

# WORK IN SOCIAL ECONOMY ENTREPRISES AT THE CROSSROADS

- Social Economy :
  - Non Profit Organisations , Social Entreprises, Associative Sector, Mutual and Co-operatives, Charities, occasionally public sector,
  - Legal Status , members role, modalities of management, power relationship, governance and values;
  - Values: democracy, solidarity, citizenship, participation, autonomy.

Work in progress – please do not quote without permission.

# Social Economy

## Employment and integration

- Encouraging participation, sharing the productivity gains, effective governance and corporative citizenship;
- Low Wages,, precarious working conditions, mainly composed of women.

# Formal HRM practices

- **Get some** planned and expected results,
  - to improve and maintain the quality of services,
  - to provide standardized services,
  - to be effective and efficient
- **SEE** management is under professionalizing process and it is developing under tension between the precepts of managerialism and those of voluntarism

# HRM

- The principles of good faith, flexibility, informal relations and commitment have guided the actors regarding the organization of the SEEs.
- If the sector gives up its marginal status, in particular through a process of institutional recognition, management and HRM will adopt other principles based on planning, quality of the services offered, strategic choices and the organization's mission statement.

# ESS HRM Characteristics

- “Moral Attachment”
- Empowerment : institutionnal arrangement of the ESS vs authoritarian paradigm
- Power Game : democracy vs auhtoritarism

# Challenges

- Cope with a variety of changes
- Resist to the trend of State Control
- Maintain the specific governance and the identity of organization;
- Professionalization: working conditions, training, hiring and retention