

Professionalization of human resource management in social enterprises

Methodological path

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1. EXPLORATORY PHASE

- Two case studies
- Exploratory interviews with around 15 experts from the field, responsables of federations, social entrepreneurs, human resource managers in the field...

3. QUESTIONNAIRE

- Picture of HRM practices in SEs
 - Elaboration from the theoretical model
 - Tested
 - Population
 - ConcertES
 - Selection criteria : region, language, size, sector of activity, legal form
 - Online survey
- Descriptive
- Deductive

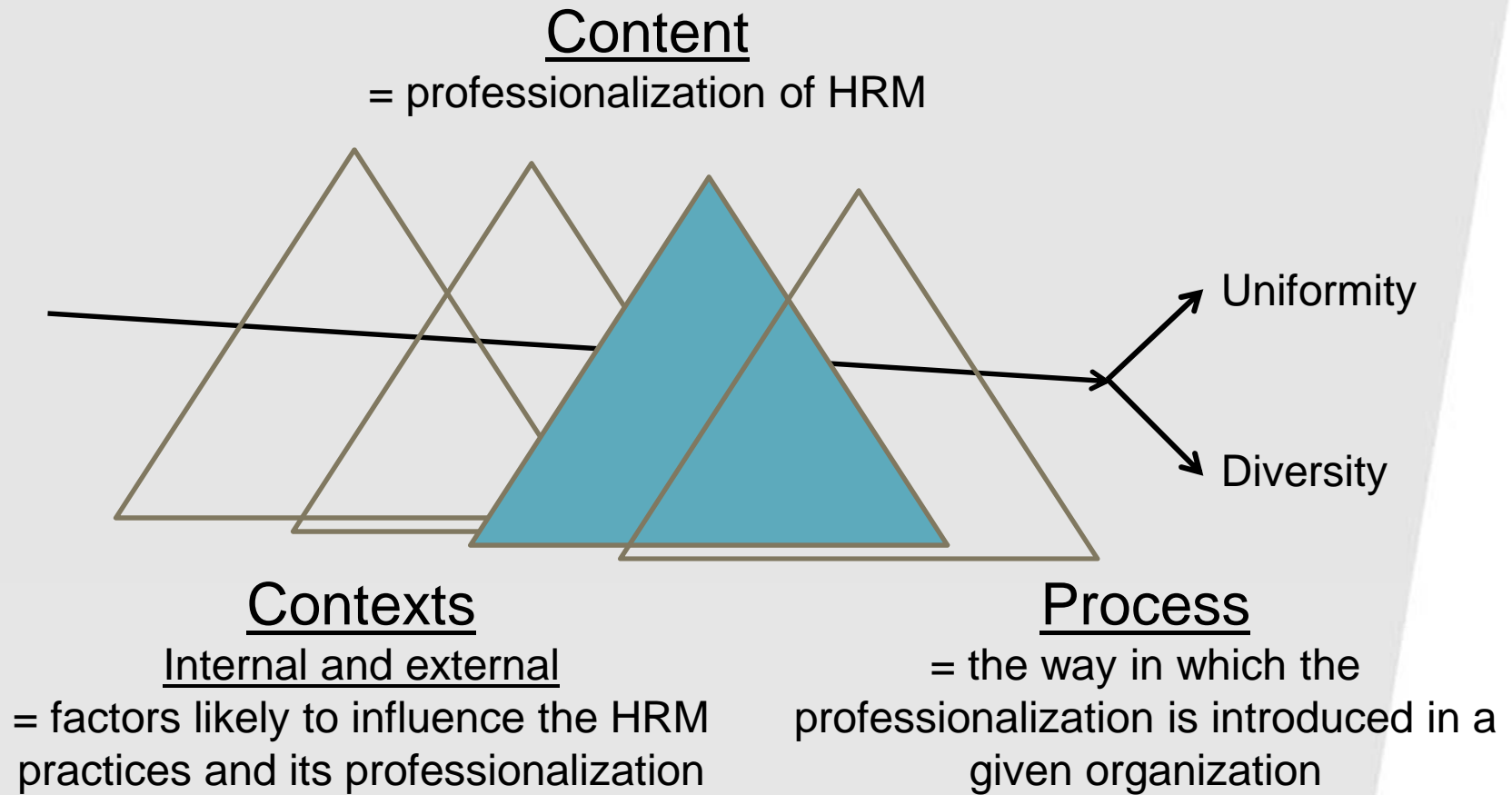
ADDED VALUES AND LIMITS OF SUCH AN IDEAL-TYPE APPROACH

- Added values
 - Multidimensionality
 - Reduction of the complexity
 - Identification of tendencies
- Limits
 - Loss of richness
 - Self-supporting (makes us see what we want to see)
 - Freezing of the reality

HOW TO ANSWER THOSE LIMITS ?

- By a contextualist framework of analysis

A CONTEXTUALIST FRAMEWORK OF ANALYSIS



(Pettigrew, 1987)

HOW TO ANSWER THOSE LIMITS ?

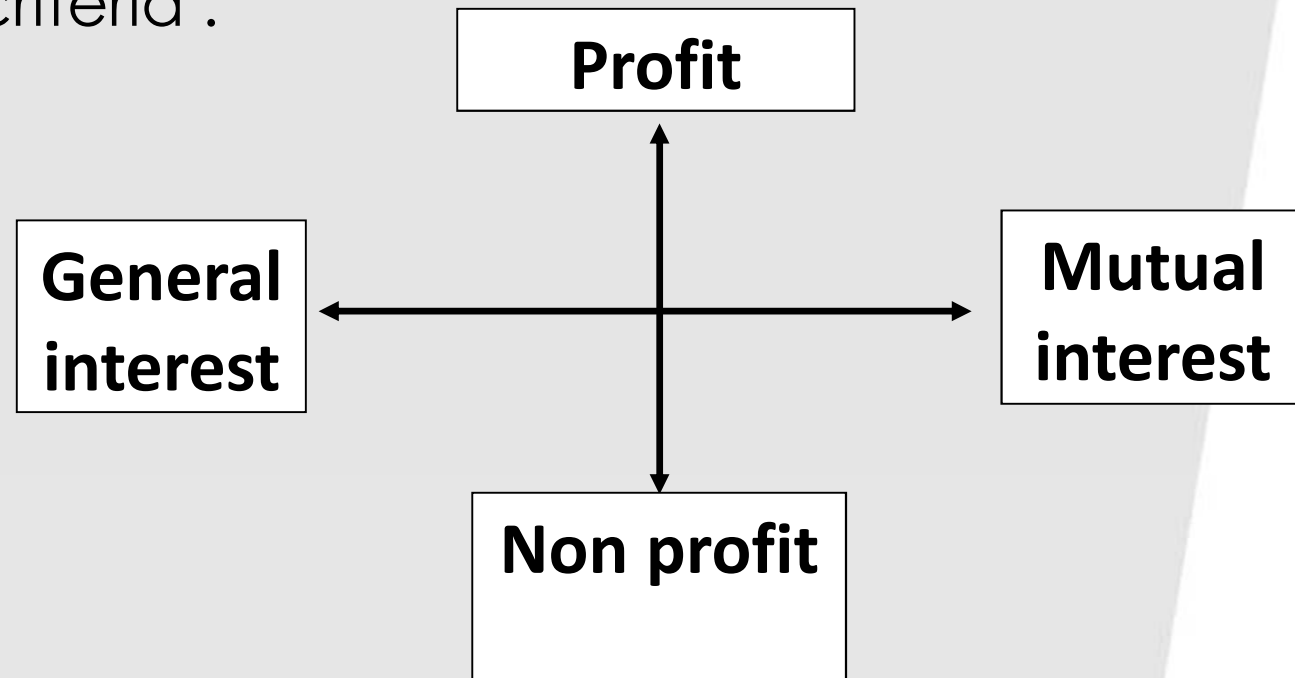
- By a contextualist framework of analysis
 - Not obsessed by the content
 - Reintroduction of complexity
 - Temporality

HOW TO ANSWER THOSE LIMITS ?

- By a contextualist framework of analysis
 - Not obsessed by the content
 - Reintroduction of complexity
 - Temporality
- By a combined methodology
 - Case studies :
 - in-depth analysis
 - genesis of professionalization (historicity and evolution)
 - Content / contexts / process

4. CASE STUDIES

- How to choose them ?
 - Reflexion about HRM
 - Two key criteria :



4. CASE STUDIES

- Mode of data collection
 - Semi-directive interviews
 - Observations (direct & non participant)
 - Document analysis
- Minimal list allowing a certain flexibility
- Interview grid

→ Content, contexts & process

4. CASE STUDIES

- Thematic analysis of the results // generic grid
- Redaction of monographies
- Feedback to the organization (mirror effect)