity and reliability of the scales.

After collecting the data at the first step, and after entering the data to SPSS to analyze, it was surprising that there is no significant result obtained from the collected data. The data was not in the quality to do analysis and get results. And the reason for this, first, the topic of social entrepreneurship is a new one for the students. Second, the questionnaire is long enough to let the student get tired and not complete it in the way that it should be.

After sharing this disappointing situation with thesis committee, the advice was to collect the data immediately from the social entrepreneurs. And for this aim, a detailed research on the internet and by consulting some instructors in this domain in the school to complete a long list of social enterprises in Turkey, the process of data collection started in Ankara/Turkey. More details about data collection procedure will be explained at chapter 4 of research methodology.



4. RESEARCH DESIGN AND METHODOLOGY

The methodology involves collecting quantitative data using a questionnaire to measure the cultural dimensions of social entrepreneurs and social businesses owners and managers who are working in this sector and measure their perception regarding those enterprises' performance. After having the questionnaire ready to use for the study objective as mentioned in details in chapter 3. Now it's the term of collecting data.

As previously pointed out, promoting entrepreneurship is one of the central policy goals for governments around the world, concerning with regional issues, national challenges and even at the level of international bodies. The belief that social entrepreneurship is a key for desirable social outcomes beside the economic growth is underlying this trend. *This research therefore asks the crucial question: taking in consideration the Turkish context, to what extend does the cultural dimensions of social entrepreneurs' effect their perceived performance for those organizations.*

4.1. Research Methodology

There are seven main research hypotheses derived from the study objectives with reference to literature review in chapter two. These hypotheses and their sub hypotheses are listed as below:

H1: Social Entrepreneurs' high Uncertainty Avoidance level, predicts a negative perception of social enterprise performance.

H1.a: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Personal Issues in Perceived Social Enterprise performance.

H1.b: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Social Aspects in Perceived Social Enterprise performance.

H1.c: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Business Elements in Perceived Social Enterprise performance.

H1.d: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Service Programs in Perceived Social Enterprise performance.

H2: Social Entrepreneurs' high Power Distance level, predict a negative perception of Social Enterprise performance.

H2.a: Social Entrepreneurs' high Power Distance level, negatively predicts Personal Issues in Perceived Social Enterprise performance.

H2.b: Social Entrepreneurs' high Power Distance level, negatively predicts Social Aspects in Perceived Social Enterprise performance.

H2.c: Social Entrepreneurs' high Power Distance level, negatively predicts Business Elements in Perceived Social Enterprise performance.

H2.d: Social Entrepreneurs' high Power Distance level, negatively predicts Service Programs in Perceived Social Enterprise performance.

H3: Social Entrepreneurs' high In-Group Collectivism level, predicts a negative perception of Social Enterprise performance.

H3.a: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Personal Issues in Perceived Social Enterprise performance.

H3.b: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Social Aspects in Perceived Social Enterprise performance.

H3.c: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Business Elements in Perceived Social Enterprise performance.

H3.d: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Service Programs in Perceived Social Enterprise performance.

H4: Social Entrepreneurs' high Assertiveness level, predicts a positive perception of Social Enterprise performance.

H4.a: Social Entrepreneurs' high Assertiveness level, positively predicts Personal Issues in Perceived Social Enterprise performance.

H4.b: Social Entrepreneurs' high Assertiveness level, positively predicts Social Aspects in Perceived Social Enterprise performance.

H4.c: Social Entrepreneurs' high Assertiveness level, positively predicts Business Elements in Perceived Social Enterprise performance.

H4.d: Social Entrepreneurs' high Assertiveness level, positively predicts Service Programs in Perceived Social Enterprise performance.

H5: Social Entrepreneurs' high Future Orientation level, predicts a positive perception of Social Enterprise performance.

H5.a: Social Entrepreneurs' high Future Orientation level, positively predicts Personal Issues in Perceived Social Enterprise performance.

H5.b: Social Entrepreneurs' high Future Orientation level, positively predicts Social Aspects in Perceived Social Enterprise performance.

H5.c: Social Entrepreneurs' high Future Orientation level, positively predicts Business Elements in Perceived Social Enterprise performance.

H5.d: Social Entrepreneurs' high Future Orientation level, positively predicts Service Programs in Perceived Social Enterprise performance.

H6: Social Entrepreneurs' high Humane Orientation level, predicts a positive perception of Social Enterprise performance.

H6.a: Social Entrepreneurs' high Humane Orientation level, positively predicts Personal Issues in Perceived Social Enterprise performance.

H6.b: Social Entrepreneurs' high Humane Orientation level, positively predicts Social Aspects in Perceived Social Enterprise performance.

H6.c: Social Entrepreneurs' high Humane Orientation level, positively predicts Business Elements in Perceived Social Enterprise performance.

H6.d: Social Entrepreneurs' high Humane Orientation level, positively predicts Service Programs in Perceived Social Enterprise performance.

H7: Social Entrepreneurs' high Performance Orientation level, predicts a positive perception of Social Enterprise performance.

H7.a: Social Entrepreneurs' high Performance Orientation level, positively predicts Personal Issues in Perceived Social Enterprise performance.

H7.b: Social Entrepreneurs' high Performance Orientation level, positively predicts Social Aspects in Perceived Social Enterprise performance.

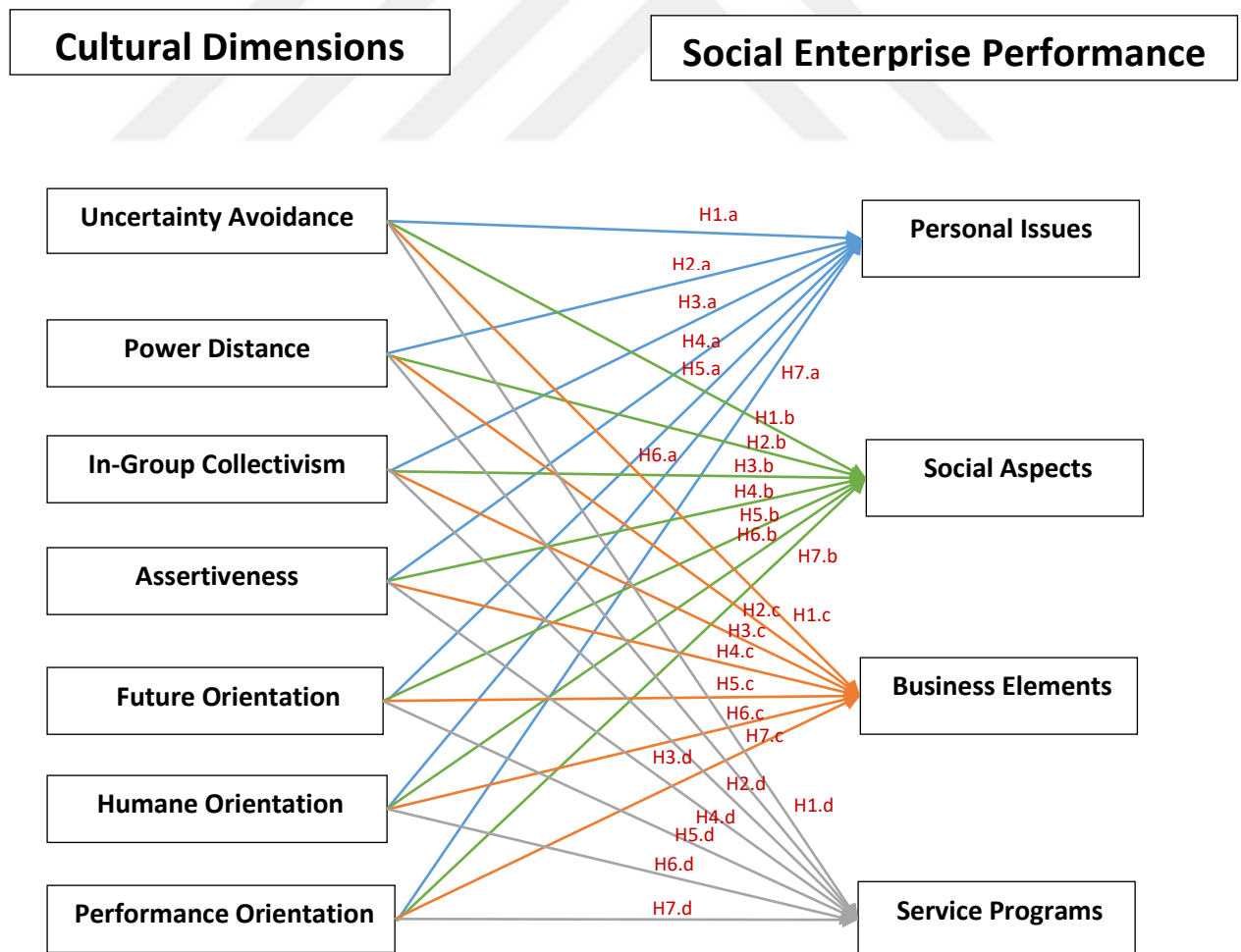
H7.c: Social Entrepreneurs' high Performance Orientation level, positively predicts Business Elements in Perceived Social Enterprise performance.

H7.d: Social Entrepreneurs' high Performance Orientation level, positively predicts Service Programs in Perceived Social Enterprise performance.

4.3. Variables

In order to investigate the relationship between social entrepreneurs' cultural dimensions and perceived social enterprise performance, cultural dimensions defined as independent variables, while social enterprise performance dimensions as dependent variables as shown in Figure 4.1. Also the same figure shows the model of the study in the light of derived hypotheses

Figure 4.1 Model of the Study



4.2. Population and Sample

In the light of the research aim, the population of the study is the social enterprises in Turkey. Using convenience sampling method, the sample of the study consists of 156 social enterprises located in Ankara. It was difficult to reach people who are social entrepreneurs.

Regarding the overall sample size, various studies suggested a variety of rules for determining the accurate sample size that introduces a stable solution at factor or component analysis phase. For instance (Guadagnoli & Velicer, 1988) in their study indicated that, opposing to the popular rules that argues that variable number in the study is a key factor in determining sample size and stability, the most important factors in this regard are component saturation and absolute sample size. On the other hand, number of variables was to a lesser degree also important to produce a more stable result. And they also found that if a factor has four or more factor loadings that are greater than 0.60. Then regardless the sample size, it can be accepted as a reliable one. In addition, if a factor has 10 or more factor loadings that are greater than 0.40, it can be accepted as reliable if the sample size is 300 or more (Field, 2013, p. 805).

From other point of view “The number of cases needed for analysis depends on the reliability of the variables. For variables in the social sciences where reliability is often around 0.80 about 10 cases are needed for each variable. However, if reliability is very high, as, for instance, in political science where the variables are measures of the economic performance of countries, then a much lower ratio of cases to variables is acceptable.” (Tabachnick & Fidell, 2014, p. 621).

Kass & Tinsley (1979) suggest that regardless of the cases-to-variables ration, scale items tend to be stable. Meanwhile other scholars suggest that having at least 300 cases is a good sample size (Tabachnick & Fidell, 2014, p. 613). On the other hand, some scholars argue that factor loadings matter in this issue(Field, 2013, p. 805).

As mentioned before in this study, in Turkey, the legal framework of social enterprise/social business and their characteristics are not determined yet. For this reason this study approached foundations, associations and cooperatives to conduct the research. In Turkey there is a portal for all these organizations connected to Ministry of Interior. In this study the portal used to collect data about the accurate organizations to collect data from, emails sent to the organizations asking them to participate in the study by filling the online questionnaire. No feedback received from this process. And for this reason direct visits conducted to these

organizations. During the visit a brief information given to the owner/manager/founder of the organization. After his/her acceptance to participate in the study, a questions regarding their services forwarded to understand whether if they can be considered as social entrepreneur and their organization as a social business. One of those questions was, what is the social value that they are trying to achieve from the services they are providing? And what is the gap are they trying to fill by this activity? In case of the organization' services are far from the subject of social entrepreneurship, no data were collected. For this reason, the number of social enterprises is 156. It was hard to make this number more than 156 in Ankara.

4.4. Data Collection

First, a deep research conducted on the internet to make a list of enterprises that can be classified as social businesses around Ankara, then separate emails were sent to those social enterprises about the study, and some details about the study, social entrepreneurship and social entrepreneurs were given after attaching the questionnaire to those emails. After many weeks the situation was disappointing sine no response was received.

After consulting the professors in the thesis committee about this issue, the advice was to reach the associations and civil society organizations that are likely to be close to social enterprises one by one. There was a portal for the Ministry of Interior for associations providing detailed information about those organizations; this was helpful to have an idea about the activities of specific associations or foundations. And after doing so, it was easier to reach each of them by phone to explain the study and get the permission to collect data from them. The majority of phone answers were positive and accordingly the questionnaire sent via email. But there was no feedback even in one month.

The next step was to try the online survey, by using google forms instrument, but the feedback was as weak as shown in Figure 4.2.

Figure 4.2 The online questionnaire

The screenshot shows a Google Forms interface for a questionnaire. The title is 'Sosyal Girişimcilerin Kültürel Boyutları ve Sosyal Girişimlerin Algılanan Performansı'. The form is in Turkish. It includes a header with the title and a 'GÖNDER' (SEND) button. Below the title, there is a paragraph explaining the purpose of the survey: 'Bu anket çalışması Ankara Yıldırım Beyazıt Üniversitesi Yönetim ve Organizasyon Bölümü Doktora Programı kapsamında gerçekleştirilmektedir. Bu araştırmada; Sosyal girişimcilerin kültürel boyutlarını ve sosyal girişimlerin algılanan performansının incelenmesi amaçlanmaktadır. Bildiğiniz üzere Türkiye'de faaliyet gösteren Dernek/Vakıf ve Kooperatif statüsünde olan kuruluşlar SOSYAL GİRİŞİM kapsamında değerlendirilmektedir. Kurumunuzun da bir SOSYAL GİRİŞİM olarak değerlendirileceği bu çalışma sonucunda elde edilecek verilerin bilimselliğine zarar vermemek adına soruların dikkatlice yanıtlanması büyük önem arz etmektedir. Katkınızdan dolayı çok teşekkür ederim. Nihad Abunasser'.

The form has two sections: 'SORULAR' (QUESTIONS) and 'YANITLAR' (ANSWERS). The first question is 'Katılımcının Cinsiyeti *' (Participant's Gender *). It has two radio button options: 'Kadın' (Female) and 'Erkek' (Male). The second question is 'Katılımcının Yaşı *' (Participant's Age *). It has three radio button options: '1-35', '36-45', and '46-55'.

After this stage the decision was to go and visit these organizations for direct meetings and without asking any previous permission. In this regard, a three main districts in Ankara were selected. These areas are famous with associations and civil society organizations. These are: *Hamamönü*, *Hacı Bayram*, and *Ankara Kalesi*. 4 months spent in keep going on and asking those organizations one by one to involve in the study and data collection process. During those direct meeting with social entrepreneurs, first, detailed information about the aim of the study was introduced. Second, information about social entrepreneurship and social entrepreneurs was given. Third, the owner or the manager of those organizations was asked about general information about what they do and their activities to decide whether it can be classified as social entrepreneur and the organization as a social enterprise or not.

After that and in the light of the shared information on their work, it was easier to decide if they are a suitable organization to be taken in consideration as social enterprise or not. In case of going ahead to fill the questionnaire, careful and interested effort was offered in reading the questions and makes some explanations in case the subject did not understand it. As a result, a 156 questionnaires was collected.

4.5. Data Analysis

To achieve the study's objectives for exploring the relationship between cultural dimensions and perceived social enterprise performance for the social entrepreneurs, the first step to do at data analysis phase was to test the normality of collected data via descriptive statistics. To test the normality of scores distribution, there was a need for looking at the values of kurtosis and skewness in the output. Skewness tells us where are collected data and answers lies? Is it heavily weighted to the left or to the right, to the low end or to the high end of the scale, values between (-3,3) are probably fine. Kurtosis values tells us how peaked our data distribution is, values between (-3,3) evaluated as acceptable.(Curran, West, & Finch, 1996).

Positive values of skewness indicate too many low scores in the distribution, whereas negative values indicate a build-up of high scores. Positive values of kurtosis indicate a pointy and heavy-tailed distribution, whereas negative values indicate a flat and light-tailed distribution. The further the value is from zero, the more likely it is that the data are not normally distributed(Field, 2013, p. 240).

4.5.1. Descriptive Statistics

To test the Normality of our data, Skewness values were acceptable, on the other hand, Kurtosis values were acceptable except five values were outside the acceptable range, and those items excluded from the scale. The majority of participating social enterprises owners were females with 70.5% while males 29.5%. The big portion of participants was young people, 41% of them were between 1-35 years old and 28.2% of them were between 36-45 years old. 77 participants were graduated by Bachelor's degree, while 20 of them were holding Master's degree.

As mentioned in chapter one that according to the Turkish Civil Code Article 56 An *Association* is defined as a society formed by unity of at least seven real persons or legal entities for realisation of a common object other than sharing of profit by collecting information and performing studies for such purpose. And according to the Turkish Civil Code Article 101, *Foundations* are the charity groups in the status of a legal entity formed by real persons or legal entities dedicating their private property and rights for public use. And according to the Ministry of Trade of the Republic of Turkey (<https://koop.ticaret.gov.tr/kooperatifler-hakkinda/kooperatif-nedir> accessed on 14/06/2019)

Cooperatives are an autonomous organization of people who voluntarily come together to meet common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise. Cooperatives are based on a unique model that promotes social development and provides the basis for commercial enterprises. These businesses have the following features: Ownership of partners, serving and managing by partners Self-sufficiency, self-responsibility, democracy, equality, and justice and solidarity unity. On the other hand, *Individual* organizations as can be understood from the name, are organizations established by individuals and personal initiatives. Individual companies can be established by a single person (real person) and may be established by more than one real person, as a requirement of a common economic interests and responsibilities. On the hand other classifications are covered by *Other* organizations (retrieved June 18, 2019, from <https://www.biymed.com/forum/isyonetimi/sirket-turleri-nelerdir-30348.html>).

Organizations that established and owned by public legal entities such as state, province, or municipality are recognized as public organization. While the enterprises and organizations that are not owned or established by public entities are recognized as private organizations, individuals can establish their own private organization (retrieved June 18, 2019, from <https://www.tobb.org.tr/TurkiyeTicaretSicilGazetesi/Sayfalar/TicariIsletmeTipleri.html>).

Social enterprises were the sample of this study, in this regard and from Table 4.1, we can see that 65.4% of the participants represents foundations or associations, meanwhile social enterprises that were established by individuals' represents 14.1% of the total sample.

Table 4.1 Types of Social Enterprises that took place in the study

Type				
	Frequency	Percent	Valid Percent	Cumulative Percent
Foundation/Association	102	65.4	65.4	65.4
Cooperative	17	10.9	10.9	76.3
Individual	22	14.1	14.1	90.4
Other	15	9.6	9.6	100.0
Total	156	100.0	100.0	

The majority of the organizations are private (96.2%) as shown in Table 4.2:

Table 4.2 Legal Status of the Social Enterprises

Legal Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public	6	3.8	3.8	3.8
	Private	150	96.2	96.2	100.0
	Total	156	100.0	100.0	

74.4% of the organizations of the sample have employee or worker number between 1 and 9. While 10.3% of participating organizations have 10-49 employee, and 13.5% of those organizations have 50-249 employee. The percentages are shown in Table 4.3:

Table 4.3 Number of Employees in Social Enterprises

Employee/Worker					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-9	116	74.4	74.4	74.4
	10-49	16	10.3	10.3	84.6
	50-249	21	13.5	13.5	98.1
	>250	3	1.9	1.9	100.0
	Total	156	100.0	100.0	

More than 60% of the organizations have been established in the last five years. 49.4% of participating social enterprise' owners/founders/managers have a bachelor's degree, 12.8% with Master's degree and 10.9% of them are graduated from general high school (G. High School), and 5.8% of those participants were graduated from vocational high school (V. High School) as shown in Table 4.4:

Table 4.4 Education levels of participating social enterprise owners

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Literate	10	6.4	6.4	6.4
	G. High School	17	10.9	10.9	17.3
	V. High School	9	5.8	5.8	23.1
	Associate Degree	15	9.6	9.6	32.7
	Bachelor's Degree	77	49.4	49.4	82.1
	Master's Degree	20	12.8	12.8	94.9
	PhD Degree	8	5.1	5.1	100.0
	Total	156	100.0	100.0	

4.5.2. Data Analysis Results for Cultural Orientations Scale

Reliability Tests:

Reliability means whether a scale or a measure can be interpreted consistently across different situations that our questionnaire which means at the same time the scale items, should consistently reflect the construct that is measuring. With other words, the answers of items should produce consistent results with the overall questionnaire. The value of alpha (α) depends on the number of items on the scale, α will increase as the number of items on the scale increases. This means that we may receive a high α value not because of high reliability but because of the high number of items on scale (Cortina, 1993).

From Table 4.5 we can see that we have 15 items in Cultural Dimensions scale. And according to Cortina (1993) we can say that $\alpha=0.62$ is good enough for new adapted scale with low number of items. In the majority of journal articles and books we can see that a value of 0.7 to 0.8 is an acceptable Cronbach's α value. But according to Kline (1999) a cut-off of 0.7 for Cronbach's α value is more suitable for cognitive tests, and values even below 0.7

can realistically be accepted when dealing with psychological constructs (Field, 2013, p. 830).

In this case and from Table 4.5, Cronbach's α value of 0.62 is evaluated as acceptable for Cultural Dimensions scale.

Table 4.5 Reliability statistics of Cultural Orientations Scale

Reliability Statistics	
Cronbach's Alpha	N of Items
.620	15

To measure sampling adequacy, the most popular measure used for factor analysis is Kaiser–Meyer–Olkin measure of sampling adequacy (KMO) (Kaiser, 1970). The KMO represents the ratio of the squared correlation between variables to the squared partial correlation between variables. “The KMO statistic varies between 0 and 1. A value of 0 indicates that the sum of partial correlations is large relative to the sum of correlations, indicating diffusion in the pattern of correlations (hence, factor analysis is likely to be inappropriate).

A value close to 1 indicates that patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors” (Field, 2013, p. 805). KMO values greater than 0.5 can be evaluated as barely acceptable, meanwhile values less than 0.5 should lead researchers to either rethink of which variables to include or collect more data to have a more acceptable KMO values (Kaiser, 1974). In this regard Sofroniou (1999) provided a guideline to evaluate KMO values as below:

Marvelous: values in the 0.90s, Meritorious: values in the 0.80s, Middling: values in the 0.70s, Mediocre: values in the 0.60s, Miserable: values in the 0.50s, Merde: values below 0.50 (Field, 2013, p. 806).

From Table 4.6 it is noticed that we get an acceptable $KMO = 0.639$, which means that we have an adequate sample size. So we should be confident that the sample size is adequate for factor analysis. Also, we have a significant ($p < 0.001$) Bartlett's Test (0.000).

Table 4.6 KMO and Bartlett's Test for Cultural Dimensions Data

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.639
Bartlett's Test of Sphericity	Approx. Chi-Square	373.039
	df	105
	Sig.	.000

Table 4.7 tells us the *eigen values* associated with each factor which represent the variance explained by the particular factor. Thus, factor 1 explains 18.624% of total variance. The first few factors explain relatively large amounts of variance (especially factor 1), whereas subsequent factors explain only small amount of variance. As Table 4.7 shows, SPSS extracted all factors with eigen values greater than 1, which leaves us with five factors. The eigen values associated with these factors are again displayed (and the percentages of variance explained) in the column labeled (*Rotation Sums of Squared Loadings*), the eigen values of the factors after rotation are displayed. Rotation has the effect of optimizing the factor structure, and one consequence for these data is that the relative importance of the five factors is equalized a bit. Before rotation, factor 1 accounted for considerably more variance than the remaining four (18.624% compared to 11.503%, 11.395%, 9.260% and 6.768%), but after rotation it accounts for only 14.936% of variance (compared to 12.720%, 11.165%, 9.451% and 9.280% respectively). In sum, our data explains 57.551% of the variance for this model.

Table 4.7 Values of Total Variance Explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.794	18.624	18.624	2.794	18.624	18.624	2.240	14.936	14.936
2	1.725	11.503	30.127	1.725	11.503	30.127	1.908	12.720	27.656
3	1.709	11.395	41.523	1.709	11.395	41.523	1.675	11.165	38.821
4	1.389	9.260	50.783	1.389	9.260	50.783	1.418	9.451	48.272
5	1.015	6.768	57.551	1.015	6.768	57.551	1.392	9.280	57.551
6	.942	6.283	63.834						

7	.875	5.832	69.667						
8	.771	5.137	74.804						
9	.742	4.948	79.752						
10	.642	4.281	84.033						
11	.601	4.006	88.039						
12	.555	3.698	91.737						
13	.453	3.020	94.758						
14	.409	2.723	97.481						
15	.378	2.519	100.000						

Table 4.8 shows the final factors extracted for cultural dimensions. Even the adapted English scale was consisting of seven factor with 23 items, our data and model resulted in having five factors with 15 items. As a result of data analysis, the cultural dimensions of *Future Orientation* and its related three items deleted. The same thing happened with the cultural dimension of *Humane Orientation* and its related four items as well as one item from *Performance Orientation* (PO2) dimension.

Table 4.8 The result of Factor Analysis

Rotated Component Matrix					
	Component				
	1	2	3	4	5
UA1			.674		
UA2			.684		
UA3			.778		
PD1	.457				
PD2	.704				
PD3	.709				
PD4	.525				
PD5	.660				
C1				.737	
C2				.690	

A1		.739			
A2		.778			
A3		.804			
PO1					.543
PO3					.832

According to the result of factor analysis, hypotheses relate to *Future Orientation* and *Humane Orientation* were rejected as below:

H5: Social Entrepreneurs' high Future Orientation level, predicts a positive perception of Social Enterprise performance (**Rejected**).

H5.a: Social Entrepreneurs' high Future Orientation level, positively predicts Personal Issues in Perceived Social Enterprise performance (**Rejected**).

H5.b: Social Entrepreneurs' high Future Orientation level, positively predicts Social Aspects in Perceived Social Enterprise performance (**Rejected**).

H5.c: Social Entrepreneurs' high Future Orientation level, positively predicts Business Elements in Perceived Social Enterprise performance (**Rejected**).

H5.d: Social Entrepreneurs' high Future Orientation level, positively predicts Service Programs in Perceived Social Enterprise performance (**Rejected**).

H6: Social Entrepreneurs' high Humane Orientation level, predicts a positive perception of Social Enterprise performance (**Rejected**).

H6.a: Social Entrepreneurs' high Humane Orientation level, positively predicts Personal Issues in Perceived Social Enterprise performance (**Rejected**).

H6.b: Social Entrepreneurs' high Humane Orientation level, positively predicts Social Aspects in Perceived Social Enterprise performance (**Rejected**).

H6.c: Social Entrepreneurs' high Humane Orientation level, positively predicts Business Elements in Perceived Social Enterprise performance (**Rejected**).

H6.d: Social Entrepreneurs' high Humane Orientation level, positively predicts Service Programs in Perceived Social Enterprise performance (**Rejected**).

4.5.3. Data Analysis Results for Social Enterprise Performance Scale

Reliability Tests:

From Table 4.9 we can see that we have 26 items in *Social Enterprise Performance* scale. Table 4.9 shows an acceptable Cronbach's Alpha value of ($\alpha = 0.89$).

Even the adapted English scale was consisting of four factors with 37 items, our data and model resulted in having four factors but the item numbers decreased to be 26. As a result of data analysis, the Social Enterprise Perceived Performance dimension of *Personal Issues* was consisting of nine items, and after data analysis, the items PI1, PI3, PI4, PI5, PI8 and PI9 were deleted. The Social Enterprise Perceived Performance dimension of *Social Aspects* was consisting of nine items, and after data analysis, the item SA3, and SA5 were deleted. The Social Enterprise Perceived Performance dimension of *Business Elements* was consisting of thirteen items, and after data analysis, the items BE6, BE8, and BE12 were deleted.

Table 4.9 Reliability Statistics for Social Enterprise Performance Dimensions

Reliability Statistics	
Cronbach's Alpha	N of Items
.891	26

From Table 4.10 it noticed that we get a meritorious KMO = 0.825 which means that we have an adequate sample size. So we should be confident that the sample size is adequate for factor analysis. Also, we have a significant ($p < 0.001$) Bartlett's Test (0.000).

Table 4.10 KMO and Bartlett's Test for Social Enterprise Data

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.825
Bartlett's Test of Sphericity	Approx. Chi-Square		1470.900
	df		325
	Sig.		.000

Table 4.11 tells us the eigen values associated with each factor which represent the variance explained by the particular factor. Thus, factor 1 explains 26.669% of total variance. The first few factors explain relatively large amounts of variance (especially factor 1), whereas subsequent factors explain only small amount of variance. As Table 4.11 shows, SPSS extracted all factors with eigen values greater than 1, which leaves us with four factors. The eigen values associated with these factors are again displayed (and the percentages of variance explained) in the column labeled (*Rotation Sums of Squared Loadings*), the eigenvalues of the factors after rotation are displayed.

Rotation has the effect of optimizing the factor structure, and one consequence for these data is that the relative importance of the four factors is equalized a bit. Before rotation, factor 1 accounted for considerably more variance than the remaining three (26.669% compared to 9.642%, 6.600%, and 5.600%), but after rotation it accounts for only 15.220% of variance (compared to 12.481%, 11.209%, and 9.601% respectively). In sum, our data explains 48.511% of the variance for this model.

Table 4.11 Values of Total Variance Explained

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.934	26.669	26.669	6.934	26.669	26.669	3.957	15.220	15.220
2	2.507	9.642	36.311	2.507	9.642	36.311	3.245	12.481	27.701
3	1.716	6.600	42.911	1.716	6.600	42.911	2.914	11.209	38.910
4	1.456	5.600	48.511	1.456	5.600	48.511	2.496	9.601	48.511
5	1.400	5.383	53.895						
6	1.192	4.584	58.479						
7	1.059	4.072	62.551						
8	1.022	3.930	66.481						
9	.839	3.228	69.709						
10	.805	3.095	72.805						
11	.711	2.734	75.539						
12	.662	2.546	78.085						
13	.633	2.436	80.521						
14	.615	2.364	82.886						

15	.531	2.041	84.927						
16	.514	1.975	86.902						
17	.458	1.762	88.664						
18	.448	1.722	90.386						
19	.414	1.591	91.977						
20	.392	1.509	93.486						
21	.347	1.336	94.822						
22	.320	1.229	96.052						
23	.299	1.151	97.203						
24	.282	1.083	98.286						
25	.239	.919	99.205						
26	.207	.795	100.000						

Table 4.12 shows the final factors extracted for social enterprise perceived performance dimensions. Even the adapted English scale was consisting of four factor with 37 items, our data and model resulted in having the same factors but with 26 items.

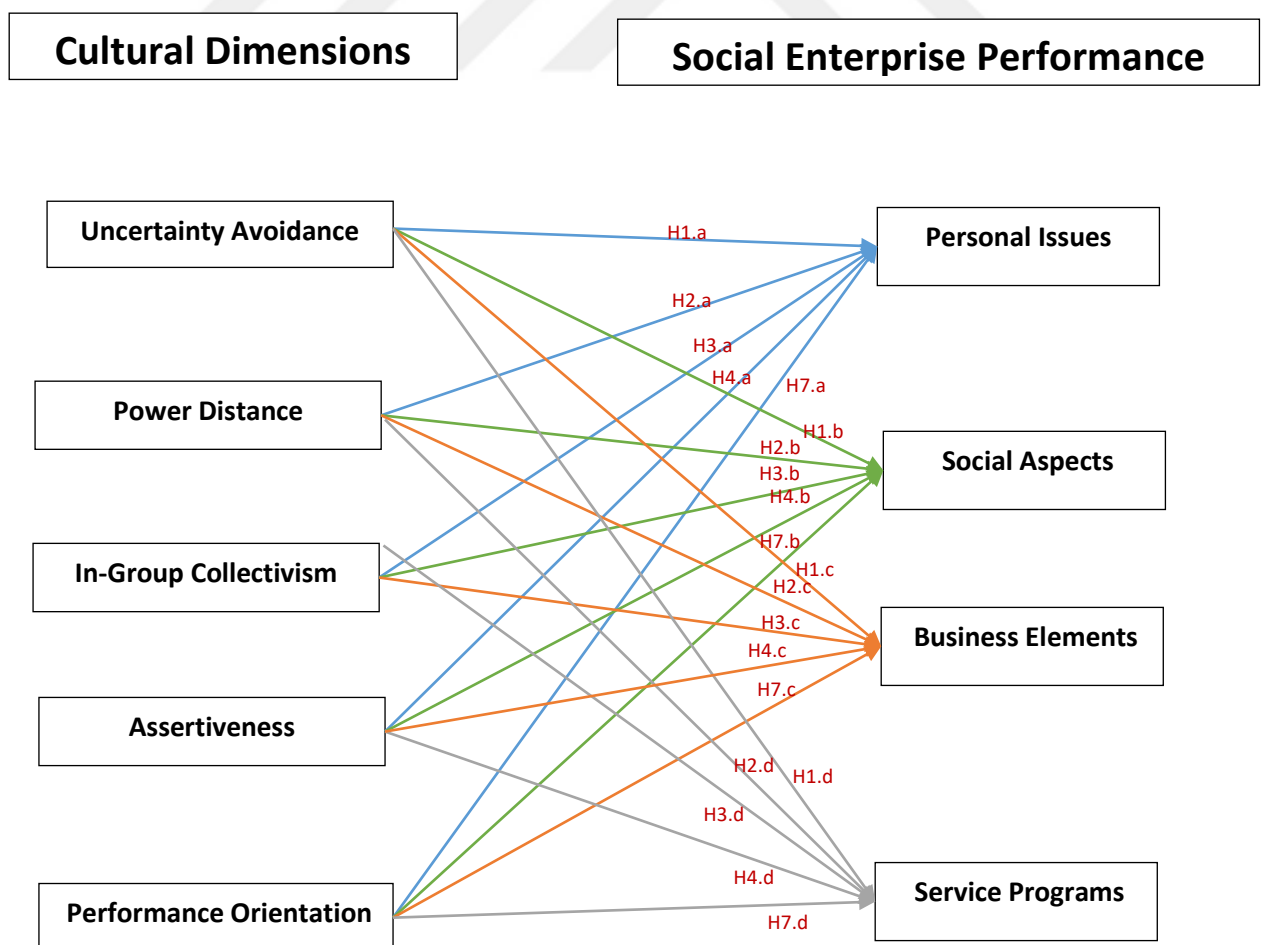
Table 4.12 The result of Factor Analysis

Rotated Component Matrix				
	Component			
	1	2	3	4
PI2				.583
PI6				.698
PI7				.751
SA1		.636		
SA2		.412		
SA4		.323		
SA6		.375		
SA7		.798		
SA8		.779		
SA9		.596		
BE1	.713			
BE2	.735			
BE3	.724			
BE4	.653			

BE5	.697			
BE7	.480			
BE9	.415			
BE10	.455			
BE11	.544			
BE13	.446			
SP1			.754	
SP2			.707	
SP3			.666	
SP4			.430	
SP5			.622	
SP6			.495	

According to the results of factor analysis, the study model modified and updated as below in Figure 4.3:

Figure 4.3 Modified Model of the Study



4.5.4. Regression Analysis

To test the relationship between culture with its five dimensions and social enterprise performance with its 4 dimensions, we had four model, separately tested to explore the effect of culture on the four factors of social enterprise one by one.

4.5.4.1. Model 1

Model-1: The effect of culture on PI (Personal Issues of Social Enterprise Performance)

In this model the relationship between cultural dimensions of Performance Orientation (PO), Uncertainty Avoidance (UA), Assertiveness (A), Collectivism (C) and Power Distance (PO, UA, A, C, and PD) and Personal Issues (PI) of social enterprise performance will be investigated as shown in Table 4.13.

Table 4.13 Correlated variables in Model-1

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	PO, UA, A, C, PD ^b		Enter
a. Dependent Variable: PI			
b. All requested variables entered.			

Table 4.14 shows the result of data analyzing for the model shown in Table 4.13. R^2 tells that 10% of variance in PI can be accounted for by Culture. R^2 is a meaningful predictor but here it is not accounted for huge amount of Data. The difference between R^2 and Adjusted R^2 becomes smaller as the sample number gets larger.

Table 4.14 Analysis result of the relationship between Cultrue and PI

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.309 ^a	.095	.065	.55036
a. Predictors: (Constant), PO, UA, A, C, PD				

Having a look at analysis of variance shown in Table 4.15, ANOVA table basically telling us if this correlation of 0,309 (R in Model Summary) statistically significant or not (here it looks significant as $0,010 < 0,05$). Thus, model-1 is an acceptable one.

Table 4.15 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.796	5	.959	3.167	.010 ^b
	Residual	45.435	150	.303		
	Total	50.231	155			
a. Dependent Variable: PI						
b. Predictors: (Constant), PO, UA, A, C, PD						

After we had an acceptable model, then we need to evaluate the coefficients as can be seen from Table 4.16.

Table 4.16 Correlations' Coefficients

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.935	.217		22.761	.000		
	UA	-.091	.046	-.159	-1.954	.053	.906	1.104
	PD	-.038	.060	-.054	-.637	.525	.824	1.213
	C	-.066	.040	-.138	-1.666	.098	.877	1.140
	A	-.183	.079	-.182	-2.298	.023	.963	1.039
	PO	-.003	.033	-.006	-.078	.938	.969	1.032
a. Dependent Variable: PI								

Table 4.16 tell us that we have UA, A, C with significant effect, almost < 0.5 . On the other hand, and since they don't have a significant value, we need to exclude the variables (PD and PO) from the model and test it again (see Table 4.17).

Removing PD and PO from the model means that our data do not contain any relationship between (*Power Distance* and *Personal Issues in Social Enterprise Performance*) and (*Performance Orientation* and *Personal Issues in Social Enterprise Performance*). And this lead us to reject the related two hypotheses in this regard:

H2.a: Social Entrepreneurs' high Power Distance level, negatively predicts Personal Issues in Perceived Social Enterprise performance (***Rejected***).

H7.a: Social Entrepreneurs' high Performance Orientation level, positively predicts Personal Issues in Perceived Social Enterprise performance (***Rejected***).

The result of data analyzing for the model at this stage as shown in Table 4.17. R^2 tells that 10% of variance in PI can be accounted for by Culture. R^2 is a meaningful predictor but here it is not accounted for huge amount of Data. The difference between R^2 and Adjusted R^2 becomes smaller as the sample number gets larger.

Table 4.17 testing the relationship between Culture and PI after removing PD and PO

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	A, C, UA ^b		Enter
a. Dependent Variable: PI			
b. All requested variables entered.			

Analysis of variance as shown in Table 4.18 basically telling us if this correlation of 0.309 (R in Model Summary) statistically significant or not (here it looks significant $0.002 < 0.05$), which means that Model-1 is more acceptable with the variables *Assertiveness*, *Collectivism*, and *Uncertainty Avoidance*.

Table 4.18 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.669	3	1.556	5.193	.002 ^b
	Residual	45.561	152	.300		
	Total	50.231	155			
a. Dependent Variable: PI						
b. Predictors: (Constant), A, C, UA						

Correlations shown in Table 4.19 tell us that with one-unit increase in UA, PI will decrease by β value which is ($\beta = 0.99$). Thus, there is a negative relationship between UA and PI. Also C and A has negative relationships with PI.

Table 4.19 Correlations' Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.890	.184		26.607	.000		
	UA	-.099	.044	-.174	-2.234	.027	.983	1.017
	C	-.075	.037	-.155	-1.993	.048	.986	1.015
	A	-.191	.078	-.190	-2.454	.015	.991	1.009
a. Dependent Variable: PI								

Thus, our relative hypothesis regarding the effect of culture on social enterprise performance are supported as below:

H1.a: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Personal Issues in Perceived Social Enterprise performance. (**Supported**)

H3.a: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Personal Issues in Perceived Social Enterprise performance. (**Supported**)

H4.a: Social Entrepreneurs' high Assertiveness level, negatively predicts Personal Issues in Perceived Social Enterprise performance. (**Supported**)

4.5.4.2. Model 2

Model-2: The effect of culture on SA (Social Aspects of Social Enterprise Performance)

Table 4.20 Correlated Variables in Model-2

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	PO, UA, A, C, PD ^b		Enter
a. Dependent Variable: SA			
b. All requested variables entered.			

From Table 4.21, R^2 tells that 11% of variance in SA can be accounted for by Culture. R^2 is a meaningful predictor but here it is not accounted for huge amount of Data. The difference between R^2 and Adjusted R^2 becomes smaller as the sample number gets larger.

Table 4.21 Analysis result of the relationship between Culture and SA

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.338 ^a	.114	.084	.48898
a. Predictors: (Constant), PO, UA, A, C, PD				

At Table 4.22 ANOVA basically tell us if this correlation of 0.338 (R in Model Summary) statistically significant or not. (Here it looks significant $0.003 < 0.05$) so model-2 is an acceptable one. In this case and after having an acceptable model, we can turn to see the coefficients of the relations between cultural dimensions and SA (see Table 4.23)

Table 4.22 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.611	5	.922	3.857	.003 ^b
	Residual	35.865	150	.239		
	Total	40.477	155			
a. Dependent Variable: SA						
b. Predictors: (Constant), PO, UA, A, C, PD						

From Table 4.23 we can see that A and PO correlations have significant values of $0.002 < 0.5$ and $0.073 < 0.5$ but we need to remove UA, PD, and C from the model; because they don't have significant values.

Table 4.23 Correlations' Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.901	.193		25.441	.000		
	UA	-.043	.041	-.084	-1.039	.300	.906	1.104
	PD	-.019	.053	-.030	-.349	.728	.824	1.213
	C	-.041	.035	-.095	-1.158	.249	.877	1.140
	A	-.218	.071	-.241	-3.082	.002	.963	1.039
	PO	-.053	.029	-.141	-1.806	.073	.969	1.032
a. Dependent Variable: SA								

Removing UA, PD, and C from the model means that our data do not have any relationship between (*Uncertainty Avoidance and Social Aspects in Social Enterprise Performance*), (*Power Distance and Social Aspects in Social Enterprise Performance*), and (*Assertiveness and Social Aspects in Social Enterprise Performance*). And this leads us to reject the related three hypotheses in this regard.

H1.b: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Social Aspects in Perceived Social Enterprise performance. (*Rejected*)

H2.b: Social Entrepreneurs' high Power Distance level, negatively predicts Social Aspects in Perceived Social Enterprise performance. (*Rejected*)

H4.b: Social Entrepreneurs with high Assertiveness, negatively predict Social Aspects in Perceived Social Enterprise performance. (*Rejected*)

Now, we run the analysis with the A and PO as shown in Table 4.24.

Table 4.24 Remain variables in Model-2

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	PO, A ^b		Enter
a. Dependent Variable: SA			
b. All requested variables entered.			

From Table 4.25, R^2 telling us that nearly 10% of variance in SA can be accounted for by Culture. R^2 is a meaningful predictor but here it is not accounted for huge amount of Data. The difference between R^2 and Adjusted R^2 becomes smaller as the sample number gets larger.

Table 4.25 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.311 ^a	.097	.085	.48890
a. Predictors: (Constant), PO, A				

From Table 4.26 ANOVA basically telling us if this correlation of 0.311 (R in Model Summary) is statistically significant or not. (Here it looks significant $0.000 < 0.05$) so model-2 is an acceptable one with PO and A.

Table 4.26 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.907	2	1.953	8.172	.000 ^b
	Residual	36.570	153	.239		
	Total	40.477	155			
a. Dependent Variable: SA						
b. Predictors: (Constant), PO, A						

In this case and after having an acceptable model, we can turn to see the coefficients of the relations between cultural dimensions PO, A and SA as shown in Table 4.27.

Correlations shown in table 4.27 telling us that with one-unit increase in A, SA will decrease by β value which is ($\beta = 0.232$). Thus, there is a negative relationship between A and SA. Also PO has negative relationship with SA. Thus, our relative hypothesis regarding the effect of culture on social enterprise performance, one is supported and the other is rejected as below:

Table 4.27 Correlations Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.696	.145		32.304	.000		
	A	-.232	.069	-.257	-3.336	.001	.996	1.004
	PO	-.060	.029	-.160	-2.076	.040	.996	1.004
a. Dependent Variable: SA								

H4.b: Social Entrepreneurs with high Assertiveness, negatively predict Social Aspects in Perceived Social Enterprise performance. (**Supported**)

H7.b: Social Entrepreneurs' high Performance Orientation level, positively predicts Social Aspects in Perceived Social Enterprise performance. (**Rejected**)

4.5.4.3. Model 3

Model-3: The effect of culture on BE (Business Elements of Social Enterprise Performance)

Table 4.28 Correlated Variables in Model-3

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	PO, UA, A, C, PD ^b		Enter
a. Dependent Variable: BE			
b. All requested variables entered.			

From Table 4.29, R^2 tells that less than 1% of variance in BE can be accounted for by Culture. Which means that Model-3 is not an acceptable one.

Table 4.29 Analysis result of the relationship between Culture and BE

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.204 ^a	.042	.010	.56823
a. Predictors: (Constant), PO, UA, A, C, PD				

From Table 4.30 ANOVA table basically telling us if this correlation of 0.204 (R in Model Summary) is statistically significant or not. (Here it looks non-significant $0.265 > 0.05$) so again these values telling us that model-3 is not acceptable.

Table 4.30 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.107	5	.421	1.305	.265 ^b
	Residual	48.433	150	.323		
	Total	50.540	155			
a. Dependent Variable: BE						
b. Predictors: (Constant), PO, UA, A, C, PD						

From Table 4.31 we have non-significant values for all items of $BE < 0.05$. By deleting items one by one and having the analysis, the results were also non-significant. Thus, such model and such relationships are rejected in the light of our data.

Table 4.31 Correlation Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.482	.224		20.021	.000		
	UA	-.074	.048	-.129	-1.539	.126	.906	1.104
	PD	.042	.062	.059	.675	.501	.824	1.213
	C	-.034	.041	-.071	-.828	.409	.877	1.140
	A	-.136	.082	-.135	-1.652	.101	.963	1.039
	PO	-.026	.034	-.061	-.756	.451	.969	1.032
a. Dependent Variable: BE								

H1.c: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Business Elements in Perceived Social Enterprise performance. (**Rejected**)

H2.c: Social Entrepreneurs' high Power Distance level, negatively predicts Business Elements in Perceived Social Enterprise performance. (**Rejected**)

H3.c: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Business Elements in Perceived Social Enterprise performance. (**Rejected**)

H4.c: Social Entrepreneurs with high Assertiveness, negatively predict Business Elements in Perceived Social Enterprise performance. (**Rejected**)

H5.c: Social Entrepreneurs' high Future Orientation level, positively predicts Business Elements in Perceived Social Enterprise performance. (**Rejected**)

4.5.4.4. Model 4

Model-4: The effect of culture on SP (Service Programs of Social Enterprise Performance)

Table 4.32 Correlated Variables in Model-3

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	PO, UA, A, C, PD ^b		Enter
a. Dependent Variable: SP			
b. All requested variables entered.			

From Table 4.33 R^2 tells that almost 10% of variance in SA can be accounted for by Culture. R^2 is a very meaningful predictor but here it is not accounted for huge amount of Data. Thus, Model-4 is an acceptable one.

Table 4.33 Analysis result of the relationship between Culture and SP

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.307 ^a	.094	.064	.61025
a. Predictors: (Constant), PO, UA, A, C, PD				

Now we can see the ANOVA values. Table 4.34 basically telling us if this correlation of 0.307 (R in Model Summary) is statistically significant or not. (Here it looks significant $0.010 < 0.05$)

Thus, Model-4 is an acceptable one.

Table 4.34 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.820	5	1.164	3.126	.010 ^b
	Residual	55.861	150	.372		
	Total	61.681	155			
a. Dependent Variable: SP						
b. Predictors: (Constant), PO, UA, A, C, PD						

We can turn to see the coefficients of the relationships between cultural dimensions and SP (see Table 4.35). From Table 4.35 we can see that UA and A correlations have significant values of $0.020 < 0.5$ and $0.014 < 0.5$, but we need to remove PD, C, and PO from the model; because they don't have a significant values.

Table 4.35 Correlation Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.792	.240		19.931	.000		
	UA	-.121	.051	-.192	-2.351	.020	.906	1.104
	PD	-.044	.067	-.057	-.666	.507	.824	1.213
	C	-.004	.044	-.008	-.098	.922	.877	1.140
	A	-.220	.088	-.197	-2.492	.014	.963	1.039
	PO	.000	.037	.000	.005	.996	.969	1.032
a. Dependent Variable: SP								

Removing PD, C, and PO from the model means that our data do not contain the relations between (*Power Distance* and *Service Programs in Social Enterprise Performance*), (*Collectivism* and *Service Programs in Social Enterprise Performance*), and (*Performance*

Orientation and Service Programs in Social Enterprise Performance). And this lead us to reject the related three hypotheses in this regard:

H2.d: Social Entrepreneurs' high Power Distance level, negatively predicts Service Programs in Perceived Social Enterprise performance. (**Rejected**)

H3.d: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Service Programs in Perceived Social Enterprise performance. (**Rejected**)

H7.d: Social Entrepreneurs' high Performance Orientation level, positively predicts Service Programs in Perceived Social Enterprise performance. (**Rejected**)

Now, we run the analysis with the A and UA as shown in Table 4.36. R^2 telling us that nearly 10% of variance in SA can be accounted for by Culture.

Table 4.36 remain variables in Model-4

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.302 ^a	.091	.079	.60533
a. Predictors: (Constant), A, UA				

From Table 4.37 ANOVA basically telling us if this correlation of 0.302 (R in Model Summary) statistically significant or not (here it looks significant non-significant $0.001 < 0.05$). Thus, Model-4 is acceptable.

Table 4.37 Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.618	2	2.809	7.665	.001 ^b
	Residual	56.063	153	.366		
	Total	61.681	155			
a. Dependent Variable: SP						
b. Predictors: (Constant), A, UA						

Correlations shown in Table 4.38 telling us that with one-unit increase in UA, will cause a decrease in SP by β value which is ($\beta = 0.129$). Thus, there is a negative relationship between UA and SP. Also A has a negative relationship with SP.

Thus, our relative hypothesis regarding the effect of culture on social enterprise performance supported as below:

Table 4.38 Correlation Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.717	.175		26.888	.000		
	UA	-.129	.049	-.204	-2.644	.009	.994	1.006
	A	-.231	.086	-.207	-2.683	.008	.994	1.006
a. Dependent Variable: SP								

H1.d: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Service Programs in Perceived Social Enterprise performance. (**Supported**)

H4.d: Social Entrepreneurs' high Assertiveness, negatively predicts Service Programs in Perceived Social Enterprise performance. (**Supported**).

5. DISCUSSION AND CONCLUSIONS

At data collection phase of this study, a huge concept confusion was noticed among social business owners/founders/managers. The majority of targeted organizations in this study were surprised after having some information about the difference between the goal of an ordinary foundations/associations and the goal of a social enterprise/social business. For this aim, and to enlighten them, the differentiation between those three concepts given by Hülya Denizalp (2009) used (Budak, 2015) to help subjects to understand what is the exact meaning of social enterprises, that they are aim to create a radical change in the sector of fisheries instead of giving the fish or teach how to catch the fish.

After a deep look at the Social enterprises' present situation in Turkey, and with reference to the Entrepreneurship Strategy and Action Plan of 2015, it turned out that this situation is related to many reasons (Entrepreneurship Strategy and Action Plan, 2015):

- 1- Lack of regulations in the legislation corresponding to social enterprises in Turkey lead social entrepreneurs to establish social enterprises as *foundations, associations, cooperatives or companies*, which means operating in organizations with a structure that is not suitable for their functions.
- 2- Putting social enterprises within the same organizational cluster of foundations, associations or cooperatives resulted in gap of correspondent body for them in the government, which made it hard for social enterprises to deliver their needs and demands.
- 3- Reason one and two resulted in forcing social entrepreneurs to solve their problem individually.
- 4- Lack of financial support by public programs, since those programs supported by government and focus on entrepreneurship activities in the technology field.

Having those negative notes or the weak side of social enterprises in Turkey does not mean that good thing does not exist. In her study Ateş (2017) pointed out some good indicators for social entrepreneurial activities in Turkey:

- 1- Social entrepreneurship is a flourishing field and at its first stages in Turkey. It receives support from universities through training programs, courses and academic studies.

- 2- Private sector is a potential partner and financial supporter for social enterprises activities and initiatives.
- 3- Turkey has a young population and a large domestic market.
- 4- Turkey have the presence of physical infrastructure facilities and economic stability. And also various researches illustrated that the interest of the media, the increase in the spread of entrepreneurship courses and entrepreneurship resulted in that the number of people who consider entrepreneurship as a career alternative increased in the last years.

In the light of these details, it illustrated that cultural dimensions are not the only influential factor on the performance of social enterprises.

Beside culture, education system has a significant influence on social entrepreneurship situation in a country. For instance, in Turkey, individuals need training on how to solve problems, and how to deal with uncertainty, and not to be afraid of making mistakes. On the other hand, promoting the positive side and the valuable outputs of social enterprises, and create a role model in this aspect may help in encouraging in social entrepreneurship activities in Turkey.

Taken in consideration the all hypotheses of this study, it's summarized below which are supported and which are rejected:

H1.a: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Personal Issues in Perceived Social Enterprise performance. (*Supported*)

H1.b: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Social Aspects in Perceived Social Enterprise performance. (*Rejected*)

H1.c: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Business Elements in Perceived Social Enterprise performance. (*Rejected*)

H1.d: Social Entrepreneurs' high Uncertainty Avoidance level, negatively predicts Service Programs in Perceived Social Enterprise performance. (*Supported*)

H2.a: Social Entrepreneurs' high Power Distance level, negatively predicts Personal Issues in Perceived Social Enterprise performance. (*Rejected*)

H2.b: Social Entrepreneurs' high Power Distance level, negatively predicts Social Aspects in Perceived Social Enterprise performance. (*Rejected*)

H2.c: Social Entrepreneurs' high Power Distance level, negatively predicts Business Elements in Perceived Social Enterprise performance. (*Rejected*)

H2.d: Social Entrepreneurs' high Power Distance level, negatively predicts Service Programs in Perceived Social Enterprise performance. (*Rejected*)

H3.a: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Personal Issues in Perceived Social Enterprise performance. (*Supported*)

H3.b: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Social Aspects in Perceived Social Enterprise performance. (*Rejected*)

H3.c: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Business Elements in Perceived Social Enterprise performance. (*Rejected*)

H3.d: Social Entrepreneurs' high In-Group Collectivism level, negatively predicts Service Programs in Perceived Social Enterprise performance. (*Rejected*)

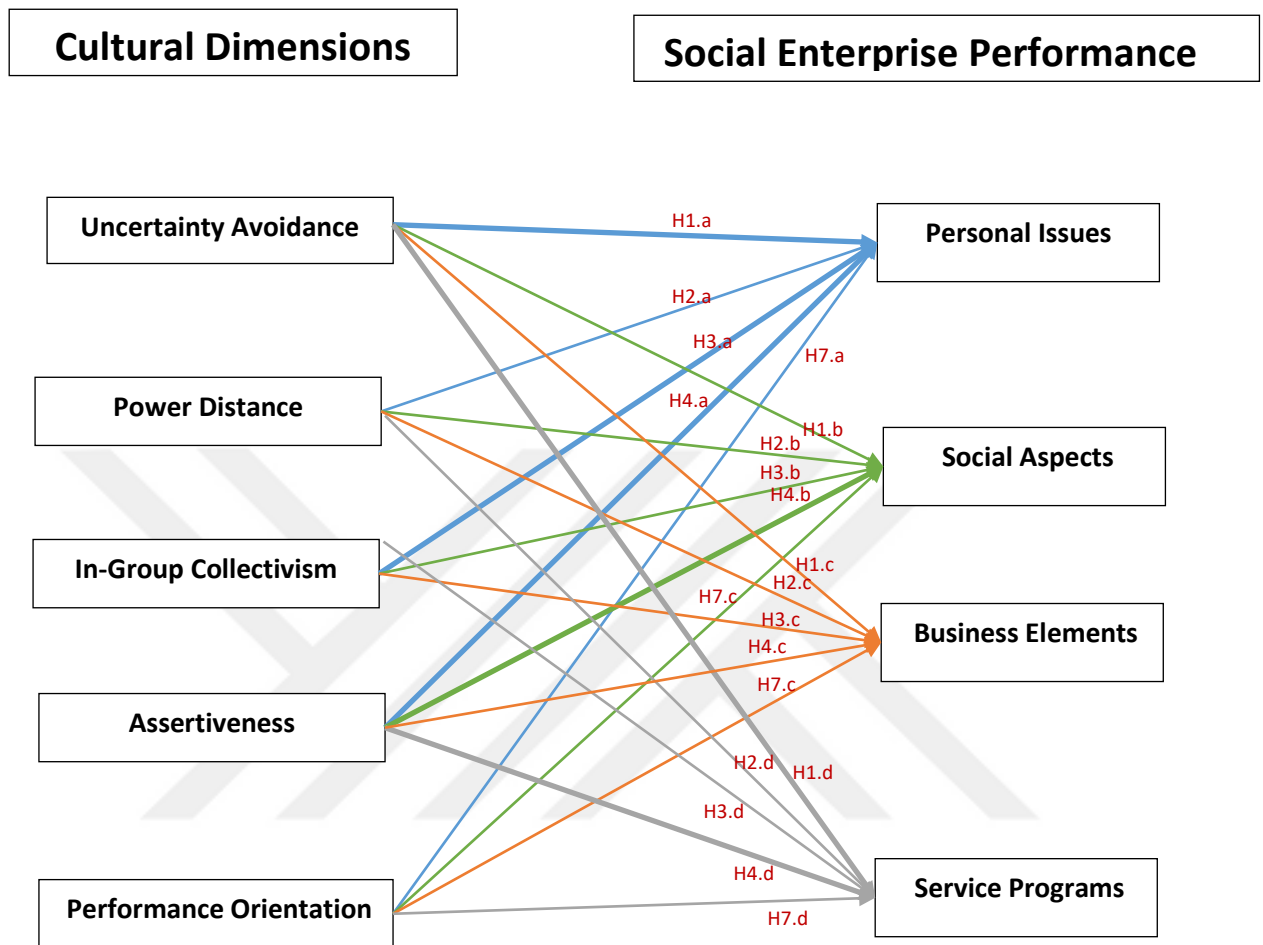
H4.a: Social Entrepreneurs' high Assertiveness level, negatively predicts Personal Issues in Perceived Social Enterprise performance. (*Supported*)

H4.b: Social Entrepreneurs' high Assertiveness level, negatively predicts Social Aspects in Perceived Social Enterprise performance. (*Supported*)

H4.c: Social Entrepreneurs' high Assertiveness level, negatively predicts Business Elements in Perceived Social Enterprise performance. (*Rejected*)

H4.d: Social Entrepreneurs' high Assertiveness level, negatively predicts Service Programs in Perceived Social Enterprise performance. (*Supported*)

Figure 5.1 Supported and Rejected Hypotheses



H7.1: Social Entrepreneurs' high Performance Orientation level, positively predicts Personal Issues in Perceived Social Enterprise performance. (**Rejected**)

H7.2: Social Entrepreneurs' high Performance Orientation level, positively predicts Social Aspects in Perceived Social Enterprise performance. (**Rejected**)

H7.3: Social Entrepreneurs' high Performance Orientation level, positively predicts Business Elements in Perceived Social Enterprise performance. (**Rejected**)

H7.4: Social Entrepreneurs' high Performance Orientation level, positively predicts Service Programs in Perceived Social Enterprise performance. (**Rejected**)

5.1. Findings

Figure 5.2 shows that in this study, and from the hypotheses of the last modified model of the study (see Figure 4.3), out of 20 hypotheses, just 6 of them were supported. *Personal Issues* dimension of social enterprise performance concept was the most affected dimension by cultural dimensions of social entrepreneurs.

This research conducted to illustrate the effect of cultural orientation of social businesses owners on social business's performance.

Results in Figure 5.1 indicates that the more social entrepreneurs are uncertainty avoidance oriented, the less they are perceiving social enterprise performance. This supported negative relationship suggests that tolerance of both risk and ambiguity are important for the success of social enterprises. This notion was supported before for entrepreneurs as risk takers with low uncertainty avoidance tendency, which lead to business success (McGrath, MacMillan, & Scheinberg, 1992). *Uncertainty avoidance* had a relationship in particular with *Personal Issues* and *Service Programs* dimensions of social enterprise performance. No relationship detected between *uncertainty avoidance* and *Service Programs* and *Business Elements* dimensions of social enterprise performance. This result may relate to many reasons. First, *Personal Issues* and *Service Programs* relates to issues inside the organization, that are may be more controllable issues by the owner. On the other hand, *Social Aspects* and *Business Elements* are issues outside the social enterprise, and the owner maybe at this stage do not feel that he/she is managing a business but a foundation or an association, which relate to the main limitations of this study that social enterprises in Turkey not recognized as a different structure from foundations/associations and cooperatives.

No relationship associated between social enterprises owners' *power distance* and their perceived performance. At data collection phase of this study, and during the meeting the majority of visited social entrepreneurs mentioned that they are sharing the power among the members of the organization, and the employee themselves have the empowerment to make important decisions by consulting the manager or the owner. This can be perceived as a low power distance tendency at the individual and organizational level of those social enterprises. This may be explaining the nonexistence of such relationship.

Results show that *collectivism* had an effect on perceived performance of the social business. In particular, the relations were existing between *In-Group Collectivism* and *Personal Issues*

dimension of social enterprise performance. As observed from visited social enterprises, it noticed that the social entrepreneur and the employees or volunteers share the power and there is no big difference between them in taking important decisions, since they were consulting each other in related issues. On the other hand, it noticed that the people in one social enterprise are sharing the same way of thinking and similar orientations toward the way their organizations works. This may be one explanation for this relationship. Further research may reach another results.

Assertiveness was the most effecting cultural dimension on social enterprise performance. *Assertiveness* had association with *Personal Issues*, *Social Aspects*, and *Service Programs* dimensions of social enterprise performance dimensions. As noticed from data and from visited social enterprises, social entrepreneurs argued that their assertive behaviors affect the success of those issues, otherwise they would not achieve their goals.

Performance Oriented cultural dimension was not associated with any of social enterprise performance. The explanations of this situation is something similar to Business Elements issue, since the social entrepreneurs still not identify their enterprises as business that need to be managed and put financial management plans to achieve social results.

5.2. Limitations of this Research

The studies of social entrepreneurship in general and the empirical studies in particular are still at limited scale in Turkey. For this reason, this study tried to make a contribution and fill a gap in social entrepreneurship research by conducting this empirical study. And as every study there were limitations for this study:

- 1- The sample of the study comprised Foundations/Associations and cooperatives. This is because the current situation of social enterprises in Turkey discussed at the beginning of this chapter.
- 2- Even if data collection process at the majority conducted in Foundations/Associations and Cooperatives, there was an eligibility check process aims to find the organizations that it more matched with social business cluster rather than philanthropy or charity organizations. The owners were asked for detailed information about their activities, and whether if they know the real meaning of social entrepreneurship and social enterprises, and a brief information were given about the social entrepreneurial

activities and their aim of social value. And the questionnaires were filled just if the activities of the visited organization were in parallel with the social entrepreneurial activities line. This made it hard to find a bigger sample number, which lead to limited findings.

- 3- The lack of awareness of the difference between social business and other organizational types. It took long time to explain the difference. And some of owners or managers took the opportunity not to involve in the study since there is no legal definition outlined yet for the social enterprises in Turkey.
- 4- Business issues and its related questions were challengeable for owners/managers to answer in ease; because it was hard for subjects to identify their organizations as business. They perceived business and financial issues negatively associated with their organizations even though they are introducing a social impact.

5.3. Implications for Future Research

The concept of social entrepreneurs' cultural orientation may add to the social entrepreneurs to make them aware of the practices they use or procedures they follow in their businesses. This may help social entrepreneurs improve themselves at the first stage, which would result in new ways of management the social businesses. Owners may match their cultural orientations with some vision characteristics to be more effective in managing their businesses.

The results of conducted research on social entrepreneurship can be shared with social entrepreneurs to improve themselves and achieve more goals in their social enterprises.

In contrast with the effect of cultural orientations of social entrepreneurs on social enterprise's performance relationship, the other direction or the reciprocal effects of this relationship can be investigated in future studies.

According to Carver and Scheier (1998) being aware that cultural orientations of business owners effect their practices lead to effect the business success. It means that self-correcting of business owners may be resulted in more or less use of these practices that are already effected by their cultural orientation (König et al., 2007, p. 92).

In conclusion of this study, taking into consideration the previous research literature, and in the light of the adapted scales to the Turkish language, which is the biggest contribution of this study. And for better social entrepreneurship field and market in Turkey, and being aware of the limitations of this study the following recommendations can be suggested:

- Determine the legal framework of social enterprises in Turkey, and establishing appropriate financial resources may help in more identification for social enterprises to be evaluated as business providing social value.
- Using the adapted scales that used in this study in other places in Turkey may help in comparative studies, and also may help in more awareness and understanding of social entrepreneurial activities.
- Conducting in depth meetings with social entrepreneurs, may help in more understanding of various concepts related to this field at this stage.
- Supporting on a larger scale the organizational growth of social enterprises and granting the suitable licensing mechanisms.
- Creation of a wider database (rating of NGOs, their activities according to their fields, sharing the data more clearly with the public, etc.).
- Further strengthening and increase the cooperation between the Government and the NGOs.
- Promoting the socially responsible behaviors in consumers of the market. And also encourage the culture of donation to social enterprises as they are playing a big role in public service sector.
- Investigate the most accurate and suitable policies to follow and apply in Turkey to get the highest feedback from social enterprises.
- All these steps can be succeeding with the collaboration of private sector.
- The existence of successful entrepreneurs sharing their success stories.
- A development suitable mechanism that consists of competition and rewarding supporting systems is important.
- It is known that universities and academics shed light on the future of societies through their studies, and doing so, help in address the problems and the threats besides developing solutions. So, universities and academics can support social entrepreneurship field and social enterprises by addressing it in courses and academic articles. On the other hand, they can connect the public and private sector with the NGOs through workshops and info days.

Students as the main structure of universities can learn the importance of social entrepreneurship and its related activities.

- Development of measurement models for social impact of social enterprises activities, which helps in policy generations.
- The accurate and right use of ICT and information technologies and smart applications to ease the work of social enterprises and promote the innovation in this field.
- The relationship between social enterprises owners' cultural orientations and the performance of social enterprise may be characterized in various directions and not just in the direction from cultural dimension towards the social enterprise performance. New models may be taken in consideration in future studies.



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Appendix A

SCENARIO-BASED SCALES MEASURING CULTURAL ORIENTATIONS OF BUSINESS OWNERS

Reference: König, C., Steinmetz, H., Frese, M., Rauch, A., & Wang, Z.-M. (2007). Scenario-based scales measuring cultural orientations of business owners. *Journal of Evolutionary Economics*, 17(2), 211-239.

Uncertainty Avoidance-UA (Turkish Items)

UA1- Çalışanlarınızdan birisinin yeni bir fikir bulduğunu düşünün. Fikir umut vaadediyor, ancak uygulamaya geçirilmesi, iş rutinlerinizde önemli değişiklikler gerektirecek. Ne yaparsınız?

Çalışanınızı bulduğu yeni fikri hayata geçirmesi konusunda teşvik edersiniz.	← (1) Kesinlikle (2) Çoğunlukla (3) Kısmen (4) Kısmen (5) Çoğunlukla (6) Kesinlikle →	Çalışanınızın bulduğu fikri uygulamaya geçirmeyi reddedersiniz. İş rutinlerinizi değiştirmek size göre çok risklidir.
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UA2- Müşterilerinizden birisinin sizden bir proje üzerinde çalışmanızı istediğini düşünün. Siz ve çalışanlarınız bu alanda herhangi bir deneyim sahibi olmadığınızdan, proje üzerinde çalışmak işletmeniz için büyük bir zorluk olacak. Ne yaparsınız?

Projeyi kabul edersiniz. Yeni alanları keşfetmek işinizi geliştirmenize yardımcı olacaktır	← (1) Kesinlikle (2) Çoğunlukla (3) Kısmen (4) Kısmen (5) Çoğunlukla (6) Kesinlikle →	Projeyi reddedersiniz. Tecrübeli olduğunuz alanlara bağlı kalmak sizin için çok daha mantıklıdır.
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UA3- Çalışanlarınızdan birisinin, işinizi henüz tecrübeli olmadığınız yeni alanlara açmayı önerdiğini düşünün. Ne yaparsınız?

Çalışanınızın önerisini uygularsınız. İşinizi yeni alanlara açmak rekabetçiliğinizi artırmanıza yardımcı olacaktır.	← (1) Kesinlikle (2) Çoğunlukla (3) Kısmen (4) Kısmen (5) Çoğunlukla (6) Kesinlikle →	Çalışanınızın önerisini reddedersiniz. İşinizi yeni alanlara açmak sizin için çok risklidir.
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Uncertainty Avoidance-UA (English Items)

UA1- Imagine that one of your employees comes up with a new idea. His idea sounds promising but its implementation would necessitate considerable changes in your business routines. What do you do?

You encourage your employee to try out his idea.	← (1) (2) (3) (4) (5) (6) extremely very true somewhat somewhat very true extremely of me of me	You refuse to implement your employee's idea. Changing your business routines is too risky to you.
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UA2- Imagine that one of your clients asks you to work on a project. Since neither you nor your employees have any experience in this field, working on the project would be a big challenge for your business. What do you do?

You accept the project. Exploring new fields will help to improve your business.	← (1) (2) (3) (4) (5) (6) extremely very true somewhat somewhat very true extremely of me of me	You reject the project. Sticking to fields in which you are experienced is much more sensible to you.
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UA3- Imagine that one of your employees suggests extending your business to new areas in which you are not experienced yet. What do you do?

You implement your employee's suggestion. Extending your business to new areas will help to increase your competitiveness.	← (1) (2) (3) (4) (5) (6) extremely very true somewhat somewhat very true extremely of me of me	You reject your employee's suggestion. Extending your business to new areas is too risky to you.
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Power Distance-PD (Turkish Items)

PD1- Çalışanlarınızdan birisinin, işletmenizde koyduğunuz bir kurala karşı çıktığını düşünün. Ne yaparsınız?

Çalışanınızdan kuralın değiştirilmesi konusunda önerilerde bulunmasını istersiniz.	← (1) (2) (3) (4) (5) (6) Kesinlikle Çoğunlukla Kısmen Kısmen Çoğunlukla Kesinlikle	Çalışanınıza kuralı kabul etmesini söylersiniz.
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PD2- İşletmenizde zor bir sorunla karşılaştığınızı düşünün. Nasıl çözeceğinizi bilmiyorsunuz. Ne yaparsınız?

Çalışanlarınıza sorundan bahseder, onların yardımlarını istersiniz.	← (1) (2) (3) (4) (5) (6) Kesinlikle Çoğunlukla Kısmen Kısmen Çoğunlukla Kesinlikle	Çalışanlarınıza sorundan bahsetmezsiniz, kendi başınıza çözmeye çalışırsınız
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PD3- Çalışanlarınızdan birisinin, işi yürütme şeklinizi eleştirdiğini düşünün. Ne yaparsınız?

Çalışanınızdan iyileştirme için önerilerde bulunmasını istersiniz.	 (1) Kesinlikle (2) Çoğunlukla (3) Kısmen (4) Kısmen (5) Çoğunlukla (6) Kesinlikle	Çalışanınıza eleştirisini sona erdirmesini söylersiniz.
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PD4- İşletmeniz için önemli sonuçları olacak bir karar vermeniz gerektiğini düşünün. Ne yaparsınız?

Çalışanlarınıza danıştıktan sonra kararı verirsiniz.	 (1) Kesinlikle (2) Çoğunlukla (3) Kısmen (4) Kısmen (5) Çoğunlukla (6) Kesinlikle	Öncesinde çalışanlarınıza danışmadan kararı verirsiniz.
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PD5- Çalışanlarınızdan birisinin, ona verdiğiniz talimatları yerine getirmeyi reddettiğini düşünün. Ne yaparsınız?

Çalışanınıza reddetme nedenlerini sorarsınız.	 (1) Kesinlikle (2) Çoğunlukla (3) Kısmen (4) Kısmen (5) Çoğunlukla (6) Kesinlikle	Çalışanınızı reddetmesi nedeniyle azarlarsınız.
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Power Distance-PD (English Items)

PD1- Imagine that one of your employees challenges a rule you established in your business. What do you do?

You ask your employee to make suggestions about how to change the rule.	 (1) extremely (2) very true (3) somewhat (4) somewhat (5) very true (6) extremely of me of me	You tell your employee to accept the rule.
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PD2- Imagine that you are faced with a difficult problem in your business. You are not sure how to solve it. What do you do?

You tell your employees about the problem and ask them for their help.	 (1) extremely (2) very true (3) somewhat (4) somewhat (5) very true (6) extremely of me of me	You don't tell your employees about the problem and try to solve it by yourself.
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PD3- Imagine that one of your employees criticizes the way you run your business. What do you do?

You ask your employee to make suggestions for improvement.	 (1) extremely (2) very true (3) somewhat (4) somewhat (5) very true (6) extremely of me of me	You tell your employee to stop his criticism.
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PD-4 Imagine that you have to make a decision that has important consequences for your business. What do you do?

You make the decision after having consulted your employees.		You make the decision without consulting your employees before.
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PD-5 Imagine that one of your employees refuses to follow an instruction you gave him. What do you do?

You ask your employee for the reasons for his refusal.		You reprimand your employee for his refusal.
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In-Group Collectivism-C (Turkish Items)

C1- En az üç yıllık iş tecrübesine sahip yeni bir sekreter istihdam etmek istediğinizi düşünün. En iyi arkadaşınızın eşi bu pozisyona başvurdu. Arkadaşınızın eşi nitelikli bir eleman olsa da, sadece bir yıllık iş tecrübesine sahip. Ne yaparsınız?

Gerekliliklerinize sadık kalıp, en yakın arkadaşınızın eşini istihdam etmezsiniz.		Gereklilikleriniz konusunda bir istisnaya gidip, en yakın arkadaşınızın eşini istihdam edersiniz.
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C2- Yeğeninizin, işletmenizde çalışmak istediğini size sorduğunu düşünün. Onun yeterli nitelikte olmadığına kanaat ediyorsunuz. Ne yaparsınız?

Düşük niteliği nedeniyle yeğeninizi istihdam etmezsiniz		Düşük niteliğini göz ardı ederek yeğeninizi istihdam edersiniz.
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In-Group Collectivism-C (English Items)

C1- Imagine that you want to employ a new secretary who has at least three years of work experience. Now your best friend's wife applies for the job. She is well qualified but has only been working for one year. What do you do?

You stick to your requirements and don't employ your best friend's wife.		You make an exception to your requirements and employ your best friend's wife.
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C2- Imagine that your nephew asks you to employ him in your business. You don't consider him to be sufficiently qualified. What do you do?

You don't employ your nephew due to his poor qualifications.		You employ your nephew regardless of his poor qualifications.
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Assertiveness-A (Turkish Items)

A1- Çalışanlarınızdan birisinin saldırgan olduğunu düşünün. Kendisiyle aynı fikirde olmadıklarında iş arkadaşlarına sözlü olarak saldırıyor. Ne yaparsınız?

Çalışanınıza davranışını değiştirmesini söylersiniz.		Çalışanınızın davranışını görmezden gelirsiniz.
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A2- Çalışanlarınızdan birisinin çok baskın olduğunu düşünün. Yetkilendirilmediği halde iş arkadaşlarına emirler veriyor. Ne yaparsınız?

Çalışanınıza davranışını değiştirmesini söylersiniz.		Çalışanınızın davranışını görmezden gelirsiniz.
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A3- Çalışanlarınızdan birisinin çok saldırgan olduğunu düşünün. Ne zaman bir şey başarmak isterse, iş arkadaşlarına zorbalık yapıyor. Ne yaparsınız?

Çalışanınıza davranışını değiştirmesini söylersiniz.		Çalışanınızın davranışını görmezden gelirsiniz.
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Assertiveness-A (English Items)

A1- Imagine that one of your employees is very aggressive. He verbally attacks his co-workers whenever they don't agree with him. What do you do?

You tell your employee to change his behavior.		You tolerate your employee's behavior.
--	--	--

A2- Imagine that one of your employees is very dominant. He gives orders to his co-workers although he is not authorized to do so. What do you do?

You tell your employee to change his behavior.		You tolerate your employee's behavior.
--	--	--

A3- Imagine that one of your employees is very aggressive. Whenever he wants to achieve something, he bullies his co-workers. What do you do?

You tell your employee to change his behavior.		You tolerate your employee's behavior.
--	--	--

Future Orientation-FO (Turkish Items)

FO1- Çalışanlarınızdan birisinin zorlu bir projede nasıl çalışılacağı konusunda sizden genel bir tavsiyede bulunmanızı istediğini düşünün. Ne yaparsınız?

Çalışanınıza, ilerledikçe konular üzerinde düşünmesini tavsiye edersiniz.		Çalışanınıza, ileriye yönelik planlama yapmasını tavsiye edersiniz.
---	--	---

FO2- Çalışanlarınızdan birisinin, işletmenizin geleceğini planlamak için düzenli toplantılar önerdiğini düşünün. Ne yaparsınız?

Çalışanınıza, geleceği planlamak için çok fazla iş planı yapmanın mevcut işlerden alıkoyacağını söylersiniz.		Çalışanınızın önerisinden memnun olur ve öneriyi uygularsınız.
--	--	--

FO3- Çalışanlarınızdan birisinin bir projeye başlamadan önce neleri dikkate alması gerektiğini size sorduğunu düşünün. Ne yaparsınız?

Çalışanınıza, uzun vadeli etkilerini dikkate almadan projeye hemen başlamasını tavsiye edersiniz.		Çalışanınıza, projenin uzun vadeli etkilerini dikkate almasını tavsiye edersiniz.
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Future Orientation-FO (English Items)

FO1- Imagine that one of your employees asks you to give him general advice about how to work on a challenging project. What do you do?

You advise your employee to think about things as he goes along.		You advise your employee to plan ahead.
--	--	---

FO2- Imagine that one of your employees suggests having regular meetings to plan for the future of your business. What do you do?

You tell your employee that too much planning for the future just distracts from current business.	 (1) (2) (3) (4) (5) (6) extremely very true somewhat somewhat very true extremely of me of me	You are pleased with your employee's suggestion and implement it.
--	---	---

FO3- Imagine that one of your employees asks you what to consider prior to starting a project. What do you do?

You advise your employee to start the project right away without considering its long term implications.	 (1) (2) (3) (4) (5) (6) extremely very true somewhat somewhat very true extremely of me of me	You advise your employee to consider the long term implications of the project.
--	---	---

Humane Orientation-HO (Turkish Items)

HO1- Her zaman işini düzgün yapan bir çalışanın aniden çok fazla hata yaptığını düşünün. Çalışanın özel hayatı onun için iyi gitmediğini öğrendiniz. Ne yaparsınız?

Çalışanın kişisel sorunlarına herhangi bir ilgi göstermek konusunda isteksiz kalırsınız.	 (1) (2) (3) (4) (5) (6) Kesinlikle Çoğunlukla Kısmen Kısmen Çoğunlukla Kesinlikle	Çalışanıza problemlerinin üstesinden gelebileceğini söylersiniz. Çalışanın için üzüntü duyup ona yardım teklif edersiniz.
--	--	---

HO2- Çalışanlarınızdan birisinin özel hayatındaki beklenmedik sorunlar nedeniyle sizden özel izin istediğini düşünün. Ne yaparsınız?

Çalışanınıza özel izin vermeyi reddedersiniz.	 (1) (2) (3) (4) (5) (6) Kesinlikle Çoğunlukla Kısmen Kısmen Çoğunlukla Kesinlikle	Çalışanınıza özel izin verirsiniz.
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HO3- Çalışanlarınızdan birisinin kötü bir ruh hali içinde görüldüğünü düşünün. Ne yaparsınız?

Çalışanın kötü ruh halini umursamazsınız.	 (1) (2) (3) (4) (5) (6) Kesinlikle Çoğunlukla Kısmen Kısmen Çoğunlukla Kesinlikle	Çalışanın kötü ruh halinin nedenlerini öğrenmeye çalışırsınız.
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HO4- Çalışanlarınızdan birisinin dul/boşanmış olduğunu düşünün. Çocuklarının eğitimi ve iş hayatını dengeleme ile ilgili sorunları var. Bu nedenle fazla mesaiden muaf olabilmeyi size soruyor. Ne yaparsınız?

Çalışanınızı fazla mesaiden muaf tutmayı reddedersiniz.	 (1) (2) (3) (4) (5) (6) Kesinlikle Çoğunlukla Kısmen Kısmen Çoğunlukla Kesinlikle	Çalışanınızı fazla mesaiden muaf tutarsınız..
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Humane Orientation-HO (English Items)

HO1- Imagine that one of your employees who always used to do his work properly suddenly makes a lot of mistakes. You find out that things are not going well for him in his private life. What do you do?

You are not willing to show any consideration for your employee's personal problems. You just tell him to get on top of them.	← (1) (2) (3) (4) (5) (6) extremely very true somewhat somewhat very true extremely of me of me	You feel sorry for your employee and offer him your help.
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HO2- Imagine that one of your employees asks you for special leave due to unexpected strains in his private life. What do you do?

You refuse to grant your employee special leave.	← (1) (2) (3) (4) (5) (6) extremely very true somewhat somewhat very true extremely of me of me	You grant your employee special leave.
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HO3- Imagine that one of your employees seems to be in a bad mood. What do you do?

You don't care about your employee's bad mood.	← (1) (2) (3) (4) (5) (6) extremely very true somewhat somewhat very true extremely of me of me	You try to find out the reasons for your employee's bad mood.
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HO4- Imagine that one of your employees is a single father. He has problems balancing the education of his children and his work. Therefore, he asks you to exempt him from working overtime. What do you do?

You refuse to exempt your employee from working overtime.	← (1) (2) (3) (4) (5) (6) extremely very true somewhat somewhat very true extremely of me of me	You exempt your employee from working overtime.
---	---	---

Performance Orientation-PO (Turkish Items)

PO1- Yeni bir proje yapmayı planladığınızı düşünün. Çalışanlarınızdan hangilerinin proje ekibinin bir parçası olacağına karar vermelisiniz. Ne yaparsınız?

Kararınızı, temel olarak çalışanlarınızın sosyal becerilerine dayandırarsınız.	← (1) (2) (3) (4) (5) (6) Kesinlikle Çokunlukla Kısmen Kısmen Çokunlukla Kesinlikle	Kararınızı, temel olarak çalışanlarınızın performansına dayandırarsınız.
--	---	--

PO2- İşletmenizdeki çeşitli üst pozisyonları doldurmak istediğinizi düşünün. Çalışanlarınız arasından kimlerin terfi edeceğine karar vermelisiniz. Ne yaparsınız?

Çalışanlarınızı kıdemlerine göre terfi ettirirsiniz.	← (1) Kesinlikle → (2) Çoğunlukla ← (3) Kısmen → (4) Kısmen → (5) Çoğunlukla → (6) Kesinlikle	Çalışanlarınızı performanslarına göre terfi ettirirsiniz.
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PO3- İşletmenizdeki bir pozisyon için birden fazla kişinin başvurduğunu düşünün. Adaylar arasında seçim yapmalısınız. Ne yaparsınız?

Çalışma grubunuza, sosyal olarak en iyi uyum sağlayan adayı seçersiniz.	← (1) Kesinlikle → (2) Çoğunlukla ← (3) Kısmen → (4) Kısmen → (5) Çoğunlukla → (6) Kesinlikle	En yüksek performans eğilimi gösteren adayı seçersiniz.
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Performance Orientation-PO (English Items)

PO1- Imagine that you plan to do a new project. Now you have to decide who among your employees will be part of the project team. What do you do?

You base your decision mainly on your employees' social skills.	← (1) extremely → (2) very true of me ← (3) somewhat → (4) somewhat → (5) very true of me → (6) extremely	You base your decision mainly on your employees' performance.
---	--	---

PO2- Imagine that you want to fill several high positions in your business. Now you have to decide who among your employees will be promoted. What do you do?

You promote your employees based on their seniority.	← (1) extremely → (2) very true of me ← (3) somewhat → (4) somewhat → (5) very true of me → (6) extremely	You promote your employees based on their performance.
--	--	--

PO3- Imagine that several people have applied for a job in your business. Now you have to choose between the applicants. What do you do?

You choose the applicant who socially fits best into your workgroup.	← (1) extremely → (2) very true of me ← (3) somewhat → (4) somewhat → (5) very true of me → (6) extremely	You choose the applicant who shows the highest performance orientation.
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Appendix B

SOCIAL ENTERPRISE PERFORMANCE SCALE

Reference: Chao-Tung Liang, Li-Pei Peng, Shu-Nung Yao, Chaoyun Liang (2015). Developing a Social Enterprise Performance Scale and Examining the Relationship Between Entrepreneurs' Personality Traits and Their Perceived Enterprise Performance. *Journal of Entrepreneurship, Management and Innovation*, 11(3), 89-116.

Personal Issues-PI (Turkish Items)

① Kesinlikle **Katılmıyorum** ② Katılmıyorum ③ Kararsızım ④ Katılıyorum ⑤ Kesinlikle **Katılıyorum**

		1	2	3	4	5
PI1	Sosyal girişimciler toplumu iyileştirecek itici güce sahiptir.					
PI2	Sosyal girişimcilerin belli başlı sosyal sorunlarla başa çıkmada somut çözümleri vardır.					
PI3	Sosyal girişimcilerin karizması, işletmelerinin toplum tarafından desteklenmesini sağlar.					
PI4	Bir sosyal girişim, işletenin heveslerini ve kariyer hedefini temsil eder.					
PI5	Sosyal girişimciler, kârı gerçekçi olarak dikkate alırlar.					
PI6	Örgütün üyeleri tarafından sosyal girişimlerin anlamı ne kadar iyi anlaşılırsa, örgütün gelişmesi o kadar büyük olur.					
PI7	Üyeleri tarafından sosyal girişim kavramı ne kadar iyi anlaşılırsa, örgüte olan yenilikçi gelişim katkıları o kadar büyük olur.					
PI8	Bir sosyal girişimin işletme tarzından dolayı, tüm üyeleri pozitif enerji üretir.					
PI9	Sosyal girişim alanında deneyimli idarecilerin istihdamı, bir sosyal girişimin gelişimi için yararlıdır.					

Personal Issues-PI (English Items)

① Strongly **Disagree** ② Disagree ③ Neutral ④ Agree ⑤ Strongly **Agree**

		1	2	3	4	5
PI1	Social entrepreneurs have a driving force to improve human society.					
PI2	Social entrepreneurs have concrete resolutions in dealing with particular social problems.					
PI3	The charisma of social entrepreneurs leads to their enterprises being supported by the public					
PI4	A social enterprise represents its operator's aspirations and career goal.					
PI5	Social entrepreneurs consider realistic profit.					

PI6	The greater members' understanding of the meaning of social enterprises is, the greater organizational development is.					
PI7	The greater the members' understanding of the concept of social enterprises is, the greater the contribution of innovative development is to the organization.					
PI8	All members generate positive energy because of the operation mode of a social enterprise.					
PI9	Recruiting experienced social enterprise operators is beneficial for the development of a social enterprise.					

Social Aspects-SA (Turkish Items)

① Kesinlikle **Katılmıyorum** ② Katılmıyorum ③ Kararsızım ④ Katılıyorum ⑤ Kesinlikle **Katılıyorum**

		1	2	3	4	5
SA1	Sosyal girişimlerin olumlu toplumsal değişimlere neden olması, teşvik edilmelerine yönelik katkı oluşturur.					
SA2	Sosyal girişimlerin belli sosyal problemler için iyileştirme yöntemleri sunması, teşvik edilmelerine yönelik katkı oluşturur.					
SA3	Sosyal girişimlerin belli sosyal problemler için kamu eğitimi sağlaması, teşvik edilmelerine yönelik katkı oluşturur.					
SA4	Sosyal girişimlerin kamu hizmeti anlayışını şekillendirmesi, teşvik edilmelerine yönelik katkı oluşturur.					
SA5	Sosyal girişimlerin toplumsal tanınma ve destek kazanması, teşvik edilmelerine yönelik katkı oluşturur.					
SA6	Sosyal girişimlerin medyanın dikkatini çekmesi ve bir sosyal hareket oluşturması, teşvik edilmelerine yönelik katkı oluşturur.					
SA7	Sosyal girişimlerin genişletilebilir veya öğrenilebilir yenilikçi bir çalışma modeli ortaya koyması, teşvik edilmelerine yönelik katkı oluşturur.					
SA8	Sosyal girişimlerin iş sektörleri arasında işbirliği ağlarını geliştirmesi, teşvik edilmelerine yönelik katkı oluşturur.					
SA9	Sosyal (veya çevresel) değişimler için yenilikçi stratejiler, sosyal girişimlerin faaliyetleri için gereklidir.					

Social Aspects-SA (English Items)

① Strongly **Disagree** ② Disagree ③ Neutral ④ Agree ⑤ Strongly **Agree**

		1	2	3	4	5
SA1	Causing positive societal changes is the contribution towards promoting social enterprises.					
SA2	Providing improvement methods for specific social problems is the contribution towards promoting social enterprises.					
SA3	Providing public education for specific social problems is the contribution towards promoting social enterprises.					
SA4	Shaping public service ethos is the contribution towards promoting social enterprises.					
SA5	Gaining public recognition and support is the contribution towards promoting social enterprises.					
SA6	Gaining media attention and creating a social movement is the contribution towards promoting social enterprises.					
SA7	Providing an innovative operation model that can be extended or learned is the contribution towards promoting social enterprises.					
SA8	Improving cooperation networks among business sectors is to the contribution towards promoting social enterprises.					
SA9	Innovative strategies for social (or environmental) changes are necessary for the operations of social enterprises.					

Business Elements-BE (Turkish Items)

① Kesinlikle **Katılmıyorum** ② Katılmıyorum ③ Kararsızım ④ Katılıyorum ⑤ Kesinlikle **Katılıyorum**

		1	2	3	4	5
BE1	Sosyal girişimler, belirli bir hedef pazar belirlemelidir.					
BE2	Sosyal girişimler, ticari kazanç için belirli bir iş modeline sahip olmalıdır.					
BE3	Sosyal girişimler, örgütün temel kârını ve maliyet yapısını dikkate almalıdır.					
BE4	Sosyal girişimler, uygun işgücü istihdam etmelidir.					
BE5	Sosyal girişimler, kurumsal riskleri azaltmak için finansal yönetimi geliştirmelidir.					
BE6	Sosyal girişimler, sağlıklı işleyişi destekleyebilecek bir örgüt yapısına sahip olmalıdır.					
BE7	Sosyal girişimler, iş sektörleri arasında işbirliği ağlarına sahip olmalıdır.					
BE8	Sosyal girişimler, yasal olarak kurulmuş olmalıdır.					
BE9	Sosyal girişimler, kaynak fonları edinmek için kapsamlı bir plana sahip olmalıdır.					
BE10	Sosyal girişimler, etkili yatırımlar yapmalıdır.					
BE11	Sosyal girişimler, kurumsal kaynakları kullanmak için uygulanabilir bir prosedüre sahip olmalıdır.					
BE12	Sosyal girişimler, sosyal değeri olan yenilikçi hizmet programlarını araştırmalı ve geliştirmelidir.					
BE13	Sosyal girişimler, hizmet programları için kapsamlı bir pazarlama planına sahip olmalıdır.					

Business Elements-BE (English Items)

① Strongly **Disagree** ② Disagree ③ Neutral ④ Agree ⑤ Strongly **Agree**

		1	2	3	4	5
BE1	Social enterprises must set a clear target market.					
BE2	Social enterprises must have a clear business model for commercial gain.					
BE3	Social enterprises must consider the basic profit and the cost structure of the organization.					
BE4	Social enterprises must recruit appropriate manpower.					
BE5	Social enterprises must improve financial management to reduce organizational risks.					
BE6	Social enterprises must have an organizational structure that can support healthy functioning.					
BE7	Social enterprises must have cooperation networks among business sectors.					
BE8	Social enterprises must be legally established.					
BE9	Social enterprises must have a thorough plan for resource fundraising.					
BE10	Social enterprises must make effective investments.					
BE11	Social enterprises must have a feasible procedure for using enterprise resources.					

BE12	Social enterprises must research and develop innovative service programs that have social value.					
BE13	Social enterprises must have a thorough marketing plan for service programs.					

Service Programs-SP (Turkish Items)

① Kesinlikle **Katılmıyorum** ② Katılmıyorum ③ Kararsızım ④ Katılıyorum ⑤ Kesinlikle **Katılıyorum**

		1	2	3	4	5
SP1	Gönüllüler, stajyerler veya dezavantajlı grupların istihdamı, sosyal girişimlerin önemli bir görevidir.					
SP2	Dezavantajlı gruplarla hizmet programları oluşturmak, sosyal girişimlerin önemli bir görevidir.					
SP3	Hizmet programları için toplumsal tanınma kazanılması, sosyal girişimlerin önemli bir görevidir.					
SP4	Sosyal girişimin, bağlı bulunduğu örgüt veya kuruluş varsa, onunla uyumlu hizmet programlarının oluşturulması ve teşvik edilmesi önemli bir görevidir.					
SP5	Mevcut örgütün canlandırılması yoluyla hizmet programlarının oluşturulması ve teşvik edilmesi, sosyal girişimlerin önemli bir görevidir.					
SP6	Toplum, müşteriler ve kurum arasındaki etkileşimi geliştirmek, sosyal girişimlerin önemli bir görevidir.					

Service Programs-SP (English Items)

① Strongly **Disagree** ② Disagree ③ Neutral ④ Agree ⑤ Strongly **Agree**

		1	2	3	4	5
SP1	Recruiting volunteers, interns, or disadvantaged groups to participate in service programs is a crucial task of social enterprises.					
SP2	Creating service programs with disadvantaged groups is a crucial task of social enterprises.					
SP3	Gaining public recognition for service programs is a crucial task of social enterprises.					
SP4	Creating and promoting service programs compatible with the parent organization or institution is a crucial task of social enterprises.					
SP5	Creating and promoting service programs by revitalizing the existing organization is a crucial task of social enterprises.					
SP6	Improving interaction among the community, customers, and enterprise is a crucial task of social enterprises.					

Appendix C

CURRICULUM VITAE

PERSONAL INFORMATION

Surname, Name: Abunasser, Nihad

Nationality: Palestinian

Date of Birth: 15 January 1982

Place of Birth: Gaza, Palestine

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EDUCATION

Degree	Institution	Year of Graduation
MS	Çankaya University Human Resources Management	2012
BS	Hacettepe University Computer Engineering	2006

PROFESSIONAL EXPERIENCE

Year	Place	Enrolment
2016-Present	TÜBİTAK	Project Coordinator
2008-2016	Qatar Embassy	Translator

FOREIGN LANGUAGES

Fluent Arabic (Mother Tongue), Fluent Turkish, Fluent English

PUBLICATIONS

Abunasser, N. (2018). Who has Work-Family Conflict? Research on the Individual Antecedents of Work-Family Conflict. “6th Organizational Behavior Conference” November 2-3, 2018, Isparta/Turkey

Abunasser, N. (2019). Assessment of Social Entrepreneurship: A Pilot Study in Ankara. 18th International Business Congress May 02-04, 2019, Osmaniye/Turkey

Appendix D

TEZ FOTOKOPİSİ İZİN FORMU

ENSTİTÜ

Fen Bilimleri Enstitüsü

☐

Sosyal Bilimler Enstitüsü

☐

YAZARIN

Soyadı : Abunasser

Adı : Nihad

Bölümü : Yönetim ve Organizasyon

TEZİN ADI (İngilizce) : Understanding The Effect Of Culture on Social Entrepreneurship in Turkey

TEZİN TÜRÜ : Yüksek Lisans

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1. Tezimin tamamından kaynak gösterilmek şartıyla fotokopi alınabilir.
2. Tezimin içindekiler sayfası, özet, indeks sayfalarından ve/veya bir bölümünden kaynak gösterilmek şartıyla fotokopi alınabilir.
3. Tezimden bir (1) yıl süreyle fotokopi alınamaz.

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