

# Governance, 'value' and social enterprise; the role of democratic governance in developing meaningful work

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There is a significant amount of literature which identifies that where workers experience meaning from their 'job' it can fulfil an individual's sense of value and worth, or itself make a broader contribution to finding purpose and direction.

The 'value' therefore may not lie in monetary terms, but rather the impact on an individual's life.

This session will look to examine the ideology of 'good governance' in supporting meaningful work, and the role of stewardship in ensuring that the development of social enterprise and cooperatives remains focused in terms of their value base and proposition.

# 'Good Governance'

Responsible and effective governance has been identified .....as an enabler **for socio-economic transformation and the eradication of structural inequality, as well as an end in itself.** The new development agenda provides the opportunity for societies to shift to a more just world, where resources are shared more equitably and **people have a greater say in the decisions that affect their lives.** Cooperatives have an important role to play in this process.

Good governance characteristics such as **transparency, responsibility, accountability, participation, responsiveness to the people's needs, and respect for the rule of law, are also features of the cooperative identity.** Deeply rooted in the community they operate, **cooperatives can empower people by enabling even the poorest segments of the population to participate in economic progress.** Furthermore, by **creating a platform for local development initiatives they bring together a range of community institutions to foster opportunities for decent work and social inclusion.** Cooperatives can be schools for practicing democracy first hand through participation and control.



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# External factors...

A methodological challenge for desistance researchers is to unravel the differential impacts of these internal and external factors and the sequence in which they come into play”

**LeBel, Thomas P., et al. "The chicken and egg' of subjective and social factors in desistance from crime." *European Journal of Criminology* 5.2 (2008): 131-159**

Recognition of the importance of.... ‘stewardship culture that results in an effective succession process.’ Mario 2015

High level of failure within the social enterprise arena

# Employment



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Research on the relationship between employment and crime *is highly inconsistent – but largely it doesn't recognise the structure / value base of the employer*

Difficult to determine whether employment can serve as an important turning point in the life course of *young offenders* (Uggen 2000; Lageson & Uggen 2013).

Substantial body of empirical work now challenges the notion that youth employment is always desirable (Bachman & Schulenberg 1993; Cullen et al. 1997; Safron et al. 2001; Wright et al. 1997).

While others promote the value of work; Sampson and Laub, 1993; Wright and Cullen, 2004; MacKenzie and Di Li, 2002; Savolainen, 2009).

Literature does document different effects for employment, factors of note;

- the offender's age,
- intensity of employment,
- type of work and type of co-workers
- Family/ support structures
- Permanency of the work

Rarely is the ethos/ value base of the work explored



Meaningfulness involves the feeling that our life has ‘purpose, significance, and coherence’ (King et al., 2016: 212).

When we experience meaning, we gain a sense of why we are here (Pratt and Ashforth, 2003).

- Meaningful work
- Good work
- Job Type
- Intensity
- Distance from the labour market

‘Employment that promotes civic engagement may also encourage desistance from offending among chronic youth offenders.’ Long et al (2016)

“It’s fine, it’s really good crack an all. And especially like when you’re in the countryside and that, you get like passer bys and stuff in the community just complimenting everything. Like because you’re sitting there hours on end pulling stupid tree guards off you think that you’re not doing anything but when you look back on yourself you think Jesus it actually does look different. And like three or four dog walkers go look ‘you’s have done a really good job, it looks so much better down there’”.



# Significant factors

- The importance of work-related civic engagement
- Connection to their communities
- ‘Good’ work
- Recognition of *their* ‘value’.
- Little recognition of the financial value; but rather what the £ gives –access to opportunities otherwise not available.
  
- ***“.....creating a platform for local development initiatives they bring together a range of community institutions to foster opportunities for decent work and social inclusion”***