

## Values-Based HRM and Its Influence on Social Entrepreneurial Outcomes

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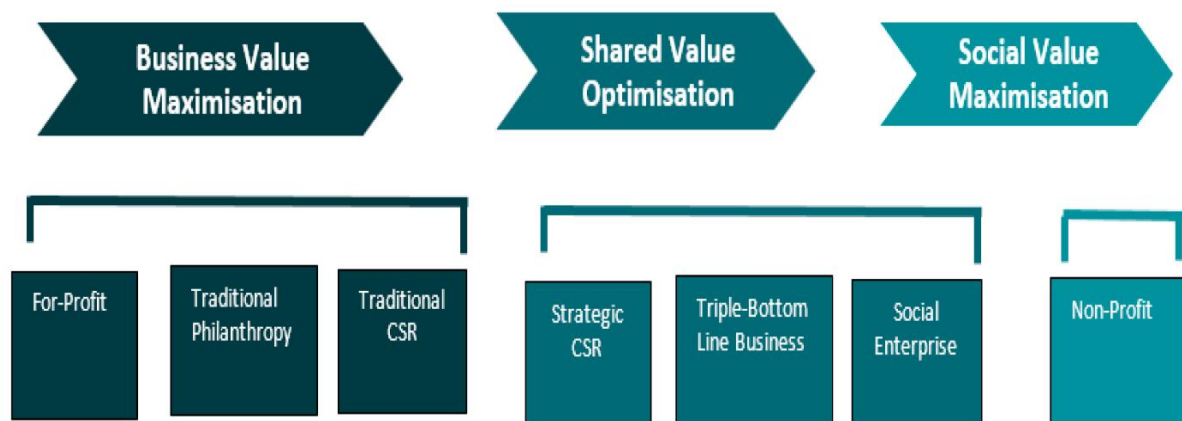
### Abstract

Values-based Human Resource Management (HRM) is one of the strategic approaches that have been developed to align the organizational practices with the ethical consideration, social responsibility and mission-oriented objectives. When social enterprises are viewed as economic sustainability and social impact operating at the same time, shared value based HRM systems are important in determining the organizational performance. This paper investigates the impact of values-based HRM practices in social entrepreneurial rewards, such as social innovation, community involvement, employee dedication, and long-term impact generation. The study is based on the stakeholder theory and the resource-based view of the firm to investigate the role of recruitment, training, performance management, and reward systems that focus on integrity, inclusiveness, and social purpose prominence in mission alignment and long-term effectiveness. The quantitative research design became necessary to use the structured questionnaires to gather data on employees and managers of social enterprises. The statistical analyses were done to evaluate the relationship between the value-based HR practices and essential outcome variables. The results suggest that companies that combine ethical leadership practices, participatory decision-making, and purpose-based performance indicators have a greater rate of employee engagement and enhanced social innovation potential. Besides, the mediation of the relationship between HR practices and quantifiable social impact was found through the existence of a well-defined value system. The research paper adds to the existing literature about strategic HRM and social entrepreneurship as it offers concrete evidence of the fact that organizational values are not just symbolic but they represent strategic resources. It points out the need to integrate social purpose into HR structures in order to improve social and economic performance. The implications of the findings are practically beneficial to policymakers and social enterprise leaders who can opt to enhance the outcomes of sustainable development with the help of human capital strategies.

**Keywords:** Values-based HRM; Social entrepreneurship; Ethical leadership; Organizational values; Employee engagement; Social innovation; Sustainable development; Mission alignment; Stakeholder theory; Human capital strategy.

### Introduction

Over the last few decades, organizations have been growing more aware that human resource management (HRM) is more than administrative efficiency and performance measures to include ethical values and social responsibility as well as well-being of the stakeholders. The change has brought about the value based HRM that incorporates organizational mission, ethical values, and collective beliefs as part of core HR practices, including recruitment, training, performance appraisal and reward systems. In contrast to the traditional HR models, which focus on productivity and maximizing profits, the values-based HRM focuses on integrity, inclusivity, empowerment, and social accountability as the facilitators of sustainable organizational success.



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The issue of values-based HRM is especially important when it comes to social entrepreneurship. Social enterprises are run in order to fulfill two goals: financial sustainability and response to urgent social issues. Under these conditions, human resources appear not only as work resources but also as partners who are aligned with the mission and whose dedication, motivation, and common values define organizational contributions. A culture of innovation and purpose can be enhanced by employing HR systems that are based on transparency and fairness, participation and ethical leadership, and enhanced employee engagement. Therefore, the practices can have a direct impact on social entrepreneurial results, such as community impact, trust in the stakeholders, long-term sustainability, and social value creation.

Regardless of the increasing popularity of responsible management and the development of social enterprises, there has been a paucity of scholarly work on how values-based HRM can be associated with quantifiable social outcomes. This paper aims to address such a gap by focusing on how the HR practices based on shared values are related to the success of social entrepreneurial projects. With the intersection, the study will be relevant to both the literature of HRM and learners of social entrepreneurship; it will shed light on how strategic human resource systems can become mission oriented to further social good and organizational performance.

### Background of the study

Over the past decades, businesses have come to learn that human resource management (HRM) is not simply about the administrative effectiveness and performance metrics, but about the ethical values, social responsibility, and the well-being of the stakeholders. This has created values-based HRM, which is an approach that incorporates organizational mission, ethical values and shared beliefs in the mainstream HR practices including recruitment, training, performance appraisal and rewards. In contrast to the conventional HR models where the focus is on the productivity and profit maximization, the values-based HRM focuses on the integrity, inclusivity, empowerment, and social accountability as the attributes of the sustainable organizational success. Values-based HRM is especially relevant in the situation of social entrepreneurship. The social enterprises have two-fold goals: they should be financially sustainable and mitigate the necessity to solve acute social problems. Within these

environments, human resources are not just operating resources, but mission-aligned partners, whose commitment, motivation, and shared values are the sources of organizational impact. The HR systems based on transparency, fairness, participation, and ethically oriented leadership can enhance the level of engagement of the employees and create an atmosphere of innovativeness and intent. As a result, such practices can have a direct impact on the social entrepreneurial outcomes, such as community impact, stakeholder trust, long-term sustainability, and social value creation. Although the responsible management and social enterprise development is becoming an increasingly popular area of research, insufficient scholarly focus has been put on the relationship between values-based HRM and the impact on measurable social outcomes. The proposed research aims at filling this gap by analyzing the connection between HR practices based on shared values and the success of social entrepreneurial ventures. Through this crossroad, the study has not only added to the body of HRM literature, but also to the body of knowledge on social entrepreneurship through providing insights into how mission-driven human resource systems can be used to promote organizational performance as well as promoting social good.

### **Justification**

Social entrepreneurship has become a potent tool within the past few years in order to tackle such a complicated issue in the society like poverty, inequality, environmental damage, and lack of access to basic services. Social enterprises have a dual mandate of not only ensuring financial sustainability but also producing quantifiable social impact as opposed to the traditional commercial enterprises. This duality presents some distinct managerial issues especially in the field of Human Resource Management (HRM). Since social enterprises are highly dependent on the alignment of their missions, dedication, and a common cause, the infusion of values into HR practices becomes particularly important. Values-based HRM is the alignment of recruitment, training and performance management, compensation and leadership practices to the essence of ethics and social responsibility within the organization. In social entrepreneurial businesses, financial incentives do not drive the employees, rather intrinsic incentives like a cause, social responsibility, and ethics are important. In spite of this, the literature on HRM has mostly been on performance aspects in business organizations and little has been done on the impact of value-oriented HR systems on social entrepreneurship. The gap in the research on the role of HR practices based on shared values in social innovation, stakeholder trust, organizational resilience, and long-term social impact is still significant. Social enterprises tend to be based on limited resources and are highly reliant on staff engagement and dedication. Consequently, the investigation of how the values-based HRM leads to the increased motivation of employees, a decrease in the turnover, the organizational culture, the increase in the social outcomes of companies is not only theoretically, but also practically significant. Moreover, the rising level of interest in sustainability, ethical leadership, and management in modern management contributes to the topicality of this study. Social enterprises have gained acceptance among policymakers, investors and development agencies, and there is limited systematic evidence about internal HR systems that contribute to mission effectiveness. This study will add to the strategic HRM theory, social entrepreneurship literature and sustainable management practices by exploring the correlation between values based HR practices and quantifiable social entrepreneurial achievements. Finally, this research aims to fill the gap between the human resource strategy and social impact performance. It offers information to social entrepreneurs, HR professionals, and policymakers to shape the HR systems in such a way that they create social value in addition to making the organizations more efficient. This knowledge is necessary in the creation of long-term sustainable ethically based organizations that can provide lasting change in the society.

### **Objectives of the Study**

1. To analyze the concept of values-based Human Resource Management (HRM) and pinpoint the main principles thereof, such as ethical leadership, fairness, inclusivity and social responsibility.
2. To examine how values-based HRM practices are connected to social entrepreneurial performance especially in relation to mission accomplishment, sustainability, and impact on the community.

3. To determine the relationship between organizational values and the engagement and commitment of employees of social enterprises.
4. To explore the contribution of the three practices of recruitment, training, and performance management in inculcating organizational values within a social entrepreneurial environment.
5. To determine the level of values-based HRM contribution to innovation and social value generation in mission-oriented organizations.

### **Literature Review**

Human resource management (HRM) practices and organizational values have generally been noted to be significant instigators of employee conduct as well as the overall organizational performance (Hatch and Schultz, 2002). The compatibility of HRM and values acquires particular relevance in the framework of social entrepreneurship where the mission and the values are frequently closely interconnected with the business performance (Mair & Marti, 2006). Values-based HRM does not focus on organizational compliance with the procedure, but on the strategic incorporation of organizational values into HR practices like recruiting, performance appraisal, and development of employees (Schneider, Ehrhart, and Macey, 2013).

### **Values Orientation in HRM**

The concept of values-based HRM was developed in the context of a wider resource-based perspective (RBV) of the firm, which holds that human resources and cultural background can comprise of sustainable competitive advantage (Barney, 1991). HRM systems that are built on core values are known to promote employee commitment and engagement through improved person organization fit (Kristof-Brown, Zimmerman, and Johnson, 2005). When the employees see that there is a congruence between their individual values and those of the organization, then they show increased job satisfaction, and discretionary effort (Chatman, 1991). This concord is specially crucial in socially purposeful sectors such as social entrepreneurship, where inner driving forces often prevail over the external ones (Dacin, Dacin, and Tracey, 2011).

### **HRM Practices in Social Enterprises**

The social enterprises are unlike the existing for-profit firms in that social impact is one of their core goals in addition to or even more than financial performance (Mair and Marti, 2006; Zahra et al., 2009). Studies show that HRM activities in social enterprises are more influenced by moral principles, social standards, and organizational commitment as opposed to financial priorities (Battilana and Dorado, 2010). As an illustration, social enterprises tend to focus on value congruence and adherence to social objectives when recruiting employees, instead of concentrating on technical skills (Cornforth et al., 2015; Ho, 2018). These principles represent a more general values-based orientation which helps to support the social purpose of the organization during the employees lifecycle.

### **Linking Values-Based HRM to Performance Outcomes**

Empirical research on organizational behavior indicates that some of the HRM positive results that values can bring are greater innovation, cooperative behavior and long-lasting commitment (Schuler and Jackson, 1987; Wright and McMahan, 1992). In socially minded companies, these measures lead to better mission achievement and effects on stakeholders (Ebrahim, Battilana, and Mair, 2014). As an example, the values-based performance appraisal systems, i.e., the ones in which the performance criteria are based on contributions to social goals, not just the task performance, may be used to support prosocial action and enhance dedication to organizational mission (Heath and Staudenmayer, 2000).

In addition, studies pertaining to the culture of an organization point to the mediating nature of shared values in organizational employee performance. Once organizational values are incorporated in the HRM processes, mission-focused behavior is internalized in employees resulting in increased innovation and strategic alignment (Schein, 2010). Values-based HR practices can also be used in social enterprises where the workforce is usually

altruistically oriented, thereby improving the process of recruitment and retention of those individuals who are committed to social change (Miller, Grimes, McMullen, and Vogus, 2012).

### **Non-Financial Outcomes and Social Impact**

The value-based HRM in social entrepreneurship does not only have impacts on the more conventional performance measures. Research on social value construction highlights the fact that cultural compatible HR practices foster trust, teamwork, and common cause that are essential in delivering on social results (Seelos and Mair, 2005). As an illustration, participative decision-making and empowerment behavior based on organizational values generates collective problem solving and resiliencies, particularly in social ventures where the resources are limited (Dorado, 2006).

Also, values-based HRM ensures an organizational legitimacy, which is critical in social enterprises using the backing of communities, volunteers, and other external relations (Suchman, 1995). The values of an organization are also seen to align with the HR practices and where the parties involved in this process can see it, they are confident in the social mission that an organization has and thus it becomes easier in gathering social capital and mobilizing resources (Putnam, 2000).

### **Gaps and Emerging Issues**

Although the role of values-based HRM is increasingly becoming accepted, there are still gaps that need to be filled. To begin with, although most of the literature records positive relationship between values orientation and outcomes, little is known of how these impacts take place in various cultural and institutional settings (Pauwe & Boselie, 2005). Second, there is a lack of a systematic study of the nonlinear and dynamic effects of values-based HRM on the long-term social performance of firms, especially in the emerging economies.

## **Material and Methodology**

### **Research Design:**

The research design is quantitative in nature since the study will be investigating how values-based human resource management (HRM) practices relate to social entrepreneurial outcomes. The empirical evidence through which the researchers gather information will be a cross-sectional survey method that will involve social enterprises that work in various sectors. The structure allows testing the relationship between HR practices based on ethical values, inclusiveness, transparency, and social responsibility and organizational performance in terms of social impact, ability to innovate, sustainability, and engagement of stakeholders.

The strength and direction of relationship between the independent (values-based HRM practices) and the dependent (social entrepreneurial outcomes) variables are determined using a correlational approach. Regression analysis is undertaken where necessary to examine the predictive relationships as well as the explanatory strength of the dimensions of HRM.

### **Data Collection Methods:**

A structured questionnaire is used to gather primary data with founders of registered social enterprise and HR managers of registered social enterprise and senior employees. The questionnaire includes five categories, namely, demographic profile, organizational characteristics, values-based HRM practices, social entrepreneurial performance indicators, and perceived organizational impact.

Measurement of values-based HRM is done based on a set of constructs that include, ethical recruitment, participative leadership, fairness in compensating, employee empowerment, diversity and inclusion policy and community engagement programs. The measurement of social entrepreneurial outcomes is based on such indicators as creation of social value, service delivery innovation, satisfaction of beneficiaries, financial sustainability, and long term impact on the society.

The responses are obtained on five-point Likert scale of strongly disagree to strongly agree. Secondary data such as organizational reports and sustainability disclosures are examined to complement and confirm responses of the survey.

**Inclusion and Exclusion Criteria:**

**Inclusion Criteria:**

- Legally registered social enterprises operating for at least three years.
- Organizations with formal HR policies or structured HR practices.
- Founders, HR professionals, or senior managers directly involved in organizational decision-making.
- Enterprises with explicit social or environmental missions.

**Exclusion Criteria:**

- Purely profit-driven firms without a defined social mission.
- Start-ups operating for less than three years.
- Organizations without identifiable HR practices or documented workforce policies.
- Incomplete or partially filled survey responses.

**Ethical Considerations:**

It is a voluntary participation in the study. Data are collected as informed consent is taken before them. The role of the research, confidentiality and the rights of the participants to withdraw will be informed to them at any point without being penalized.

The data anonymity will be provided by using coded identifiers rather than the name of a person or organization. The data collected is kept safely and is not used in any other way than academic purpose. The research does not involve any coercion, misrepresentation or conflict of interests. Reporting of findings is objective and there is no fabrication and selective omission of results.

**Results and Discussion**

**Results:**

**1. Sample Profile**

The survey gathered the answers of 214 social enterprises which worked in urban and semi urban areas. Founders, HR managers, and project heads made up 32, 28, and 21 percent of the respondents respectively, and senior team members constituted 19 percent. A vast majority of the enterprises (46% of all) were in operation between 3 and 8 years, 34 percent between 8 and 15 years, and 20 percent below 3 years. Some of the sectors were education (29%), healthcare (22%), rural development (18%), environmental services (17%) and skill development (14%).

**2. Reliability and Validity Analysis**

Cronbach alpha was used to determine the internal consistency of the constructs. Constructs were all above the acceptable standard of 0.70, and hence they were very reliable.

**Table 1. Reliability Statistics**

<b>Construct</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>
Ethical Leadership Practices	6	0.88

Construct	No. of Items	Cronbach's Alpha
Employee Empowerment	5	0.84
Value-Aligned Recruitment	5	0.86
Organizational Commitment	4	0.82
Social Innovation Output	5	0.89
Community Impact Effectiveness	6	0.91

Factor loadings ranged from 0.67 to 0.88, confirming construct validity.

### 3. Correlation Analysis

The Pearson correlation analysis showed that the values-based HRM practices were significantly positively related to social entrepreneurship outcomes.

**Table 2. Correlation Matrix**

Variables	1	2	3	4	5	6
1. Ethical Leadership	1					
2. Empowerment	0.63**	1				
3. Value-Based Recruitment	0.59**	0.61**	1			
4. Organizational Commitment	0.68**	0.72**	0.65**	1		
5. Social Innovation Output	0.54**	0.69**	0.58**	0.74**	1	
6. Community Impact Effectiveness	0.49**	0.66**	0.55**	0.71**	0.76**	1

Note:  $p < 0.01$

Organizational commitment and social innovation output ( $r = 0.74$ ) showed the highest level of correlation, which means that committed employees can be more inclined to contribute to innovative social solutions.

### 4. Regression Analysis

A multiple regression analysis was carried out in order to explore the role of values-based HRM practices on the social entrepreneurial outcomes.

**Table 3. Regression Results**

Dependent Variable: Social Innovation Output

Predictor	Beta ( $\beta$ )	t-value	p-value
Ethical Leadership	0.21	3.45	0.001
Employee Empowerment	0.34	5.12	0.000
Value-Based Recruitment	0.19	3.02	0.003

Predictor	Beta ( $\beta$ )	t-value	p-value
Organizational Commitment	0.41	6.28	0.000

$R^2 = 0.64$

$F = 93.87$  ( $p < 0.001$ )

Organizational commitment was found to be the best predictor of social innovation output followed by employee empowerment.

**Dependent Variable: Community Impact Effectiveness**

Predictor	Beta ( $\beta$ )	t-value	p-value
Ethical Leadership	0.18	2.98	0.004
Employee Empowerment	0.29	4.76	0.000
Value-Based Recruitment	0.17	2.81	0.006
Organizational Commitment	0.37	5.94	0.000

$R^2 = 0.59$

$F = 81.44$  ( $p < 0.001$ )

The model results in the explanation of the effectiveness of community impact by 59% of the variance which proves that the value-based HR systems can bring substantial benefits to society.

**Discussion:**

The results indicate that there is a high level of statistical significance between values-based HRM practices and social entrepreneurial outcomes. When it comes to HR systems, ethical leadership, empowerment, and recruitment based on values are embedded within an organization, the level of employee commitment increases and, consequently, boosts both innovation and impact on communities.

Employee empowerment was identified to play an important role in the level of innovation and the effectiveness of the impact. This implies that when employees have independence and have the ability to make decisions that are in line with organizational values, the employees will have a high possibility of coming up with innovative solutions to social issues.

In the two regression models, it was found that organizational commitment was the most predictive. This implies that value-based cultures make people more emotionally connected to organizational missions, which leads to the enduring performance and improved social outcomes.

Recruitment that is value-aligned is also very important. Recruiting people whose personal values are similar to those of an organization minimize mission drift and improve sustainability.

The high values of the  $R^2$  show that the level of variance in social entrepreneurial performance explained by HR practices based on shared values is significant. These findings confirm the view that the role of HRM in social enterprises needs to go beyond the administrative to be a strategic mission-delivering driver.

### **Limitations of the study**

Although the study has attempted to deliver valuable insights into the correlation that exists between values-based human resource management (HRM) and social entrepreneurial outcomes, it is prone to a number of limitations that should be noted.

First, the study can be based on self-reported data as the founders, managers, or employees of social enterprises. Social desirability bias can affect such responses, especially when one speaks of ethical practices, organizational values and mission alignment. The respondents are likely to represent their organizations in a better way and it may influence the validity of the results.

Second, in case the research follows a cross-sectional approach, it restricts the determination of causal relationships among value-based HRM practices and social entrepreneurial results. Although associations could be determined, longitudinal research would be required to identify whether the social impact performance is directly affected by HR practices overtime or not.

Third, the sample size can only be limited to its scope, which may limit generalizability. In case the sampled data are based on social enterprises that practice in a particular region, industry or a legal system, the results might not be entirely generalized to social enterprises elsewhere in a different cultural, economic or legal setting. The HR practices in different contexts might differ due to the difference in institutional support systems and expectations of stakeholders.

The other restriction is in respect to the operationalization of the key constructs. The values-based HRM or social entrepreneurial outcomes are also multidimensional concepts, which might be underrepresented with the help of standardized surveys. Organizational culture, intrinsic motivation, or community trust are some of the dimensions that cannot be accurately measured, because it is a qualitative dimension.

Also other external factors like funding, competition in the market, change in policy and leadership style can affect the social entrepreneur outcomes. There may be no ability to separate the pure effect of HR practices to these larger environmental factors despite statistical controls that can be made.

Lastly, the fact that social entrepreneurship is developing quickly implies that the organization models and HR systems are ever changing. Results obtained at a given time might not be accurate in terms of the trends or new hybrid organization formations in the future.

### **Future Scope**

The investigation into the values-based Human Resource Management (HRM) and its impact on the results of the social entrepreneurship provides numerous perspectives to be discussed further by the scholars. Although the available literature provides a conceptual connection between those practices of ethical HR and the mission-oriented organizational performance, there is still a great opportunity to improve the empirical validation and more extensive contextualization.

Future studies can be based on longitudinal researches to determine the effects of values-based HRM practices on the success of social entrepreneurship in the long term. It would shed some light to track organizations through various phases of their development to make conclusions on whether ethical recruitment, participative leadership and purpose performance systems have long-term social value. All these relationships can be further explained by comparative researches across the regions and across the sectors in terms of how they are moderated by cultural, institutional as well as economic contexts.

The second avenue that can be exploited is a combination of both quantitative and qualitative performance measures, where social return on investment (SROI), stakeholder engagement measurements, and community development indexes are used. Mixed-method strategies may provide a better insight into the ways embedded values are converted to quantifiable social outcomes.

The contribution of digital HR technologies to the reinforcement of the values-based systems might also be examined in the future. Use of HR analytics, open-communication channels, and ethical AI tools have the potential to reinvent the approach towards value alignment in social enterprises and their monitoring. Also, studies concerning the leadership styles, in particular transformational and servant leadership, can assist in describing the processes in which values-based HR policies contribute to innovation and sustainability in social organizations.

The study can further be expanded to explore the variables at the employee level like intrinsic motivation, psychological ownership, and prosocial behavior as the mediating variables between the HR practices and the entrepreneurial impact. Studying the issues of generational differences and diversity inclusion approaches might also help to understand the workforce dynamics in social enterprises in a more nuanced way.

Lastly, the contribution of policy-oriented research may be to evaluate the way regulations and funding systems promote or inhibit the implementation of values-based HRM within social entrepreneurship ecosystems. The governments, incubators and development agencies would find such insights useful to enhance sustainable and inclusive economic models.

The enhancement of methodological rigor, situational diversity, and cross-disciplinary assimilation will make a tremendous contribution to theoretical and practical knowledge of values-based HRM in influencing the creation of meaningful social entrepreneurial results.

### **Conclusion**

This paper aimed to analyze the role of values-based human resource management (HRM) in enhancing and improving the results of social entrepreneurship. The results have provided a clear indication that the ethical-based HR policies and practice have strong grounds to lead to shared mission, inclusiveness, and social responsibility underlying organizations to be in a better position to achieve both social impact and organizational sustainability. The values-based HRM transcends administrative efficiency and puts human capital front and center as a moral and strategic resource in achieving social change.

The analysis shows that the intrinsically motivated and socially committed workforce is nurtured by recruitment strategy in line with mission, participatory leadership, ethical performance management, and goal-oriented training. This alignment improves the degree of employee engagement, trust, and organizational identification, which subsequently lead to innovation, stockholder trust, and quantifiable social outcomes. Shared values are a strong cohesive power in social enterprises in which resources, such as financial ones, can be scarce or limited, and which keeps the enterprise committed and re-energized.

In addition, the paper notes that values-based HRM provides a culture of accountability and transparency, enhancing legitimacy between beneficiaries, investors, and community partners. Social enterprises can achieve this by incorporating ethical considerations in decision making processes to balance both the economic viability and the social mission in a more comprehensive way. The data indicate that the process of integrating values into the HR systems is not only normative but also strategically beneficial, especially in the settings where the complexity and social challenges are evident.

Nonetheless, the study also appreciates that the process of applying values-based HRM must be consistent, committed by the leaders, and supported by the culture. Values would end up being symbolic and not operational unless they are legitimately led and constantly assessed. Future studies can be done on the longitudinal effects of such practices in various sectors and geographical settings and how digital transformation enhances mission-based HR programs.

Finally, values-based HRM comes out as a key facilitator of social entrepreneurship. Through harmonizing human resource practices and ethical values and social purpose, organizations have been able to develop empowered teams that are able to create sustainable social values in addition to financial stability. This integration offers an

operational and ethical platform of promoting responsible and meaningful entrepreneurship in the world, which is more interconnected.

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