Employment within a socially innovative organization as a source of job satisfaction and well-being at work? Insights from social enterprises in the elderly home care in Wallonia

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Abstract

The original study presented in this paper compares job satisfaction and well-being of nonprofit social enterprises (SE) employees taking part in social innovation (SI) vs. not taking part in SI (NSI) in 10 SE of the elderly home care sector in Wallonia (1134 workers). Articulating insights from work psychology, occupational health and socio-economics, this article builds on the concepts of work motivation, SI and workplace innovation. Two conflicting hypotheses are tested: *1)* Because SI conveys a clear social mission *and* novelty *and* challenge, thus strengthening both intrinsic and prosocial employees' motivations, the fact to work in a SI increases SI employees' job satisfaction and well-being, compared to NSI employees; *2)* SI alone isn't an element strong enough. Instead, employees' job satisfaction and well-being increase only when workplace innovation principles are implemented. Results confirm the second hypothesis. In conclusion, implications for social entrepreneurs and scholars are examined.

1. Introduction

The present paper addresses the question of job satisfaction and well-being of employees of nonprofit social enterprises taking part in a socially innovative project (SI) as compared to employees not taking part in social innovations (NSI). It presents the results of an interdisciplinary research conducted in the elderly home-care sector in Wallonia (the French speaking region of Belgium). As our work is based on insights from different literatures using specific concepts, 1) we will first clarify the notions of social enterprise, work motivation, SI and work innovation and explain our hypotheses; 2) we will then expose our methodology; 3) we will present and discuss the original study that compares job satisfaction and well-being of employees taking part in a SI versus NSI; 4) we will present results showing that SI of the service per se isn't an element strong enough for improve satisfaction and well-being but that these variables are associated to workplace innovation dimensions; and 5) finally, we will examine some implications of these results for social entrepreneurs of the elderly home-care sector, the major limitations of the study and future research paths.

1.1 Job satisfaction, well-being at work and the motivation of SE employees

In 2014, Belgium counted roughly 217 000 enterprises, 9% of which were social enterprises (SE) (Cayrol *et al.*, 2016). About 6 500 are in Wallonia. This represented 94 135 equivalent full time (3% of the national total paid employment) with an employment growth rate of 7.2% during the period going from 2008-2014. This contrasts notably with the -0,3% general employment growth rate regardless of the sector (Cayrol *et al.*, 2016). At the national level, a large part (52,4%) of the SE are nonprofit enterprises active in the sector of the elderly home care. The rapid growth of the number of people employed in SE notwithstanding the lack of monetary and substantial incentives offered to workers is observed in a vast majority of western countries (Defourny and Nyssens, 2010). This paradox has puzzled scholars. In order to understand this paradox, research has focused on understanding the motivations that push employees to enter the SE universe as well as to stay in it, or, to follow Schepers et al. (2005), the reasons that permit employees to experience an adequate job satisfaction and well-being at work in an adverse context in terms of financial rewards.

Previous works looked at SE employees' motivation mainly by comparing them to the employees of for-profit organisations (FPO) (Benz, 2005; Lanfranchi and Narcy, 2008; De Cooman *et al.*, 2016) and to those of the public sector (Borzaga and Tortia, 2006; Lee, 2016). These analyses showed rather systematically that SE employees are more satisfied and experience more well-being at work than their counterparts. Several hypotheses have been put forward to explain this observation and all of these refer to the notion of motivation, as developed within the framework of the self-determination theory (Gagné and Deci, 2005). For instance, it has been suggested that employees of SE find extrinsic motivations, alternative to the monetary and material ones, in non-monetary rewards like opportunity for training as well as in the possibility to exert jobs that favours autonomy, that are challenging, varied, and flexible (Mirvis and Hackett, 1983; Borzaga and Tortia, 2006). However, the main argument for explaining the higher level of job satisfaction and well-being is that SE employees are intrinsically motivated, that is, they find a substantial satisfaction in doing the work they do itself (Gagné and Deci, 2005). Indeed, previous research have shown that, compared to those working in FPO, SE employees have greater opportunity for self-fulfilment and gain satisfaction from elements like contributing to society (Borzaga and Tortia, 2006), putting "into practice their own ideas" (Lanfranchi and Narcy, 2008), having a social mission to fulfil (Devaro and Brookshire, 2007) or finding more utility in their work because they "produce a quality service […] and a public good they see as desirable for society at large" (Benz, 2005). The SE capacity to respond to employees' prosocial intrinsic motivation seems then to be a key element in explaining job satisfaction and well-being (Brolis and Angel, 2015).

The present study represents a straight continuation of this line of research. We are interested in better understanding the role played by the prosocial intrinsic motivation, allegedly characteristic of SE workers, in determining job satisfaction and well-being. However, and contrary to previous works, we will not compare SE employees to those of other types of organisation (like FPO or public organisations). Rather we will consider the SE context itself and discriminate among organisations based on how they

generate intrinsic motivation among their employees. More precisely, following Ryan and Deci's assumption (2000, p. 71) that intrinsic motivation is reinforced by "activities that have the appeal of novelty, challenge, or aesthetic value", this study proposes a comparison between, on the one hand, SE employees that are actually engaged in socially innovative and thus novel and challenging projects (SI) and, on the other hand, employees working in SE that have no on-going innovative projects (NSI). These latter are thus working in more institutionalised environments within SE and function on a stable routine basis. This will possibly allow us to evaluate whether different levels of prosocial intrinsic motivation – that we theoretically assume to be higher in SI, and lower in NSI – engender different levels of job satisfaction and well-being. By doing so, we intend to initiate a dialogue between the concept of intrinsic motivation, SI and job satisfaction and well-being. As it was said earlier, much has been written on the SE workers motivation and their satisfaction and well-being at work. But, to our knowledge, this is the first contribution linking this issue to the notion of SI. This contribution aims at filling this gap in literature. Indeed, over the last 30 years, "we have seen an explosion in applications of [socially innovative] business ideas and practices to nonprofit and government works" (Phills, Deiglmeier and Miller, 2008, p. 36). The potential impact of SI on employees' actual work experiences urgently deserves researchers' attention.

1.2. What's SI and why should it strengthen individual job satisfaction and well-being of SE employees?

The starting point of our reflexion is that, albeit the fact that SE are not homogenous in terms of types of services they offer, all SE are charged with a clear social mission, which seems to be the strongest driving force that intrinsically and pro-socially motivates employees and thereby boosts their job satisfaction and well-being at work. Yet, if we go back to the classical definition of intrinsic motivation, this can't be disentangled from "the inherent tendency to seek out novelty and challenges, to extend and exercise one's capacities, to explore, and to learn." (Ryan and Deci, 2000, p. 70). This suggest that a SE that holds a strong social mission *and* offers novelty and challenge as built-in elements should further strengthen employees' job satisfaction and well-being. In the socio-economic literature, novelty at the organisational level can be approached through the concept of SI. Literature agrees that fuzziness characterizes the object of SI. Researchers use a variety of terms to designate this concept: projects, practices (Pelka and Terstrip, 2016), ideas transformed into practical approaches (Evers, Ewert and Brandsen, 2014), services (Klein and Harrisson, 2006), principles of action related to the use of social services (Oulhaj, 2004; Degavre and Nyssens, 2008) ideas or ethics (Bouchard and Lévesque, 2014), a law, a social movement (Bouchard, 1999; Bouchard and Lévesque, 2014). Although it is far from having a stabilised definition, SI can be described at their most basic level, as "new social practices, comprising new ideas, models, rules, social relations and/or services" (Avelino *et al.*, 2014, p. 12). Also, they are considered as "disruptive" in the sense that they force people into reconsidering their "routines" (Evers, Ewert and Brandsen, 2014, p. 11).

The concept of SI is gaining more and more attention from political actors, SE stakeholders and academics, in particular in circles interested by improving the role of SE (Nyssens, 2015). Socially innovative projects are intrinsically connected with SE as SI is thought to reinforce the social mission of SE: they are "innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly diffused through organizations whose primary purposes are social" (Mulgan, 2006, p. 146). SI are then supposed to be good for society (because they produce new services and models) but they are also good because they increase individuals' and society capability – as theorized by Sen (1993) – to act based on actual lasting changes in social functioning. Under this alternative vision, ends and means of SI are inherently linked and end up having a significant impact on social norms and values (Nyssens, 2015).

Crucial to the SI process is its "agentic engine", i.e. the "value orientation or purpose that motivates an individual to develop a particular socially creative strategy" (Pue, Vandergeest and Breznitz, 2016, p. 11). What is at stake here is merely how SI can influence employees' intrinsic motivation within the context of a certain type of organizations (here SE) operating on highly socially oriented sector (elderly

home care) and whether this source of intrinsic motivation results in improved job satisfaction and well-being. Our statement is that the "agentic engine" in the context of SI refers to intrinsic motivations as motivations driven by the congruence of employees' norms and values with an organization. SI needs intrinsic motivation as much as intrinsic motivation needs SI. This correspondence is also what justifies the relevance of the dialogue between the frame of socio-economics, occupational health and work psychology and closes the gap as identified earlier. At this stage, it allows us to formulate that taking part as a worker in SI should then fully respond to the specific motivations of SE employees. Consequently, our first hypothesis is:

Hypothesis 1: Because SI conveys a clear social mission *and* novelty *and* challenge, strengthening thus both intrinsic and prosocial employees' motivations, working for a SI increases SI employees' job satisfaction and well-being, compared to NSI employees.

1.3. Why working for a SI might not be enough to strengthening job satisfaction and well-being?

Authors, however, restrain themselves from giving SI only a positively connoted normative content as it is obvious that SI may for example be formulated in progressive terms regarding its intrinsic motivation, but leave stakeholders worse off by its process or outcome (Pue, Vandergeest and Breznitz, 2016, p. 26), for example with regard to SI employees' job satisfaction and well-being. Closely linked to the notion of SI, in recent years, scholars have shown great interest in the notion of workplace innovation. This is defined as set of "strategy induced and participatory adopted changes in an organisation's practice of managing, organising and deploying human and non-human resources that lead to simultaneously improved organisational performance and improved quality of working life." (Eeckelaert *et al.*, 2012, p. 4). Workplace innovation's main aspiration is to propose novel and challenging solutions for increasing labour productivity, for developing workers' competences, and implementing flexible organisation, and innovative capacity. Ideally the entire process should be based on the principle of participation of the stakeholders (employers and employees at whatever level) as well as on the principle of reciprocal trust. Moreover, workplace innovation is also supposed to act not only upon work organisation but also upon labour and network relations (NCSI, 2009, cited in Eeckelaert *et al.*, 2012), having thereby an impact on labour norms and values.

Number of project evaluations have clearly shown the positive link between workplace innovation, performance and quality of working life, (for a review, see Pot, Dhondt and Oeij, 2012). More precisely, it has been shown that the workplace innovation dimension that are the most beneficial for both productivity and well-being at work cover participative and just management and leadership, flexible organisation, working smarter, continuous development of employees' skills and competencies, networking between organisations and the modernisation of labour relations and human resource management, particularly when the employees' control over work is at stake (Eeckelaert *et al.*, 2012).

This results are so robust that it is reasonable to ask whether SI alone (i.e., not accompanied by workplace innovation) can have an impact on job satisfaction. Put another way, to reach the well-being of workers, is it legitimate to count on the positive effect of the sole SI of the services (the ends) if there is no innovation of the means? This question brought us to our second (counter-) hypothesis:

Hypothesis 2: SI alone isn't an element strong enough for improving satisfaction and well-being. Instead, employees' job satisfaction and well-being increase only when workplace innovation principles are implemented.

2. Method

2.1. Participants and procedure

The present dataset is derived from the WISDOM study[1] database and includes data on 1134 employees working in 10 SE active in the elderly home care sector. Following the preference of each SE, participants filled either a paper-pencil or an online questionnaire on psychosocial risk factors during the period December 2015 - June 2016. The overall response rate was of 40.6 %. This quite high response rate can be explained by the fact that the administrations of the SE openly consented to participate in the study and in most of the case they emphasised to the employees the importance to fill the questionnaire. However, none of the administration had any access at any time to the individual answers.

2.1.1. Selection of the socially innovative projects

In Belgium, the elderly home care sector is a clear example of one context in which SI has become a major challenge. Indeed, the ageing of the society has brought a growing number of dependent elderly people. The need to respond qualitatively and quantitatively to their desire (as well as to the one of their families) for ageing well at home has thus become urgent (Degavre and Nyssens, 2008). Consequently, in the recent years, many SI have bloomed in Wallonia to prevent elderly social isolation, to offer an alternative to institutionalisation or to the quasi exclusive care provided by families or, simply, to offer more specialised and effective home care services, to cite only few examples. These innovations supported by SE are reshaping the sector's scope (Degavre, Callorda Fossati and Bourguignon, 2017). Recent research show that these innovations have been brought up either by new actors in the field or by more ancient actors who find themselves involved in new ways of organising work, new practices of networks while still performing more traditional services. Concretely, this means that some employees are more than others exposed to innovations in the field.

Socially innovative projects were identified and selected following a Delphi procedure (a detailed description is presented in Callorda Fossati *et al.*, 2017). Based on the expertise of a panel of actors of the Walloon elderly home care sector, Delphi made it possible to reach an agreement on 42 cases that can be labelled SI. The identification criteria for the cases to be potentially included in the research were: (a) to be a nonprofit organisation, (b) to be active in the French speaking part of Belgium and (c) to respond (directly or indirectly) to a not yet satisfied social need that permits elderly to age well at home. More precisely, we used the following definition: "is considered as SI any initiative that seeks to address elderly people's aspiration to grow old in their own home. These initiatives focus on the concrete needs emerging from this aspiration, be they expressed by the elderly themselves or by other stakeholders (remunerated professionals, volunteers or near relation caregivers)".

I a second phase of the Delphi procedure, experts rated each of the 42 SI on a 1-5 scale concerning the fulfilment of several objectives defined by the researchers in a previous phase of the study, based on a literature research on the notion of SI. The following items were comprised in the scale: (a) to satisfy needs expressed by the elderly themselves, their families or all other actors implied in the sector (e.g., health or care professionals, volunteers, etc.); (b) to strengthen beneficiaries' autonomy; (c) to offer an alternative to the quasi exclusive care by families; (d) to work from a health promotion perspective; (e) to promote equality in the society; (f) to ensure an universal access to the services; (g) to dispose of managerial autonomy; (h) to promote workplace democracy; and (i) to develop a pro-learning organisation of work. The answers were averaged to obtain a score of the social innovative nature of each project. This score indicate that all the projects appeared to be to some extent socially innovative.

[1]WISDOM study is a multidisciplinary, multiple case study aiming at supporting SI in the home care sector for elderly people in Wallonia (the French-speaking region of Belgium). It received the approval of the ethics committee of the Université libre de Bruxelles.

More precisely, the mean score attributed to the SI by the Delphi experts was 3.2 (score range: 2.3 - 4.7, min = 1, max = 5).

In the end, the Delphi procedure permitted to select 15 SI (over the 42 previously identified SI) active in 6 intervention areas, namely: adapted housing, community projects, informal carers support, psychological support, multidisciplinary projects, and technological innovation. Thirteen out of the 15 SI accepted to participate in the quantitative component of the WISDOM study.

Out of these 13 SI, 4 are SE in and of themselves, 5 SI are embedded in a larger SE, 2 SI emanate from one same large SE, and the remaining 2 SI are part of 2 organizations that have collaborated in the development of these later. That means that for the present study, the subsample of employees working in SI is composed of all the workers of the 4 SI that are SE plus a part of those working in larger SE but being active in a SI.

One of the 13 SI was not considered in the present study because it did not involve employees (but only volunteers). Moreover, we included in the present dataset only the SI that reached at least a score of the social innovative nature of the project of 3 points (i.e., the social innovative nature of the project scale midpoint). Consequently, for the purpose of the present study, the final dataset comprises 238 employees taking part in 10 SI (222 women; mean age = 41.74, SD = 11.68) and 896 working in 10 NSI (853 women; mean age = 3.60, SD =10.53). Not surprisingly, as it is generally the case in the home care sector, the present sample is roughly composed of 96% of women, most of the participants (almost 70%) are service workers (e.g. nurses, care assistants and home help workers) and they benefit from a permanent contract (92.1%) A detailed description of the sample is presented in table 1.

Table 1. Description of the sample

Variables	Range	General mean (SD)/*frequency (%)*	Mean (SD)/*frequency (%)*		df	t-test/X^2
			SI	NSI		
No of participants			238 (21.0)	896 (79.0)		
Sex					1	4.57*
Women	-	*1075 (96.1)*	*222 (93.7)*	*853 (96.7)*		
Men	-	*44 (3.9)*	*15 (6.3)*	*29 (3.3)*		
Age	17-67	43.24 (10.80)	41.86 (11.68)	43.60 (10.53)	318.67	-2.01*
Professions/Grade					6	*28.70***
Managers	-	*25 (2.3)*	*10 (4.3)*	*15 (1.8)*		
Professionals	-	*35 (3.2)*	*15 (6.5)*	*20 (2.4)*		
Technicians and Associate Professionals	-	*106 (9.8)*	*20 (8.6)*	*86 (10.1)*		
Clerical Support Workers	-	*40 (3.7)*	*15 (6.5)*	*25 (2.9)*		
Services and Sales Workers	-	*756 (69.8)*	*155 (66.8)*	*601 (70.6)*		
Craft and Related Trades Workers	-	*4 (.4)*	*2 (.9)*	*2 (.2)*		
Elementary Occupations	-	*117 (10.8)*	*15 (6.5)*	*102 (12)*		
Contract					1	*3.82*
Permanent		*1010 (92.2)*	*222 (95.3)*	*788 (91.4)*		
Fixed-term		*85 (7.8)*	*11 (4.7)*	*74 (8.6)*		

Note: SD: standard deviation; SI = socially innovative projects; NSI = SE without a specific social innovation *: p < .05, **p < .01, ***: p< .001.

2.2. Measures

Individual level data were gathered via an enlarged version of the Copenhagen Psychosocial Questionnaire (COPSOQ II) which is a validated tools covering a wide range of psychosocial risk factors at work and mental and physical health indicators (Pejtersen *et al.*, 2010). This tool is widely used in research as well as in practice to evaluate the quality of workplace environment and to perform workplace risks assessments. The COPSOQ II has been translated and validated in several languages. For this study, we used the Belgian French version (Kiss and De Meester, 2011). An overview of the measures and examples of items is presented in table 2.

2.2.1. Dependent variables

Employees' job satisfaction and well-being were seized using the COPSOQ II's scales measuring the "commitment to the workplace", "meaning of work", "emotional exhaustion", and "somatic stress symptoms". In line with classical organisational health and well-being literature (Hackman and Oldham, 1980; Cartwright and Holmes, 2006; Bakker and Schaufeli, 2008), we consider commitment to the workplace (i.e., the fact to be satisfied with one's workplace) and meaning of work (i.e., the sense one find in his/her activity) as proxies of the job satisfaction. Emotional exhaustion and somatic stress symptoms as considered here as indicators of the well-being construct in the sense that they permit to capture respectively employees' mental and physical health.

2.2.2. Predictors

To perform the comparative analyses a dummy variable labelled SI-NSI was created (coded -1= being an employee in a SI, and 1 = being an employee in an NSI). Moreover, to capture the workplace innovation dimensions on the basis of the above cited definition by Eekelaert and colleagues (2012), we selected several scales from the COPSOQ II. The dimension of management and leadership remodelling was measured via the "justice" and the "trust regarding management" scales. Indeed, in contrast to traditional directive styles of management and leadership, innovation of work supposed to adopt a way of functioning based on a just management and a trustful relation between superiors and subordinates.

The flexible organisation of work dimension was measured via the "predictability" and the "work-family conflict" scales. Lack of predictability is supposed here to represent the negative facet of the flexibility, whereas a low work-family conflict indicates the presence of positive flexibility (Hill *et al.*, 2001).

"Work pace" and "place for new ideas" scales were used as proxies of the working smarter dimension of workplace innovation. The dimension of continuous development of skills and competences was measured by way of the "possibilities for development" scale and the modernisation of labour relations dimension was measured thanks to the "influence on work" scale.

All items were answered on a 5-points Likert scale going from 1 = never to 5 = always, except for the work-family conflict item which was answered on a 4-points Likert scale going from 1 = non, never to 4 = yes, always. The scores of the multiple items scales were obtained by adding the answers to each item.

Finally, participants were asked to provide classical socio-demographic information such as sex (coded: 1= women, and 2 = men), age, education, profession and grade (measured by means of the ISCO-08 classification), and the type of contract (permanent vs. fixed-term).

An overview of the measures is presented in table 2.

Table 2. Overview of the measures

	Concept	Scale	Number of items	Example item	Cronbach's α
Dependent variables	Commitment to the workplace (Inter-scale correlation: r = .643, p < .000)	Commitment to the workplace	4	Do you feel that your place of work is of great importance for you?	.724
		Meaning of work	3	Is your work meaningful?	.788
	Well-being (Inter-scale correlation: r = .558, p < .000)	Emotional exhaustion	4	During the last 4 weeks, how often have you felt worn out?	.900
		Somatic stress	4	During the last 4 weeks, how often have you had headache?	.715
Predictors	Management and leadership remodelling (Inter-scale correlation: r = .631, p < .000)	Justice	4	Are all suggestions from employees treated seriously by the management?	.776
		Trust regarding management	1	Does the management trust the employees to do their work well?	
	Flexible organisation of work (Inter-scale correlation: r = -.145, p < .000)	Predictability	2	At your place of work, are you informed well in advance concerning for example important decisions, changes, or plans for the future?	.644
		Work-family conflict	1	Do you often feel a conflict between your work and your private life, making you want to be in places at the same time?	
	Working smarter (Inter-scale correlation: r = .102, p < .001)	Work pace	3	Do you work at a high pace throughout the day?	.778
		Place for new ideas	1	Does your work demand that you are good at coming up with new ideas?	
	Continuous development of skills and competences	Possibilities for development	4	Do you have the possibility of learning new things through you work?	.694
	Modernisation of labour relations	Influence on work	6	Do you have a large degree of influence concerning your work?	.721

2.3 Statistical analyses

The quality of our indicators was attested by a series of reliability analysis. Correlation analyses, one-sample t-tests, and X^2 were performed to evaluate the general trend of the data. Finally, separate independent sample t-test and multiple linear regressions were performed to test our main hypotheses.

3. Results

3.1. Job satisfaction, well-being and workplace innovation dimensions: general patterns

To evaluate the general trend in terms of job satisfaction, well-being and workplace innovation dimensions, all indicators were submitted to a correlation analysis and to a series of one-sample t-test comparing the mean score to the scale mid-point.

As it is shown in table A1, all the job satisfaction and well-being indicators are highly correlated with each other. Concerning the workplace innovation dimensions, these are almost all correlated with each other and with the job satisfaction and well-being indicators. The only exceptions are: 1) the fact to have the place for new ideas which do not correlate with the well-being indicator and the perception of justice, the trust regarding management, and the predictability, and 2) the possibility for personal development which do not correlate with the somatic stress symptoms. All the correlations go in the expected direction. Among the potential control variables (i.e., sex, age, grade, education, and type of contract), sex is correlated with both well-being indicators, meaning that women are more at risk than men to report bad health conditions. Moreover, the type of contract is correlated to the job satisfaction and well-being indicators in the sense that the more the contract is stable, the more employees are satisfied, and the less they report bad health conditions. Finally, education is correlated with the somatic stress symptoms so that the higher the education, the less symptoms are reported. Due to these results, sex, education and type of contract will be included in further analyses as control variables.

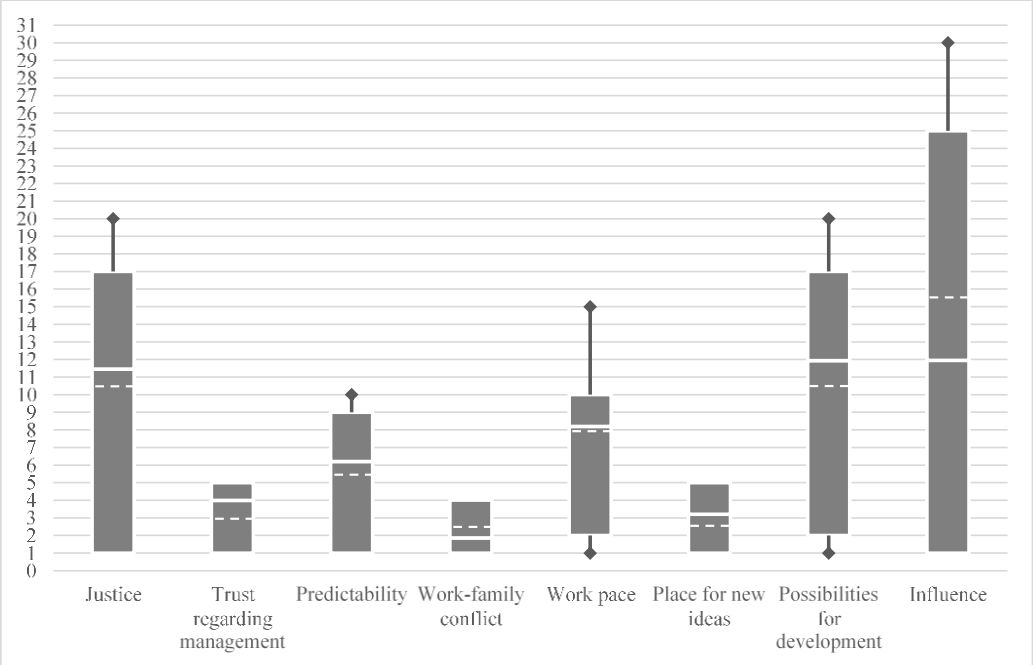
In what concerns the one sample t-tests, all the results were significant at $p < .000$ and revealed a general positive trend in terms of job satisfaction and well-being. More precisely, as it is showed in figure 1, participants were overall significantly satisfied of their job, they found their work meaningful, and they reported a low amount of emotional exhaustion and psychosomatic stress symptoms.

Figure 1. Job satisfaction and well-being indicators: overall mean score, range and minimum/maximum possible score values

Note: Boxes represent the range of the actual answers for each score; vertical lines specify the minimum/maximum possible score values; solid white horizontal lines represent the mean score; dotted white horizontal lines are the midpoint of the scale (i.e. the test value in one-sample t-test analyses).

Moreover, participant reported a rather general high level of perceive justice and trust coming from the management, they consider to dispose of a high predictability, to experience a low work-family conflict, to work at a slow pace, to be able to put new ideas in they work, and, finally to benefit from good possibilities for development. On the contrary, they did not perceive to have an adequate influence on they work (fig. 2).

Figure 2. Workplace innovation indicators: overall mean score, range and minimum/maximum



Note: Boxes represent the range of the actual answers for each score; vertical lines specify the minimum/maximum possible score values; solid white horizontal lines represent the mean score; dotted white horizontal lines are the midpoint of the scale (i.e. the test value in one-sample t-test analyses).

3.2. Being part of a SI as a predictor of job satisfaction and well-being

The main hypothesis retrieved from the past research in this domain was that being part of a SI, because of its clear social mission *and* its novel and challenging nature, should increase job satisfaction and well-being compared to NSI employees. Data do not support this hypothesis. Indeed, independent sample t-tests showed no difference exists between SI and NSI workers in what concerns job satisfaction, meaning of work, emotional exhaustion, and somatic stress symptoms (tab. 3).

Table 3. SI-NSI differences in job satisfaction and well-being indicators.

Variable	Mean (SD)		df	t-test
	SI	NSI		
Job satisfaction				
Commitment to the workplace	12.19 (3.27)	12.06 (3.27)	837	.47
Meaning of work	10.89 (2.13)	11.02 (1.96)	1045	-.82
Well-being				
Emotional exhaustion	8.11 (3.76)	8.02 (3.60)	1058	.32
Somatic stress	5.70 (3.12)	5.80 (3.32)	1094	-.40

Note: SD: standard deviation; SI = socially innovative projects; NSI = SE without a specific social innovation.

3.3. Alternatives predictors of job satisfaction and well-being: accounting for workplace innovation dimensions

Subsequently to the rejection of the first hypothesis, we examined the issue of whether job satisfaction and well-being can be accounted for by workplace innovation dimensions (i.e., justice, trust regarding management, predictability, work-family conflict, work pace, place for new ideas, possibilities for development, and influence on work) (Eeckelaert *et al.*, 2012) rather than just by the fact of being part of a SI. To better seize the pattern of these dimensions in the present sample, we first performed independent sample t-tests for comparing SI and NSI employees on each indicators of workplace innovation. Results showed that SI employees score higher than NSI employees only on the dimension of influence on work, while no difference was found on the other dimensions (tab.4).

Table 4. SI-NSI differences in workplace innovation dimensions.

Variable	Mean (SD)		df	t-test
	SI	NSI		
Management and leadership remodelling				
Justice	11.30 (2.93)	11.48 (2.97)	891	.74
Trust regarding management	4.01 (.80)	4.00 (.80)	1044	.21
Flexible organisation of work				
Predictability	6.20 (1.73)	6.20 (1.66)	1045	-.00
Work-family conflict	1.94 (.96)	1.84 (90)	1123	1.58
Working smarter				
Work pace	7.99 (2.54)	8.25 (2.40)	1046	-1.37
Place for new ideas	3.27 (.88)	3.18 (.82)	354.96	1.56
Continuous development of skills and competences				
Possibilities for development	11.87 (2.71)	11.96 (2.60)	1026	-.44
Modernisation of labour relations				
Influence on work	12.88 (4.56)	11.66 (3.78)	317.16	3.73***

Note: SD: standard deviation; SI = socially innovative projects; NSI = SE without a specific social innovation; ***: p< .001.

We then performed separate multiple linear regressions analyses using the 4 job satisfaction and well-being indicators as dependent variables and the SI/NSI affiliation and the proxies of the workplace innovation dimensions as predictors (tab. 5). More precisely, we estimated 4 times the following regression equation putting by turn commitments to the workplace, meaning of work, emotional exhaustion, and somatic stress symptoms as dependent variable (y):

$$y = \alpha + \beta_1 \text{Social innovation (yes-no)} + \beta_2 \text{Justice} + \beta_3 \text{Trust regarding management} + \beta_4 \text{Predictability} + \beta_5 \text{Work-family conflict} + \beta_6 \text{Work pace} + \beta_7 \text{Place for new ideas} + \beta_8 \text{Possibilities for development} + \beta_9 \text{Influence on work} + \varepsilon$$

Our predictors explain a substantial proportion of the variance of commitments to the workplace (R^2 = .495), and meaning of work (R^2 = .448) whereas they explain to a lesser proportion emotional exhaustion (R^2 = .214), and somatic stress symptoms (R^2 = .143).

Table 5. Multiple linear regressions standardised coefficients (β)

	Commitment to the workplace	Meaning of work	Emotional exhaustion	Somatic stress symptoms
Social innovation (yes-no)	-,031	,020	,004	,006
Management and leadership remodelling				
Justice	,204***	,018	-,139**	-,162**
Trust regarding management	,157***	,098*	,002	,051
Flexible organisation of work				
Predictability	,098*	,208***	-,011	-,019
Work-family conflict	-,103**	-,028	,279***	,215***
Working smarter				
Work pace	-,114***	-,036	,207***	,187***
Place for new ideas	-,007	-,006	-,067	,027
Continuous development of skills and competences				
Possibilities for development	,337***	,521***	-,031	,006
Modernisation of labour relations				
Influence on work	,048	-,062~	-,025	,023
R^2	.495	.448	.214	.143

Note: Data are controlled for sex, education, and type of contract; ~: p < .06, *: p < .05, **p < .01, ***: p< .001.

Moreover, in line with our previous analysis, the fact to work in a SI does not predict any of the job satisfaction and well-being indicators. In contrast, the workplace innovation dimensions globally predict them. More precisely, commitment to the work place is predicted by all the variables apart from the place for new ideas and the influence on work. Meaning of work is predicted by the trust regarding management, the predictability, the possibilities for development and, although marginally, by the influence on work. Emotional exhaustion and somatic stress symptoms are both predicted by the perception of justice, the work-family conflict and the work place.

4. Discussion

The first finding of the present study that deserves attention concerns the general level of job satisfaction and well-being among elderly home care and services employees. Overall, participants declare to perceive their work as highly meaningful and to be largely committed to their workplace. They also report a low level of somatic stress symptoms and, a rather low level of emotional exhaustion. This first result is in line with the literature on the same issue (Delp *et al.*, 2010; Brolis and Nyssens, 2015).

Moreover, the present study aimed at evaluating potential differences in job satisfaction and well-being occurring within elderly home care sector. Resulting from the literature review on this subject, our first hypothesis was that being part of a SI should strengthen the intrinsic prosocial motivation of the employees of the home care sector and, thereby further increase job satisfaction and well-being compared to NSI employees. Albeit the attested socially innovative nature of the selected SI, we didn't found any difference between the 2 groups. This could be partially explained by the fact that the levels of job satisfaction and well-being are already quite high in both groups so that there isn't enough room left for improvement. Nevertheless, the lack of difference can be also explained by the fact that SI alone isn't an element strong enough for improve satisfaction and well-being. In other words, it is plausible that the focus on SI of the service, which demand considerable resources to be developed (Nyssens, 2015), had taken the innovators attention away from the quality of work. Yet, our analyses of workplace innovation indicators showed that all the different dimensions are present at different degree within both SI and NSI, with the only exception of the influence on work which is significantly higher in SI. This ostensibly suggests that, beside the SI of the service, none of the SI has specifically planned to enhance managerial practices, concerning work organisation or deploying human resources. Yet, our analysis of the association between workplace innovation dimensions and job satisfaction and well-being shows that remodelling management and leadership, implementing positive flexibility and smart working, as

well as offering the occasion for employees to develop their skill and competences are all robust predictors.

Conclusion

The main aim of our study was to better understand the role played by SE employees' intrinsic and prosocial motivation in predicting job satisfaction and well-being. Our results suggest that enhancing these motivations, as the fact to work in a SI enterprise should do, is not sufficient. Indeed, to have an effective impact on job satisfaction and well-being of the workers, SE should pay a greater attention to the possibility to innovate in the workplace.

With regards to the classical models of well-being at work, our results are not that surprising. Indeed, they echoes the well-known Job-Demand-Control model by Karasek (1979), which posits that job autonomy, and the opportunities for personal development are key factor in predicting well-being at work. The role played by perceived justice and reciprocal trust has been extensively discussed in works related to the Effort Reward Imbalance model by Siegrist (1996). Finally, the Job-Demand-Resources model documents comprehensively the buffering power against burnout of resources such as the positive flexibility and smart working practices (Demerouti, Nachreiner, Baker, & Schaufeli, 2001). What is surprising is that most of previous research, especially in social economy literature, gives so little attention to these dimensions and implicitly put forward the idea that working in a SE is per se a source of job satisfaction and well-being. Workers and researchers alike have long been caught in the enchanted story on the vocational nature of the jobs in this sector. According to Max Weber in his description of Politics as a vocation (Weber & Mills, 1946), a man with vocation "nourishes his inner balance and self-feeling by the consciousness that his life has meaning in the service of a cause". Bourdieu called this phenomenon the "interest in disinterestedness" and saw in it an inversion of the logic of the larger economy of the society (Bourdieu, 1983). This contributes to mask power relationships, in specific employment relationships and resulting working conditions.

Of course, our study has some limitations that deserve to be discussed and which, in turn can give ideas for future research path. First, this is a cross-sectional study and thus no deduction in terms of causal relation can be made. Nevertheless, the mere indication of the association between workplace innovation dimensions and employees' job satisfaction and well-being gives an interesting cue that can stimulate pro-quality of life at work initiatives in social innovators in the homecare sector. Moreover, in our analyses, we do not differentiate between types of professionals or between hierarchical levels. This was mainly because in some categories we couldn't reach enough respondents. Yet, it would be interesting in the future to take better account of the specific position and kind of work of employees. For instance, the type and intensity of interpersonal relation with the beneficiaries of the services or the possibility to have control on one's work can vary a lot across professions. Finally, some of our participant that we classified as SI employees belong to the same organisation of a part of those that were classified as NSI employees. Even though the independence of the SI from the parent company was attested during the Delphi procedure of selection of the SI, we cannot exclude that a part of the variance we tried to explain was shared by the two groups. For the sake of the research, it could be interesting in the future to compare employees working in NSI to employees working in completely independent SI.

Nevertheless, in our opinion the present contribution possesses several qualities that counterbalance these limitations. First, to our knowledge this is one of the first study to focus on employees' differences within the SE universe. This is an important issue because inter-sector comparisons tend to accentuate the perception of intra-group homogeneity while, studying specific subgroups in fundamental to understand the specificities of the nonprofit organisations. Second, it has built a bridge between the literatures on workers' motivations, SI and workplace innovation. This theoretical link was lacking. We hope that this first attempt will stimulate future research given the fact that the well-being of the growing number of SE workers in a context asking the more and more for SI can be already considered as one of the major question at stake in western societies.

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Appendix

Table A1. Correlation coefficients (r) of job satisfaction and well-being indicators, proxies of the workplace innovation dimensions and potential control variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Commitment to the workplace	1															
Meaning of work	.643**	1														
Emotional exhaustion	-.364**	-.243**	1													
Somatic stress symptoms	-.225**	-.120**	.558**	1												
Justice	-.016	.025	-.010	.012	1											
Trust regarding management	.546**	.381**	-.282**	-.223**	.025	1										
Predictability	.514**	.417**	-.222**	-.144**	-.007	.631**	1									
Work-family conflict	.441**	.416**	-.189**	-.149**	.000	.565**	.459**	1								
Work pace	-.221**	-.120**	.330**	.253**	-.047	-.222**	-.190**	-.145**	1							
Place for new ideas	-.219**	-.097**	.284**	.269**	.042	-.254**	-.189**	-.215**	.232**	1						
Possibilities for development	.137**	.190**	-.044	.042	-.048	.062	.047	.024	.101**	.102**	1					
Influence on work	.541**	.593**	-.131**	-.044	.014	.372**	.386**	.305**	-.044	.023	.421**	1				
Sex (w/m)	.337**	.241**	-.135**	-.096**	-.127**	.366**	.301**	.328**	.009	-.060	.340**	.399**	1			
Age	.013	.009	-.073*	-.064*	-.064*	.053	-.013	-.042	.030	.025	.029	.025	.048	1		
Grade	.022	.033	-.050	.011	.066*	.025	-.003	.047	-.088**	.055	-.047	-.043	-.025	-.024	1	
Education	.050	.044	-.063*	.012	.113**	.087*	.142**	.093**	-.206**	-.222**	-.178**	-.112**	-.158**	-.226**	.075*	1
Contract (perm./fixed term)	-.057	-.024	.014	-.061*	-.098**	-.073*	-.120**	-.065*	.159**	.157**	.067*	.068*	.124**	.137**	-.224**	-.587**

Note: *: $p < .05$. **$p < .01$