
Performance through benevolence: humanistic social entrepreneurship

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Abstract

L'entrepreneuriat social s'intéresse aux organismes développant des approches entrepreneuriales au sein de secteurs non lucratifs afin qu'ils deviennent plus efficaces et pérennes (Valéau et Boncler, 2012). Austin et al. (2006) définissent l'entrepreneuriat social comme étant une activité innovante, créatrice de valeur sociale, qui peut se produire au sein ou à travers les secteurs à but non lucratif, commercial ou gouvernemental. L'entrepreneuriat social peut être considéré comme étant " un processus consistant en l'utilisation et la combinaison innovante de ressources pour explorer et exploiter des opportunités, qui vise à catalyser le changement social en répondant aux besoins fondamentaux d'une manière durable " (Janssen et al., 2012, p.23). L'hybridité c'est-à-dire la poursuite de la double mission de la finalité sociale et de la durabilité financière est au cœur de la gestion en entrepreneuriat social (Bacq et Janssen, 2011; Gupta et al., 2020; Bruna et Ben Lahouel, 2020).

Social entrepreneurship focuses on organizations developing entrepreneurial approaches within non-profit sectors so that they become more effective and sustainable (Valéau & Boncler, 2012). Austin et al. (2006) define social entrepreneurship as innovative, socially value-creating activity that can occur within or across the non-profit, commercial, or government sectors. Social entrepreneurship can be seen as a process consisting of the innovative use and combination of resources to explore and exploit opportunities, which aims to catalyze social change by addressing basic needs in a sustainable way" (Janssen et al., 2012). Hybridity i.e., pursuing the dual mission of social purpose and financial sustainability is at the heart of management in social entrepreneurship (Bacq and Janssen, 2011; Gupta et al., 2020; Bruna and Ben Lahouel, 2020).

Social entrepreneurs are people who want to "make a difference" to influence and make the world a better place (Boutiller, 2008). They are passionate leaders who are driven by their new ideas and desires to make an impact on the world around them (Pirson et al., 2019). They are often associated with a servant leadership mode (Greeleaf, 1977), that is, serving others (Mignenan, 2022; Kimakwa et al., 2023).

Thus, using the example of what happened within the organization Accueil et Intégration Bas-Saint-Laurent (AIBSL), we will deepen our understanding of this humanism in social entrepreneurship by taking into account the dual mission of this type of organization.

The leitmotif of "performance through benevolence" emerged very quickly from the analysis and seems to represent the hybridity of social entrepreneurship very well. Legitimacy is

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an element at the heart of success or failure (Hervieux et al., 2010). Thus, we will present the construction of this legitimacy and the possible pitfalls.

We can conclude that development corresponds to what is quantifiable and forgets the elements that cannot be quantified. Envelopment is identified with communities and solidarities (Morin, 2020). The fact of linking envelopment and development reveals that the development of material elements only makes sense with an envelopment of an I in a We (benevolence, conviviality, understanding of the other). With social entrepreneurship, it is a question of being able to develop the organization, but in a sustainable way by taking care of the mission and the different stakeholders, by enveloping them. Thus, it is completely a regenerated humanism (Morin, 2020). Even if the two pillars of the hybridity of social entrepreneurship, the social and the financial, may seem like two contradictory logics, it is really a dialogue between two complementary, competing and antagonistic logics, entities or instances that feed off each other, complement each other, but also oppose and fight each other. What Edgar Morin calls the dialogical principle. By advocating performance through benevolence, and by ensuring that standards (social and technical) are respected, the organization's general management enables this dialogue between performance and benevolence, between the financial and the social, between envelopment and development.