

Social Entrepreneurship in Portugal: contributions to the analysis of its emergence in educational and organizational areas" (PP_IJUP2011_215)



Structure of employment and human resources management: an exploratory comparative analysis in organizations of the third sector

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OBJECTIVE

Analyze the relationship between social entrepreneurship profiles (moderate and high) and some typical indicators of human resources management in the 6 third sector organizations

WHAT RELATIONSHIP BETWEEN THE HUMAN RESOURCES MANAGEMENT AND SOCIAL ENTREPRENEURSHIP PROFILE IN ORGANIZATIONS OF THIRD SECTOR?

METHODOLOGY

- Analysis of Single Report (SR).

← A report that compiles all the information concerning the Organization and its human resources and should be filled out annually by all employers, without exception, and delivered to the Ministry of Solidarity and Social security until the month of June of each year.

- Construction of a database in Excel for registration and processing the information of SR.

OBSERVATION UNIT/TARGET POPULATION

General characteristics of third sector organizations : 6 case studies:

- Dedicated to services ranging from kindergarten, home, sports activities, vocational training, vocational rehabilitation support micro and small economic enterprises;
- Founded between 1929-2007 (recent; past);
- Legal form: associations, foundations, cooperatives;
- Generally, with privileged access to financing in the State: IPSS, NGO and public utility;
- Vulnerable public, in poverty and social exclusion.

DISCUSSIONS OF RESULTS

Employment structure	Management of human resources	Training	Salaries
Retraction in the order of 20% (> in strong./high profile entrepreneurship organizations	Organizations with strong profile entrepreneurship present > rate of effective workers and > rate of promotions, thus highest importance to carrer management.	High importance of formation in organizations.	Higher salary in moderate profile organizations .
Male leadership, operational work female with few qualifications.	High absenteeism - main reason: specially women-maternity	Main area of training: Social Work and guidance	There is no relationship between salary applied in organizations and the entrepreneurship profile.
Moderate profile organizations hold largest skills: absence of intermediate frames.		Training is a responsibility of the employer.	
Average age between 38 and 50 years-low rate of youth employment (+ significant in moderate profile organizations)			

CONCLUSIONS

Returning to the question of departure ...

What relationship is there between the HR management and social entrepreneurship profile in OTS?

- Does not exist a direct relationship between the bet on a more strategic human resources management and the fact that an organization be stronger in terms of social entrepreneurship.
- We found an ambivalence in the relationship between social entrepreneurship profiles, the structure of employment and the management of human resources, so the starting question retains its relevance to proceed with research in an extensive character analysis.

CONCLUSIONS

- In any case, we can say that these organizations that best practice of social entrepreneurship are among the 89 already studied, was expected to provide equally good indicators in this area.
- However, such is not linear :
 - more favorable practices in the field of contracts and training.
 - less favorable practices in the field of gender inequality, in leadership, wage equity (with one exception), youth employment rate.

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