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THE EFFECT OF PROSOCIAL BEHAVIOURS ON SOCIAL INNOVATION: A SCALE DEVELOPMENT STUDY

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Abstract

The purpose of this study is to develop a social innovation scale for management and organizational science, and to increase the social innovation capacities of managers and consultants. The research was carried out in İzmir province with the participation of 490 university graduates who were selected by sampling method. Data were analyzed with SPSS program and confirmatory factor analysis was performed in Amos program in order to test the construct validity of the scales. According to the findings, prosocial behavior explains social innovation by 70%. Accordingly, prosocial behavior has an effect to increase social innovation. This research will address business models, business ideas, and approaches that will enable existing organizations to re-combine the products they offer with opportunities within the social sphere and it provides that these approaches can scale with finance, marketing and organizations' other functional approaches.

Keywords: Social Innovation Scale, Prosocial Scale, Entrepreneurship

JEL Classification: 031, M10, M13

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INTRODUCTION

In the literature, it is seen that the subject of social innovation can be divided into three areas; perspective areas emerging in line with the definition of social innovation; Sociological / Social Political Perspective Area (Howaldt and Schwarz, 2010; Heiskala, 2007; Nicholls and Ziegler quoted Ateş, 2017: 60; 2014; Eren, 2010; Avelino, 2017; Moulaert et al., 2013; Bonneau, 2015; Howaldt, 2015 ; Sørensen and Torfing, 2015; Tatar and Aslan, 2017; Özmete and Akgül Gök, 2015), Administrative Perspective Area (Mulgan et al., 2010 quoted Ateş, 2017: 60; Eren, 2010; European Commission, 2013; Westkey, 2008 quoted Ateş, 2017: 60), Entrepreneurship Perspective Area (Phills et al., Westkey, 2008 quoted Ateş, 2017: 60; Koç, 2010; Uslu and Mansur, 2017). Volunteering and innovation (Esen and Şekerdil, 2018), altruistic behavior (Yeşilkaya and Yıldız, 2018), internal entrepreneurship (Şekerdil and Esen, 2017), technological innovation (Eren, 2010), proactive their relationships with personality (Mansur and Dilek, 2017) and their effects are revealed.

One-dimensional social innovation scales related to social innovation have been developed; "Social Innovation: A Scale Development Study" (Haliç et al., 2014), "A Model Proposal for Measuring the Effects of University Students' Social Innovation Capacities on Technological Innovation Trends" (Eren, 2010), one-dimensional social innovation scales are encountered. Social innovation, change of social relations, social transformation processes, social solutions in new ways, organization, power relations, development of social cohesion, new and more sustainable life styles, new practices, new forms of cooperation and organization are defined as new methods, new processes and new arrangements to meet social demands and solve social difficulties (Avelino et al., 2017: 3; Moulaert et al., 2013: 1; Bonneau, 2015: 7 Howaldt et al., 2015: 31). In this context, the phenomenon of social innovation has been a remarkable research area. Social innovation, as a result of the integration of the concept of innovation with the social area (socio-political studies such as education, health, youth work, the poor, disadvantaged individuals, environmental problems), while innovative products and processes designed to include social benefit in the context of social policies and social responsibility are evaluated within the entrepreneurship and innovation management, which is the working area of management and organization, addressing business models, business ideas and approaches that will enable existing organizations to re-blend the products offered by opportunities within the social sphere and it is seen that this research is needed for these approaches to scale

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with finance, marketing and organizations with other functional approaches. When the literature is analyzed in this context, it was found that the relationship between social innovation and many factors was not analyzed.

Therefore, the organization needs to adopt the innovation and social innovation approach to improve its innovation capacity. This study aims to develop the scale of social innovation for management and organizational science and to improve the social innovation capacities of managers and consultants. In the first part of the research, the literature summary regarding the evaluation of the functions of social innovation and innovation interaction at the organizational and social level, method and application of the research in the second part, in the last part, the results, constraints and suggestions for future research are included.

1. EVALUATION OF THE FUNCTIONS OF SOCIAL INNOVATION AND INNOVATION AT ORGANIZATIONAL AND SOCIAL LEVEL

Studies conducted in the last two decades have emphasized the importance of innovation for organizations and managers (Çalışkan and Aykoç, 2012: 4). Innovation is an important factor that creates value and provides sustainable growth for companies, and is a reliable source based on the knowledge, experience and organizations of employees and providing competitive advantage based on information creation (Demirtaş, 2013: 262).

One of the most important assisting factors in achieving organizational success is that employees have innovative behaviors. The concept of innovative behavior, defining problems, producing ideas and solutions, creating infrastructures to support ideas and it is a complex multi-stage process involving the implementation of ideas. Innovative behavior is expressed as consciously applying or adopting new ideas to the job role, business unit and the whole organization. Innovative behavior examples; discovering new technologies for employees, suggesting new ways to achieve goals, applying new working methods, securing the resources needed to implement new ideas and researching new resources can be listed as behaviors (Akkoç, 2012: 48).

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In the light of these concepts, individuals who display innovative behaviors in particular evaluate different events and phenomena than other colleagues in the organization, in line with these evaluations, they seek support by sharing their findings with interpretations, inferences and observations based on observations, they put their ideas into practice and stated that they enable the organization to experience innovation and this process creates a competitive advantage in the business sector (Çimen and Yücel, 2017: 368). Innovative behavior can be interpreted not only by new ideas produced by employees, but also by adopting new ideas produced by other employees (Akkoç, 2012: 48).

Organizational changes among the reasons why employees prefer innovative behavior, to be more independent within the organization, to reach organizational awards, there are expressions such as producing solutions to chronic problems to adapt to change (Kavas, 2017: 142). Scott and Bruce (1994) start with innovative behavior, identifying the problem and creating new or previously accepted ideas and solutions, continuing with seeking support for innovative ideas, the idea is visible and it is defined as a multi-stage process that ends with its transformation into a tangible model or prototype. Carmeli et al. (2006) expressed innovative behavior with a similar definition, defining the problem, producing solutions and implementing this solution in the organization. Janssen (2000) stated that innovative behavior is the creation and implementation of ideas in a way that will be for the benefit of the organization. According to these definitions, innovative behavior can be expressed as the process of uncovering new problem solving practices (Turgut and Begenirbaş, 2014: 149). For this reason, companies must have innovative behavioral skills, use them efficiently, and manage them effectively and sustainably (Çalışkan and Aykoç, 2012: 5).

According to Sanders et al. (2010), if the employees show innovative behaviors, companies can intervene in an innovative process. According to Kanter (1988), innovation in organizations takes place in a complex of three stages in individuals; In the first stage, innovative ideas are created for the solution of the problem, In the second stage, organizations seek support from the internal and external environment to design their ideas, in other words, they discuss with the planned data, in the third and final stage, the trial and implementation phases of the ideas and solutions converted into a prototype model are carried out. When innovative behaviors are evaluated under three headings; the characteristics of individuals are treated as an individualistic approach; subjective characteristics such as age, gender, education level, personality and cognitive style are tried to be explained. The structuralist approach suggests that organizational practices such as the organization's attitudes, values, strategies, and reward policies are more effective in employee

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innovative behavior. The interactive process approach assumes that the interaction between personal assessments and organizational features may be more effective in employee innovative behavior (Çelik, 2012: 105).

While some researchers consider individual innovation as a behavioral criterion, some researchers consider innovation as a personality trait that includes social and psychological dimensions (Oktuğ and Özden, 2013: 4). Innovative individuals can be considered as individuals with more original thoughts and opinions than non-innovative individuals, who can cope with problems and tend to be independent. Individuals have important skill differences in terms of innovation (Şimşek, 2002: 307). The S-curve put forward by Gabriel Tarde is very important in terms of showing the level of adoption of an innovation in the social environment over time. The horizontal axis of this curve represents the time, and the vertical axis represents the quantitative dimension of those who adopt it. A novelty is primarily adopted by a small number of people in the society, and it is quickly accepted by many as the level of elaboration and time increases. According to this; if innovation is adopted by society quickly, it creates a curved orthogonal, it is adopted gradually and gradually, it becomes inevitable to turn into a more oblique form (Kılıçer and Odabaşı, 2010: 150-151).

The different classifications of innovation are gathered under two roofs. Innovations collected as radical and incremental (gradual); It includes processes such as product, service, marketing and organization. Various terms are used in the definition of innovation. The first innovation definition was made by Schumpeter in the late 1920s. According to Schumpeter, innovation; It is reflected in new outputs as a new good or a new good quality, a new method of production, a new market, a new source of supply or a new organizational structure that can be summarized as "doing different things". Although Schumpeter clearly positioned the definition of innovation within the company area and determined its scope as a product, process and business model, the necessity and competence of the invention (Pittaway et al., 2004), Discussions about various aspects such as intention (Lansisalmi et al., 2006), economic quality (Zornoza et al., 2004), successful implementation (Hobday, 2005; Klein and Knight, 2005) and its spread (Netherlands, 1997) still continue (Crossan and Apaydin, 2010: 1155).

Innovation has several important aspects; production adoption (acquisition), utilization (use), creating added value, giving innovation a relatively innovative feature (innovation is a relative concept; something that is new to you may not be new elsewhere, or you may not think it is novelty because something that is perceived

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as new does not currently benefit). Innovation; to produce or adopt, adopt, absorb and use a value-added innovation in the economic and social fields; renewed product, service and market growth; it is defined as the development of new production methods and the establishment of new management systems, and it is emphasized that it is both a process and a result. Dimensions related to innovation as a process should answer the question of "how", and dimensions related to innovation as the output should answer "what" or "what kind" questions (Crossan and Apaydin, 2010: 1166-1167).

Rogers (1995) states that there is a relationship between perceived characteristics of innovation and its spread. A product that is perceived as new for one person can be a costly or unmet product for another. Therefore, the alleged new product may not have an innovative value for someone else. Different kinds of innovations in society may not be accepted at the same time. Therefore, the perceived characteristics of innovation by the individual help explain the different adoption rates of innovation. These perceptions are expressed in terms of relative advantage, compatibility, complexity, trialability, and observability. (Kılıçer, 2011, 3-22; Esen and Şekerdil, 2018: 351).

Social innovation goals such as social needs and social challenges can be achieved by integrating various stakeholders or working together and involving users. When used effectively, fewer resources can be used, especially public costs and wreck funds can be reduced (EU-Guide to Social Innovation, 2013: 10). The society has recently been involved in innovation activities, and is involved in increasing social innovation efforts to solve social problems. Therefore, social innovation is a very important force for individuals, companies and societies. There is no single way to solve complex issues, so innovation is understood as an important approach, it is expressed as a doctrine that is accepted and used by everyone (Tatar and Arslan, 2017: 322). Social innovation can be measured (or at least convincingly justified), ranked (to decide on the support condition) and it should be able to meet a number of criteria that characterize the factors (making support more effective) against profitable business innovations (Kaderabkova and Saman, 2013: 3).

Schachter et al. (2015: 67) investigated 252 different definitions of social innovation. Rüede and Lurtz (2012), on the other hand, reviewed 318 articles, books and book chapters and summarized seven different concepts of social innovation, each based on a different understanding (Angelidou and Psaltoglou, 2017: 114). These; human-centered society development, social practices, non-technological aspect of innovation, innovation in the digital world, social work, human welfare and working organization. Providing job

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opportunities for visually impaired women, helping people with dementia (dementia, forgetfulness) or extending from unemployment to social work models (Tatar and Arslan, 2017: 322). Anderson et al. (2014: 10) indicates that social innovation is an activity process and an implementation dimension. He argues that when there is no reliable information about common success factors and blockers, the way social innovators are becoming more and more difficult, that a particular activity is in the cycle of social innovation, and it becomes impossible to measure it. Therefore, the concept situation becomes vulnerable to misuse without a clear definition. In fact, there is no common definition of social innovation in academic context. It is very important for the concept of social innovation to create contextual features due to its innovations in terms of both shaping and evaluation factors (Kaderabkova and Saman, 2013: 3).

According to Westley and Antadze (2010: 2), social innovation qualifies as a complex process that brings new products, processes or programs that drastically change the basic routines, flows of resources, and beliefs of the social system where innovation can be found, points out that successful social innovations have resilience and broader impact. Tucker (2014: 4) sees social innovation more than just the inventive dimension; It refers to a process that extends from the first system to the scale and even to systemic change. Goldenberg (2004) states that social innovation targets individuals and societies that suffer social and economic problems through social entrepreneurial activities (Kazançoğlu and Dirsehan, 2016: 136-137). According to Anderson et al. (2014: 28), it offers new solutions to social challenges that have the purpose and effect of equality, justice and empowerment. Friedberg (1993) expressed social innovation as a new social application model that individuals learn, create and apply in a particular collaboration with the necessary conceptual and organizational skills. Haugh (2005) pointed out that new services can be offered in areas where social problems are experienced and new income generating practices are sustainable. According to Bittencourt and Ronconi (2016), social innovation is an element resulting from the initiative. According to Mumford (2002), the concept of social innovation is the interpersonal activities or social interactions of people. Social innovations consist of new strategies, concepts, ideas and organizations that meet all kinds of social needs (Kazançoğlu and Dirsehan, 2016: 136-137; Tatar and Arslan, 2017: 325; Nicholls, 2015: 2).

Schachter et al. (2015: 67) conducted a systematic literature review covering 252 Social Innovation definitions by examining 2,339 documents including academic articles, books, book chapters, research and policy reports. This map can be seen as a series of clusters to assume that innovation is a learning-based

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process involving actors' interactions and social practices. Accordingly, there are three cluster situations: Cluster 1: Societies that represent the continuity of social change are examples of process, change, community, action, social practice, problem, need and social relationship. Processes that support social innovation are terms that point to change and social practices. Cluster 2: Sustainable development. This emphasizes value, knowledge, idea, technological innovation, new product and management in addition to development. Cluster 3: It is the services sector. It shows the connections between society, market, social need, new idea, product and business. It is also closely related to social needs, service value, quality and life. This cluster proposes a point of view referring to innovations for social needs, particularly in relation to the delivery of services related to both "market" and "society" (Nicholls, 2015: 3).

Social innovation differs from economic innovation because it is not about creating new forms of production or using new markets on their own. Social innovation cannot be created by the market. This is about creating new and lasting and more appropriate ways to add people a place and role in production. What should be understood here is that social innovation is not a physical product, it is an abstract product and that everyone can play a role in the production process of the social innovation stage (Nicholls, 2015: 3). According to Anderson et al. (2014: 28), it is possible to talk about four criteria that should be included in social innovation. These; "being new", "social inclusion", "justice", "equality and empowerment (development)".

TEPSIE (2012: 6), the concept of social innovation, social transformation, organizational management model, social entrepreneurship, new program, product and service, governance, defines it as an authorization and capacity building model. According to the BEPA (European Office of Policy Consultants) report, there are three approaches to social innovation. These; It refers to social demand approaches that are traditionally directed towards vulnerable groups in the community, such as youth, migrants, and the elderly, which cannot be addressed by the market or existing institutions. The social difficulties approach refers to the transfer of social, economic and environmental innovations to all social parties. The systemic change focus approach is the most ambitious approach of the three and others; introduces new conditions to organizational governance, encourages institutions and suppliers to create new business models or to renew themselves. BEPA emphasizes that social innovations are related to service innovation. For example; innovation in service is innovation in organizational processes and innovations in management processes (EU-Guide to Social Innovation, 2013: 6-7).

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The TEPSIE consortium has identified the key elements that should be found in social innovation (Kaderabkova and Saman, 2013: 3): Social innovations are new for activities such as industry, region, market and user (but not necessarily original or original) or a new form of application. Social innovations lead from practice to practice, not just promising changes but also realizing them. Social innovations are process innovations. They increase the capacity of society to act, empower beneficiaries by creating new roles and relationships, enhancing assets and abilities, and making better use of resources. The social innovation process often requires changes in social governments, particularly in terms of governance; increases the participation of vulnerable, marginalized or underrepresented groups. Social innovation has more effective results than existing solutions. It creates a measurable improvement in terms of quality. It increases the satisfaction levels of beneficiaries, increases social compliance and reduces social costs accordingly.

According to Klein and Tremblay, knowing the mobilization processes of local and local resources by encouraging knowledge-building cycles and creating change in institutional structures, it ensures the realization of social innovations. Social innovation is required for regional development. This includes the multiple learning process and the production of new talents among the actors. Social innovation concerns include the mobilization of actors and the change in the process of participation in action, developing new collective skills that facilitate transformation (Estensoro, 2015: 530). Howaldt and Kopp (2012) mention that the role of social researchers in facilitating social innovation organizes the process of change as a learning experience. The researcher's role is related to learning to be gained from the action. In this context, the mentioned process should encourage the development of relevant skills in the participants and develop their ability to produce appropriate transformation in social relations. Social innovation, in particular, involves learning the nature of concepts such as collaboration and common leadership in a collective effort. It is seen that social innovation is not a spontaneous process and requires a sensitive communication construction. Social researchers can play an important role in facilitating social innovation in this context (Estensoro, 2015: 528).

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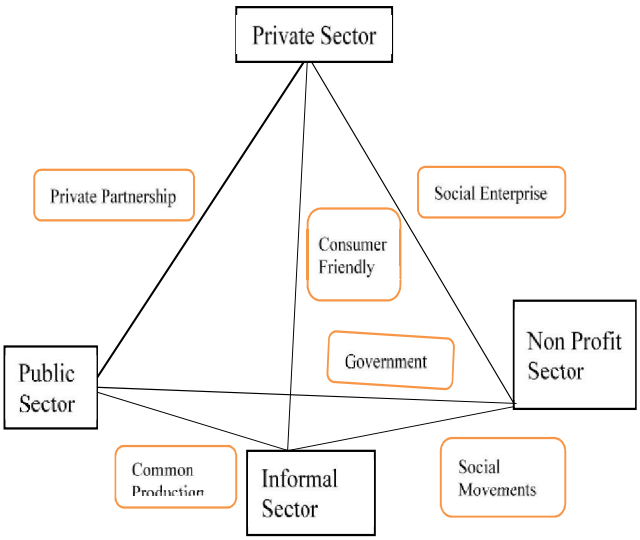
Figure 1: Scope of Social Innovation



Source: The Young Foundation, 2012: 32.

A defining feature of social innovation is that it does not come from any sector. Social innovations consist of the non-profit sector (non-governmental organizations, non-governmental organizations, community groups, individuals), the public sector (government), the private sector (businesses and entrepreneurs) and formal/informal groups. The involvement of mixed and intermediary organizations at different levels plays an important role in the social innovation process. (Angelidou and Psaltoglou, 2017: 114; The Young Foundation, 2012: 30; Tucker 2014: 4).

As seen in Figure 1, four important sectors have an impact on the social innovation process and can be addressed in many other activities. The nonprofit sector is also directly involved in the provision of social work services not covered by the private or public sectors. The public sector may find the market inadequate and may bring regulations for each of the other sectors. The private sector is not directly concerned with social innovation; social initiatives consist of practices such as social enterprises, fair trade and corporate responsibility. The informal sector is in the labor market. It contributes to the integrity and functioning of

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society through social production, informal networks, associations and social movements, and is the source of a critical social innovation. Social innovation can be considered not only in the sectors, but also in terms of the effect of the individual on the level of action or from the individual to the system level (micro or macro level) (Nicholls, 2015: 4).

All actors listed as individuals or institutions; it faces a large number of obstacles that hinder social innovation. For example, the state lacks mechanisms that allow for best development, for the weak to fail and to disappear. Similarly, civilian individuals or groups that often produce ideas lack capital, extra time and organizational capacity to realize the ideas put forward from the beginning to the end (Grice et al. 2012: 27).

According to Černikovaitė and Laužikas (2011), there are three end users of social innovation. These; community-targeted groups (students and educational institutions, research and development organizations, the elderly or the disabled, excluded groups, low-income, volunteers, social workers, retired professionals, public administration organizations and others), social business /non-governmental organizations (Civil Society Organizations) can be counted as state and society (social policy, aid). In addition, the value of social innovation, which is addressed, includes economic, environmental and social aspects (Tatar and Arslan, 2017: 324). Social innovations go beyond the boundaries between the public, private and civil sectors, creating new ideas and perspectives. It enabled the boundaries between all factors such as exchange of ideas, changing roles, blending of market-based principles, and public and philanthropic mechanisms, and integration (Hiteva and Sovacool, 2017: 635). Development of new social products and services for social innovation, social issues, while developing these products and services, it also creates new organizational structures (Eren, 2010: 25).

Social innovations include new products, services, models, markets, processes, etc. It is known that it meets a social need, leads to new or improved abilities, relationships, better use of assets and resources (European Commission, 2013: 15). In other words, social innovations are important both for the society and for increasing the capacity of the society to act (The Young Foundation, 2012). Social innovations are new concepts and measures adopted by the affected social groups and implemented to overcome social difficulties (Howaldt and Swarz, 2010: 23). OECD (2011: 13) considers social innovation as new mechanisms and norms that strengthen and improve the well-being of individuals, communities and regions

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such as social inclusion, job creation and quality of life. According to Stanford, social innovation evaluates social innovation as a new solution to a social problem that is more effective, efficient, sustainable or fairer than the existing solutions, and that the value created is in the share of society as a whole rather than individuals. (Anderson et al., 2014: 7). According to the social innovation coordinator of Yıldız Technical University (2018), social innovation is expressed as innovative solution proposals that are produced for social problems that concern the society and that include social value. It refers to relationships with concepts such as social differentiation and social integration, social order and social development, modernization and transformation in both classical and modern social theory. Social sciences largely refuse to "present and list social innovations" they discover and work on (Howaldt et al. 2015: 32).

Social innovation encompasses three broad elements: stimulating passionate new ideas (impulsive, mobilizing), acting and measuring different combinations (McGowan and Westley, 2015: 55). Social innovation enables market targets to be directed towards goals such as social inclusion and social development in market conditions (Jenson, 2015: 90). Social innovation has a shared function between the public and private sectors to overcome general responsibilities (Jenson, 2015: 91). The main features of social innovation express many basic human needs related to social demands, social and environmental demands (Gregoire, 2016: 60). On the other hand, the success of social innovation depends on certain conditions.

These can be defined as follows (Topsakal and Yüzbaşıoğlu, 2017: 569-570): Should meet social interaction and social needs. It should contain a new process or product. Stakeholders should participate in social innovation processes. It should create value for the whole society, not the individual. It should be long-term and sustainable.

One of the main factors that make the measurement of social innovation difficult is that, as mentioned before, there are different ideas and approaches in the definition of social innovation, therefore, the exact boundaries for which products, processes or values can be categorized as social innovation have not yet been drawn. As a matter of fact, in many countries where social innovation is institutionalized, how social innovation can be measured and which measurement methods can be used is still a subject that is discussed. For this reason, it is more important to know which main factors can be measured in social innovation activities rather than detailed indicators. The main topics that discuss the measurement of social innovation

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can be summarized as follows; social added value, social impact, social value, social accounting, social return (Ateş, 2017: 100).

The social attitudes of the individual are shaped according to the group norms. "Social norms or group norms" are regularities in attitudes and behaviors that characterize a social group and distinguish it from other social groups (McDonald and Crandall, 2015: 147). Deviation from social norms is the phenomenon of going out of the norm. Considering that entrepreneurs and leaders go beyond the norms and deviate from social norms, the point where entrepreneurship and leadership begins is seen.

Table 1: Social Innovation Definitions Table

Author	Definition of Social Innovation
Tatar and Arslan, 2017: 322	It is a very important force for individuals, companies and societies. There is no single way to solve complex issues. Innovation is understood as an important approach, it is expressed as a doctrine that is used and accepted by everyone.
Kaderabkova and Saman, 2013: 3	It must be measurable, sortable, and able to meet a number of criteria that characterize the factors identified against profitable business innovations.
Anderson et al., 2014: 10	It is an activity process and an application dimension.
Westley and Antadze, 2010: 2	It characterizes the basic routines of the social system, where innovation can be found, as a complex process that brings new products, processes or programs that drastically change the flows and beliefs or beliefs, and indicates that successful social innovations have resilience and broader impact.
Kazançoğlu and Dirsehan, 2016: 136-137	According to Goldenberg (2004), it states that it targets individuals and communities suffering social and economic problems through social entrepreneurial activities.
Kazançoğlu and Dirsehan, 2016: 136-137; Tatar and Arslan, 2017: 325; Nicholls, 2015: 2	Friedberg (1993) has expressed it as a new social application model that individuals learn, create and apply together with the necessary conceptual and organizational skills in a particular collaboration. For Bittencourt and Ronconi (2016), it is an initiative factor. According to Mumford (2002), it is the interpersonal activities or social interactions of people.
Nicholls, 2015: 3	It differs from economic innovation because it is not about creating new forms of production or using new markets on its own. It is not a physical product, it is an abstract product.
TEPSIE 2012: 6	Social transformation, organizational management model, social entrepreneurship, new program, product and service, governance, empowerment and capacity building model.
Estensoro, 2015: 528	It involves learning the nature of concepts such as collaboration and common leadership in a collective effort. For this reason, it is seen that there is no spontaneous process and it requires a sensitive communication construction.
Hiteva and Sovacool, 2017: 635	New ideas go beyond the boundaries between the public, private and civil sectors, creating perspectives.
Eren, 2010: 25	The development of new social products and services for social issues creates new organizational structures while developing these products and services.

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European Commission, 2013: 15	It is known that it meets a social need such as new products, services, models, markets, processes, and leads to new or improved abilities, relationships, better use of assets and resources.
Howaldt and Swarz, 2010: 23	New concepts and measures adopted by the affected social groups and implemented to overcome social difficulties.
OECD 2011: 13	New mechanisms and norms that reinforce and improve the well-being of individuals, communities and regions such as social inclusion, job creation and quality of life.
Anderson et al., 2014: 7	According to Stanford, social innovation is a new solution to a social problem that is more effective, efficient, sustainable or fairer than the existing solutions, and the value created creates a share of the society as a whole rather than individuals.
McGowan and Westley, 2015: 55	It covers three broad elements: stimulating passionate new ideas (impulsive, actuating), acting and measuring different combinations.
Jenson, 2015: 90	In market conditions, it enables market targets to turn towards goals such as social inclusion and social development.
Gregoire, 2016: 60	Its main features are expressing many basic human needs related to social demands, social and environmental demands.

If it is thought that entrepreneurs and leaders will evaluate the norms they perceive in perceiving opportunities, taking risks, self-efficacy and proactive behavior, a preliminary evaluation phase will take place in their minds; with this mental process, it is thought that information is evaluated by a mechanism different from other individuals from micro culture and national culture. Assuming that this mechanism is defined as an interventional mindset, it is different from the norms perceived by other individuals. There is compliance behavior within the norms. Assuming that social norms create intrinsic negative motivation in individuals and show that they have to acquire entrepreneurship and leadership behaviors in one direction, intrinsic negative motivation, also compelling intrinsic forces, through their perception of entrepreneurship and leadership, constitute the source of this assumption. At this point, the person will make an internal choice. This preference will be considered as compliance or non-compliance. Social norms reflect group standards; Normative conflicts occur when a person is in more than one group such as family, friends, and colleagues, and group standards do not match. McDonald et al., For people who have invested in environmental protection, the conflict between the behaviors of different groups of people (conflicting descriptive norms) is effective behaviors regarding water saving or energy saving, showed that it was related to the feeling that the participants increased their intentions and real protection behaviors and it was understood that the norms were different from individuals to individuals (McDonald and Crandall, 2015: 149). Accordingly, it is assumed that the relative significance levels of norms in individuals will change their internal negative motivation perceptions. The effect of the relative significance perceived by this assumption is also evaluated. In this context, "Do I feel the power to go beyond the norm (self-efficacy perception)?" "Does going beyond the norm create an opportunity (perception of opportunity)?", "What

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would be the risk (risk perception)?", The questions, “How can I take precautions before I leave (Proactive behavior)?” Are evaluated as internally-sourced entrepreneurial mindset types questioned by entrepreneurs and leaders.

Grouping is very important in understanding the effects of social norms. Normative interventions are unlikely to be effective only because others show a similar norm, requiring the group to be considered important for the individual and to meet social needs. The empirical study of Robert Cialdini showed the importance of the distinction between a descriptive norm (do what others do) and the imperative norm (do what others think others should do). Cristina Bicchieri defines social norms as one's beliefs about the actions and beliefs of others in the reference group. One social norm's beliefs about others, namely social expectations; within some reference groups, social approval and disapproval are maintained with other social effects. Approving or rejecting may include other people's secret attitudes or clear positive and negative sanctions (McDonald and Crandall, 2015: 149). Accordingly, it is assumed that entrepreneurs and leaders will be less likely to be effective and admire reference groups, as only others show a similar norm. Because entrepreneurs and leaders want to innovate to increase their impact. They will not see imitating or mimicking existing ones as a success, and reference groups will block themselves. It is assumed that they will accept until the change because they will be in the background and in this context, the basic assumption; It is the assumption that “entrepreneurs and leaders are not like the group or care about the individuals in the group and attract reference groups, create fans directly for them”.

2. RESEARCH METHODOLOGY

The research was carried out in November – December 2019 in Izmir where there 490 university graduates living. The reasons for conducting the research by university graduates, measuring the social innovation perception, provides saving time and money. The population in the research area includes university graduates who were chosen randomly and were considered to contribute to the work as voluntary. The survey methods were used. It is possible to measure the attitudes of the individual perceptions after obtaining the necessary permits. A quantitative approach has been adopted in the research. The questionnaire which includes participants' demographics was reported, then the social innovation scale, the prosocial scale tendencies were measured on a 5 point Likert scale. The rating is appropriate for a likert scale of 5 (1 = strongly disagree, 5 = strongly agree). SPSS 23.0 (Statistical Package for The Social Science) package

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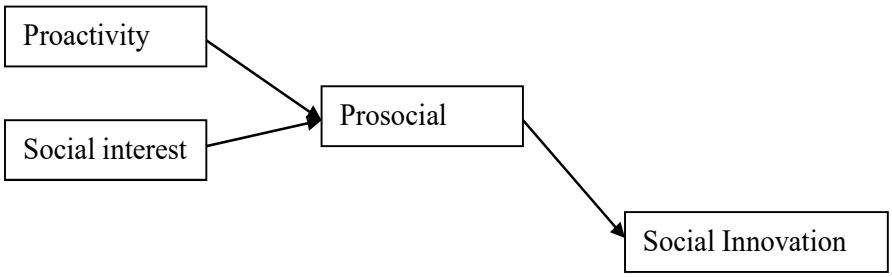
program was used in the process of testing the main and sub-problems of the research. Frequency and percentage distributions were put forward to demonstrate the demographic characteristics asked for university graduates who make up our sample. Regression analysis was carried out to determine whether university graduates significantly affected social innovation and prosocial tendencies. Confirmatory factor analysis was performed in Amos program to test the construct validity of the scales. Within the scope of the basic hypothesis of the research; the following hypothesis were tested considering social innovation and prosocial tendencies;

H0: Prosocial tendency will not have effect on the social innovation
H1: Prosocial tendency will have effect on the social innovation

Figure 2: Research Methodology



47.8% of the participants are women and 52.2% of the participants are men in the study. Considering the distribution by age groups; the 20-30 age range is 33.9%, the 31-40 age range is 31.5%, the 41-50 age range is 21.5%, the 51 age and over is 13%. Education level of the participants are 43.7% of associate degree, 45.8% of undergraduate, 7.2% of master degree, 4.1% of PhD. According to the departments where the participants graduated are 65.4% of Social Sciences 9.1% of Natural and Applied Science, 6.5% of Health Sciences, 2.8% of Natural Sciences, 5.2% of Educational Sciences, 3.9% of Fine Arts and 7% of other departments. According to the participants' monthly income is 23.5% of between 0-2000, 55.4% of between 2000-5000, 13.3% of between 5000-8000, 4.3% of between 8000-11000 and 3% of 11000 and above.

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Table 2: Reliability Analysis

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Social Innovation Scale	0,853	0,854	8
Prosocial Scale	0,874	0,881	12

The Cronbach Alpha value of the Social Innovation scale is 853. The Social Innovation scale is highly reliable. The Cronbach Alpha value of the prosocial scale is 874. The prosocial scale is highly reliable.

Table 3: Exploratory Factor Analysis Component Matrix

Variables	Item Number	Factor Load Range	Explained Variance	KMO	X^2	df	p
Social Innovation	8	0,777 – 0,655	49,624	0,893	1240,526	28	0,000
Prosocial	12	0,775 – 0,541	54,289	0,921	1978,561	66	0,000

Since the KMO value of the Social Innovation Scale is 893, the data set is very well suited for factor analysis. (X^2 = 1240,526; df = 28; KMO = 0,893; p <0, 05). In terms of common variance values, the highest variance is 0.604 and the lowest variance is 0.428 in the Social Innovation Scale structure. Basic components method was applied to the variable; the highest variance is 0.777 and the lowest variance is 0.655. The items included in the Social Innovation Scale explain 49,624% of the variance. Since the KMO value of the Prosocial Scale is 893, the data set is perfectly suitable for factor analysis. (X^2 = 1978,561; df = 66; KMO = 0.921; p <0, 05). In terms of common variance values, the highest variance is 0,624 and the lowest variance is 0,455 in the Prosocial Scale structure. Basic components method was applied to the variable; the highest variance is 0.775 and the lowest variance is 0.541. The items included in the Prosocial Scale explain 54,289% of the variance.

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Table 4: Coordination and Regression Analysis Table

Correlation Analysis						
Variables	**Mean**	**Std. D.**	**1**	**2**		
Social Innovation	4,3841	0,46700	1	,840		
Prosocial	4,2820	0,47767		1		
Regression Analysis: Entered						
Dependent Variables: Social Innovation						
Independent Variables	**R^2**	**F**	**β**	**T**	**p**	**DurbinWatson**
Prosocial	0,704	1093,520	0,840	33,068	0,000	1,852

Correlation coefficients between social Innovation and prosocial variable are shown. There is a high level and positive relationship between social Innovation variable and prosocial variable (r =, 840; p <0.01). As a result of the regression analysis, the social innovation variable is 70% (β =, 704; F = 1093,520 p =,000) rate. Values Durbin-Watson statistic value indicating whether there is autocorrelation between 1, 865 and it can be said that there is no autocorrelation.

Table 5 : Confirmatory Factor Analysis Fit Statistics Results

Goodness of Fit Results of Social Innovation Model							
CMIN	**DF**	**CMIN/DF >5**	**RMSEA <0.8**	**CFI >0,85**	**GFI >0,90**	**AGFI >0,80**	**NFI >0,90**
15,134	14	1,081	,013	,992	,992	,979	,988
Prosocial Model Goodness of Fit Results							
72,658	42	1,730	0,40	,984	,974	,952	,964

According to the table of goodness of fit of social innovation model, the model shows that the model has achieved adequate compliance (CMIN / DF = 1,081; RMSEA =, 013; CFI =, 992; GFI =, 992; AGFI =, 979; NFI =, 988). According to the results table of the prosocial model, the goodness of fit shows that the model has achieved adequate compliance (CMIN / DF = 1,730; RMSEA =, 040; CFI =, 984; GFI =, 974; AGFI =, 952; NFI =, 964).

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CONCLUSION

In the research findings, it was determined that there is a high level and positive relationship between social innovation and prosocial behavior. According to the results of the regression analysis, prosocial behavior explains social innovation by 70 %. Accordingly, prosocial behavior has an effect to increase social innovation. Entrepreneurs and managers who want to innovate should exhibit prosocial behavior. So why do managers need to engage in practice areas and trends that will create prosocial behavior, social innovation? Social innovation makes it necessary to design, implement and maintain innovative products and services in social areas. In order to carry social innovations to the society and to be used in the society, actors can see the opportunities and prosocial behavior and turn opportunities into initiatives and innovations in the social field, interactions within the social sphere and solving the problems experienced in this interaction will create prosocial behavior and a prosocial intention. Even if there are different expectations behind social solutions, actors need to show prosocial behavior and create a social innovation mindset to be successful. Whether individuals have a prosocial mentality or not, prosocial behavior is needed to generate ideas for social innovation, to use it as a motivational tool, and to develop the product of social innovation. In this context, it is recommended to researchers that the indirect and direct achievements of the innovative solutions within the social sphere to the actors should be analyzed by analyzing the relations of the prosocial scale and the social innovation scale with marketing, finance, organizational behavior and macro data. Due to the fact that the field of social innovation has not been clearly revealed yet, as a result of which the boundaries of the relationship areas of the concept are not yet clear, it causes the perception of social innovation to be evaluated in the field of civil society. This approach is aimed at addressing the business models, business ideas and approaches that will enable existing organizations to re-combine the products they offer with opportunities within the social sphere and to ensure that these approaches can scale with finance, marketing and other functional approaches, the fact that such studies are currently available has brought a limitation in terms of supporting and modeling. It is thought that the knowledge and experience of the participants on social innovation may be insufficient due to the fact that the sampling method was easily applied in the research. The lack of detailed prior knowledge of the participants on their perceptions of social innovation is limited. There are no qualitative studies on the relationship between prosocial behavior and social innovation; Qualitative researches to be conducted will benefit from a deep understanding of the subject and will enrich the literature. Addressing business models, business ideas and approaches that will enable existing organizations to re-combine the products they offer with opportunities

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within the social sphere and it is recommended to examine prosocial behavior, social innovation with financial, marketing and other functional approaches of organizations.

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