
Benevolence as a Determining Factor in the Social Regulation of Internal and External Stakeholders: The Case of an Organization Aiming to Include Immigrants

Fostering Inclusivity through Benevolence

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Electronic version

URL: <https://journals.openedition.org/interventionseconomiques/28790>

DOI: 10.4000/157iv

ISSN: 1710-7377

Publisher

Université du Québec à Montréal

Electronic reference

Nadia Lazzari-Dodeler, Marie-Noëlle Albert and Caroline Houle, "Benevolence as a Determining Factor in the Social Regulation of Internal and External Stakeholders: The Case of an Organization Aiming to Include Immigrants", *Revue Interventions économiques* [Online], 73 | 2025, Online since 08 December 2025, connection on 10 December 2025. URL: <http://journals.openedition.org/interventionseconomiques/28790> ; DOI: <https://doi.org/10.4000/157iv>

This text was automatically generated on December 10, 2025.



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1. Introduction

- 1 Quebec is currently facing the challenges of an aging population, which exacerbates labor shortages across the province, particularly in regions distant from major urban centers. Although the Quebec government has promoted regional immigration since the 1990s, encouraging newcomers to settle outside of Montreal, the city still hosts a significant portion of the immigrant population (Vatz Laaroussi, 2021).
- 2 This study focuses on an organization located in Rimouski, a small town approximately three hours from the nearest major center. The organization's mission is to facilitate the reception and integration of various categories of immigrants (including refugees, economic immigrants, and sponsored immigrants), while also raising public awareness about immigration and its importance to regional development.
- 3 This mission involves a wide range of stakeholders, each playing a role in the inclusion of immigrants in the region, as expected by both the government and the broader

community. However, despite apparent alignment in stakeholder discourse, their lived realities do not always converge.

- 4 In this article, we investigate how internal and external stakeholders are regulated within the context of an organization dedicated to immigrant inclusion. We begin by reviewing the literature on stakeholder regulation, followed by a presentation of our chosen methodology, autopraxeography, which draws on the researchers' own experiences. One concept emerged prominently during our analysis: benevolence. Accordingly, all findings are examined through the lens of this guiding value.

2. Literature Review: Social Regulation of Stakeholders

2.1 Stakeholders

- 5 As early as 1932, Berle and Means (quoted in Mercier, 2010) can be considered pioneers of the stakeholder approach, without ever using the term. Indeed, the term "stakeholder" appeared in the 1960s and became popular in the 1980s (Mullenbach, 2007). Over the last few decades, the concept of "stakeholder" has come under considerable scrutiny and has given rise to several definitions. Freeman (1984), in his book, highlights the importance of considering an organization's stakeholders and defines them as actors who can affect or be affected by the decisions taken by an organization.
- 6 Stakeholders can include a variety of people, such as shareholders, suppliers, customers, employees, financial investors, and the community. This is the most widely accepted definition, but many consider it too vague and ambiguous. Frooman (1999) argues that it is important to consider all stakeholders and to establish a connection between them. Mercier (2010) adds that this notion is also intended to enlighten business leaders on the strategic and ethical importance of working with groups or individuals to go beyond purely economic issues.
- 7 From the perspective of the instrumental stakeholder approach, only stakeholder management by the leader can lead to better organizational performance (Bouglet and Joffre, 2015). In this approach, creating value for each stakeholder should lead to a competitive advantage (Mercier, 2010). As for the normative approach, it focuses on the moral obligations of the organization: the interests of all stakeholders should be considered, not just those of shareholders (Bouglet and Joffre, 2015).
- 8 The expectations-centered model aims to create interaction between the instrumental and normative approaches, which are usually considered separately. According to Bouglet and Joffre (2015), the stakeholders described by Freeman are merely a reproduction of the classical figure of the economic man. For these authors, the expectations-centered model no longer focuses on individual interests but on social expectations. This should help align individual interests with the general interest.
- 9 Unlike large corporations, non-profit organizations have neither shareholders nor owners (LeRoux, 2009). In her research, LeRoux (2009) showed that non-profit organizations face a number of challenges. Indeed, while most manage to balance their time between customers and funding agencies, some devote a disproportionate share of their time to funding agencies to the detriment of their customers. Another difficulty

may be linked to a racial mismatch between the board of directors and the organization's clientele, or to the dominance of economic elites on the board.

- 10 According to the author, only a very small percentage of organizations have an instrumental stakeholder orientation. This refers to a vision that puts the interests of all stakeholders first, with the leaders of these organizations considering the intrinsic value of their stakeholders' interests. Bruna *et al.* (2017) further emphasize that an inclusive organization will seek to foster the ethical practice of its stakeholders, and particularly the exercise of benevolence in management.

2.2 Social Regulation Theory

- 11 Jean Daniel Reynaud's Social Regulation Theory (SRT) (1989) occupies a unique position within the humanities and social sciences, as it addresses the questions raised by the actors of society (Reynaud, 1989; de Terssac, 2012). It is often summarized by the triptych "*control regulation, autonomous regulation, joint regulation*" (Richébé *et al.*, 2020). The SRT posits that social exchange is central and extends beyond the exchange of tangible or intangible resources; it may also involve what actors renounce in the process of exchange. Rules derive their strength from the necessity, internalized by actors, to accept, at least temporarily, the normative constraints inherent in any organized collective action (Richébé *et al.*, 2020). Mutual adjustment occurs not only before but also during action, as numerous constraints and preferences emerge through interactions. Thus, rules are both the vehicle and the outcome of collective action (Richébé *et al.*, 2020).
- 12 According to Pourquier (2022), SRT can be seen as a French application of stakeholder theory, in that it represents a particular form of organizational tension and conflict management. In stakeholder theory, the stakeholder is a key element of the organization that enables value creation (Freeman, 2010). In SRT, however, the stakeholder is placed at the heart of regulation (Reynaud, 1989). Legitimacy is linked both to an actor's actions and to the response of those to whom these actions are directed. It can be acquired, but also lost (Reynaud, 1989). In the autonomous regulation of SRT, legitimacy lies in the creation of rules by and for the actors themselves. What matters most is the legitimacy of the sources of regulation and the capacity to understand how these sources combine, reinforce, or oppose one another (Reynaud, 1989).
- 13 In stakeholder theory, by contrast, legitimacy is primarily ethical and related to the stakeholders' value as human beings within the organization (Pourquier, 2022). Nevertheless, both SRT and stakeholder theory emphasize the relational dimension of legitimacy.

3. Methodology

3.1 Autopraxeography

- 14 The method used is autopraxeography, a research approach based on the researchers' own experiences (Albert and Michaud, 2023). Autoethnography (Ellis *et al.*, 2011) is another method based on researcher's own experience. This last method tends to be

popular and is present in a lot of research methods handbook such as Saunders et al. (2023).

- 15 Autopraxeography differs from autobiography and autoethnography in that it focuses neither on narrative form nor on characters: there is no intentional fictional writing (Albert *et al.*, 2022).
- 16 Autopraxeography is situated within the constructivist epistemological paradigm (Avenier and Thomas, 2015). In this paradigm, the investigator cannot be separated from the phenomenon under study. The goal is therefore not to produce an objective or “reliable” representation of reality, but to provide insights that deepen our understanding of the phenomenon and its context, while generating generic knowledge that can create meaning for practitioners. In this article, it is therefore about the perceptions drawn from the co-authors’ experiences regarding benevolence among the stakeholders.
- 17 Although this process is not linear and involves many back-and-forth steps, it can be described in three main stages:

3.1.1 First-person Writing

- 18 First stage: In autopraxeography, testimony arises from the voice of the person who has something to share. It takes the form of a first-person self-narration, told with simplicity, by a narrator who is also the true protagonist or witness of the lived experience.
- 19 In our case, we mainly drew on the experience of one of the co-authors (the practitioner), who acted as a reflective practitioner. The other co-authors listened to her narrative and then engaged in a process of joint reflection. Reflection refers to the metaphor of the mirror (Hibbert *et al.*, 2010), which provides an opportunity to observe and examine one’s own actions. In this study, the reflection process was enriched with the experience of another co-author.

3.1.2 Reflexivity and Diffraction

- 20 The second stage involves the transcription process, which combines reflexivity (Albert and Michaud, 2022) and diffraction (Rae, 2016). Reflexivity refers to the process of examining one’s own actions (Hibbert *et al.*, 2010), while diffraction allows a change in perspective and the emergence of different models (Bozalek and Zembylas, 2017). During this phase, researchers use multiple sources of scientific writing and write in the third person to foster this distancing. They also draw on literature from various disciplinary fields to overcome a reductive view of the human being (Domingo and Melé, 2022) and to better grasp human complexity (Morin and Montuori, 2008).

3.1.3 Construction of Generic Knowledge

- 21 In the third stage, researchers construct generic knowledge that, in order to be legitimized, must make sense to other practitioners. Mobilizing theories from different disciplines allows researchers to take a step back and enrich the conceptual framework (Le Moigne, 1999; Avenier and Thomas, 2015). This particular reflexive process is essential for producing generic knowledge, which expresses the key properties

necessary to characterize the phenomenon under study (Prasada, 2000; Carlson and Pelletier, 1995).

- 22 This knowledge is decontextualized, but it can be recontextualized. Although this may appear unscientific, it enables researchers to take distance from their own experiences and to understand situations differently. From a pragmatic perspective inspired by Dewey (1938), the problem and the proposed solution are determined with reference to their future consequences (Vo, 2012). This knowledge is not merely a mental construct but rather a dialogue between researchers and their environment, which may include colleagues, other practitioners, evaluators, or scientific texts.
- 23 Finally, this method is rooted in Morin's paradigm of complexity (Morin and Montuori, 2008), and therefore takes into account interactions at the micro, meso, and macro levels.

3.2 Case Presentation

- 24 We chose this case because it appeared particularly relevant for exploring stakeholders' relationships, and because we had privileged access to this organization, one of us managed it, and two of us were actively involved in it.
- 25 The organization studied, Accueil et Intégration Bas-Saint-Laurent (AIBSL), is a non-profit organization located in Rimouski, a city in eastern Quebec, far from the province's major urban centers. Its mission is to welcome, support, and promote the social and cultural inclusion of immigrants. The organization was founded in 1991. At that time, it had a Board of Directors and a single employee, the General Manager.
- 26 In January 2017, Rimouski became the 14th city in Quebec to host government-assisted refugees. In addition to its initial mission, AIBSL thus began supporting refugees. While this outlying region had previously experienced little immigration, it is now undergoing significant growth. According to Statistics Canada census data, the immigrant population (both permanent and non-resident) remains small, around 2 %, but has grown substantially (+24 %) as shown in Table 1).

Table 1. Evolution of the immigrant population in the RCM Rimouski Neigette

RCM Rimouski Neigette	Census of population 2016 ¹	Census of population 2021 ²	Variation
	54645	55680	1,8 %
	985	1205	24,8 %
	1,7 %	2,1 %	

4. Results

- 27 When analyzing the results, based on the testimony of one of the co-authors of this article, one notion immediately emerged: benevolence. For this reason, all results will be examined through the lens of this based on the experiences of the co-authors' concept. At the end of this section, Figure 1, based on the analysis of the co-authors'

experiences, presents benevolence diffusion among stakeholders. However, this does not imply that other interpretations or themes are absent.

- 28 Cappeletti *et al.* (2010) define benevolence as the well-being of others, comparing it to charity, which also promotes well-being but does not take into account the true motivations of others. Benevolence can therefore be viewed from a people-management perspective, in which human beings can sincerely open up to others. Benevolence can exist only in the presence of genuine openness. Bruna and Jahmane (2020) advocate an ethic of regulation that humanizes working relationships and enables organizations to meet the many challenges they face.
- 29 According to Reynaud and Richebé (2007), the notions of norm and rule are closely related and sometimes used interchangeably. In the case studied, we observe that benevolence assumes the role of a norm, and most internal and external stakeholders conform to it.
- 30 As highlighted by Massiera *et al.* (2006), the following quote illustrates how benevolence plays a crucial role in the social regulation of this organization:
We take care of the team members who take care of immigrants, which takes care of our mission. (Co-author A)
- 31 Indeed, the organization's performance, through benevolence, emphasizes this value as one that spreads and guides the daily actions of stakeholders, manifested as internalized norms (Massiera *et al.*, 2006). Thus, this benevolent approach is practiced towards both clients and staff, as well as in service of the mission itself.
- 32 Beveridge and Höllerer (2023 : 1865) define the construct of organizational benevolence as "this inclination of an organization to further the well-being of some external constituency for its own sake, reflected in a pattern of action that aims to benefit that constituency and where benefiting the 'other' is an ultimate goal of action, i.e., an end rather than a means.". However, taking care does not equate to complacency:
It is crucial to address any deviations in attitudes that could harm psychological safety. Failure to intervene can have negative impacts on the work environment and organizational culture. (Co-author A)
- 33 Thus, when ethical or behavioral issues arise, it is essential to react promptly both individually and collectively to avoid compromising psychological safety (Chuard Delaly, 2022). Numerous stakeholders revolve around the organization. The first group comprises immigrants, who are at the core of the organization's mission. We started by focus on the internal stakeholders, then we worked on the external and finished with a synthesis model.

4.1 Internal Stakeholders

- 34 Internally, this includes the director, employees, volunteers, and board members. Since her arrival, the director has advocated benevolence and psychological safety toward all internal stakeholders as well as individuals receiving services from the organization. According to Cohen (2013), benevolent leadership must be exemplary, and that is precisely what she demonstrated from the start. In this context, exemplarity should not be understood as synonymous with "perfection," but rather as "ordinary exemplarity" (Roelens, 2021, p.106), where vulnerabilities are not hidden and benevolence serves as a model emphasizing reflexivity (Roelens, 2021).

In addition to the benevolence approach, an organizational culture where psychological safety is non-negotiable is, in my opinion, one of the essential factors of sound management, where employee well-being is a priority. (Co-Author A)
Welcoming all team members' mistakes allows us to focus on the solution.
(Coauthor A)

- 35 Thus, Co-Author A has established control rules (Reynaud, 1989) to ensure that psychological safety is maintained. Benevolence is also contagious among followers (Cohen, 2013). At a party organized by employees in his honor, we witnessed how this benevolence spread. Employees invited members of the board of directors, offered gifts and particularly moving tokens of appreciation, and even involved former employees. They created a film that was simultaneously zany, beautiful, and energetic, reflecting the spirit of the general management. Even introverts participated, all without the knowledge of the person being celebrated. This anecdote appears to us to illustrate very well the love, benevolence, and energy that pervade this organization. Everyone respects one another, enjoys themselves, and plays jokes on each other—but always with respect. This atmosphere of good humor is crucial in countering the potential compassion fatigue experienced by many of the organization's internal stakeholders (Moran, 2002).

I was invited as a member of the Board of Directors, like everyone else present, and I was shocked by the wave of love that swept through the room (Co-Author B).
Another example of this contagion is the person in charge of sending out the pay slips (every two weeks), who adds a personalized note to each one, different from one pay slip to the next. This little gesture is much appreciated by his colleagues.
(Co-Author B)

- 36 According to Mercier and Delande (2020), there are three types of benevolence. *Deontological benevolence* involves the pursuit of others' well-being as a fulfillment of one's moral duty. *Utilitarian benevolence* focuses on the well-being of others with regard to the general interest and its consequences. *Authentic benevolence*, meanwhile, seeks the good of others gratuitously, for the sake of the other. In their statistical research, Paquet *et al.* (2025) introduce the theoretical concept of authentic benevolence and examine its effects on well-being through the development of a Benevolence Motivation Scale (BMS). In contrast, we have chosen a more embodied methodology, focused on lived experiences. The organization's General Manager strives to embody these different forms of benevolence, particularly in the authentic sense. She fosters a concern for others that is contagious. This includes moral benevolence, reflected in the development of codes of ethics for employees and volunteers, and utilitarian benevolence, evident in the continuous attention to the organization's mission. The executive director's benevolence impacts all internal stakeholders, employees, board members, and volunteers, as highlighted by Bruna *et al.* (2017).

4.2 External stakeholders

- 37 The first external stakeholders are the people who receive services from the organization, in this case immigrants, including refugees.

The benevolent approach is practiced as much towards the clientele as towards the staff members, and just as much towards the mission. So, we take care of the team members who take care of immigrants, which takes care of our mission. (Co-Author A)

- 38 Overall, these people feel recognized by the organization's employees and volunteers.

There may always be people who are dissatisfied with the services provided, but overall, they appreciate what's being done for them. (Co-Author A)

- 39 Inclusion is based on the idea of respect and feeling respected within a community (Melé, 2009).

The healthcare sector, like organizations that help women, young mothers, families, mothers-to-be, men... are stakeholders with whom employees and volunteers have contact and set up initiatives. They set up actions that enable us to take care of immigrants. By co-organizing activities with other organizations in the community, they can raise awareness of the realities of these new arrivals among the staff of these organizations, who can then give them more care and attention. (Co-Author B)

- 40 Legitimacy can be defined as a generalized perception that the actions of an entity are desirable, proper, or appropriate within a system of norms, values, beliefs, and definitions (Suchman, 1995). Legitimacy is socially constructed (Suchman, 1995). Thus, by placing confidence in this organization, the ministry can, in turn, provide the resources that enable it to carry out a substantial portion of its projects. Indeed, to enable a culture of inclusion, we need to move away from a lack of understanding of others that leads to ethnocentrism (Provensal, 2002).

When it comes to educational establishments, things are much the same. Workers are in contact with teachers in integration or francization classes, and volunteers come to integration classes in elementary school for reading-related activities, for example. What's more, for many years now, several members of the Board of Directors, even if they are not the same, have also been employees or former employees of educational establishments. As a result, they, too, exert an influence on other people in these establishments who are involved with immigrants. (Co-author B)

The director took into account what was important to the ministry as soon as she arrived. She immediately tried to understand the language used and wanted by the Ministry. It wanted statistics and accountability in a way, and she delegated and verified the implementation of a structure to meet the Ministry's expectations. Everyone knows what they have to do. Over the years, she has built up a reputation as an expert in this field, and has helped managers to frame their teams. Management frequently dialogues with the Ministry's representatives, keeping them informed of any problems or needs. (Co-author B)

For this reason, on two occasions in recent years, the Minister of Immigration visited the premises of the organization to assess the lived reality, and pilot projects were tested in this organization before a more extensive implementation in the province. Consequently, by taking care of the ministry, the organization has gained legitimacy. The ministry initiates pilot projects within the organization, provides significant resources, and thus takes care of the organization. (Co-Author B)

- 41 By implementing these rules, the organization has gained legitimacy with the Ministry (Reynaud, 1989).

The director takes care of the local media. They play an important role in transmitting information to the general public. The local media regularly disseminate information that promotes the organization and its mission and consequently makes the local population aware of the realities experienced by immigrants and their potential contributions. (Co-Author B)

- 42 This provides a way out of ignorance and ethnocentrism (Provensal, 2002).

For many immigrants, especially government-assisted refugees, religion is an important issue, which is why the organization links these new arrivals with the religious communities that are closest to their beliefs. These communities then take

care of the newcomers. They facilitate their inclusion in the host community. When the first GAR (Government -Assisted refugees)'s arrived in Rimouski, the Immigration Ministry reserved the first week's temporary accommodation to help them settle in. After a call for tenders, they chose to award this accommodation and meals to a religious community on arrival. The people in this community took great care of the new arrivals, whatever their religious beliefs. Later, with the arrival of COVID, we had to organize things differently. (Co-Author B).

There are other stakeholders in the local ecosystem : roundtables, employability organizations, etc., and structures are slowly being put in place. (Co-author A).

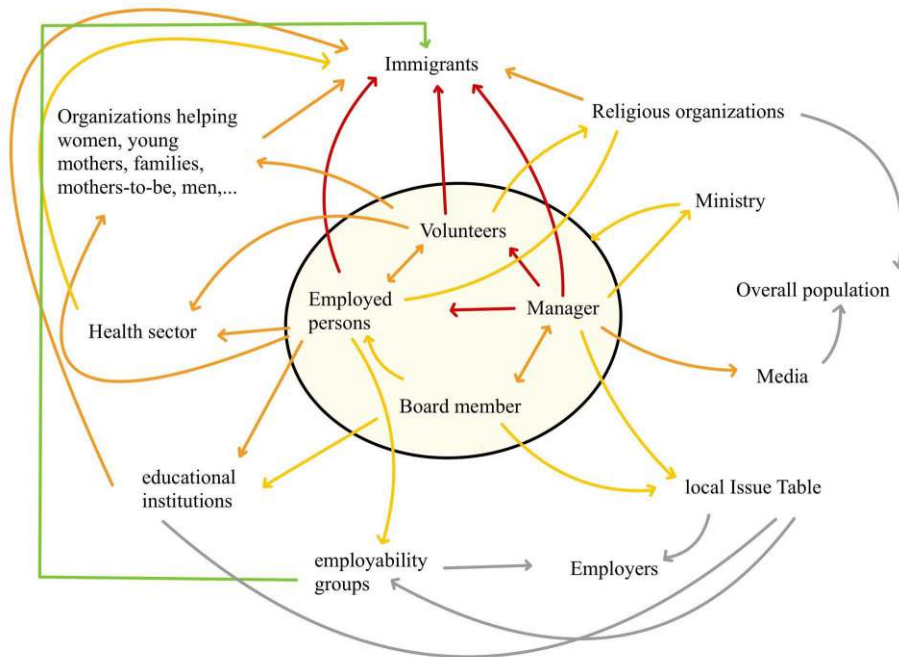
- 43 In line with Ghosh (2015), benevolent leadership extends beyond the formal boundaries of organizations, affecting both internal and external stakeholders. Benevolent leadership demonstrates care for others and seeks the common good (Chamola *et al.*, 2022). Cooperation between internal and external stakeholders and the organization is based on exchange and the development of a shared good—in this case, the reception and integration of immigrants and refugees into society. This does not imply personal sacrifice, but rather the recognition of others, stemming from the cultivation of social ties. Such reciprocal cooperation depends on how each party assesses the other's needs, as well as the constraints and obligations placed upon them (Favereau, 2004).
- 44 Humanistic leadership in professional organizations serves as the foundation for a vision of sustainability that takes stakeholders' perspectives into account (Melé, 2016; Anadol & Behery, 2020; Godenhjelm & Johanson, 2018; Domingo & Melé, 2022). Placing people at the center of the organization can promote inclusion and sustainable coexistence (Lazzari Dodeler *et al.*, 2023). This form of leadership also requires specific skills (Lazzari Dodeler *et al.*, 2023).
- 45 In this territory, a project has been co-constructed with numerous stakeholders to facilitate their socio-cultural and economic integration. Particular attention has been given to fostering a culture of benevolence and social cohesion, raising awareness among the host community about the importance of the region's socio-economic, cultural, and demographic development, as well as the positive contributions of intercultural dialogue, as defined by Pecqueur (Defélix *et al.*, 2013). The homogeneity of the host population is often perceived as the norm, with diversity considered acceptable only insofar as it does not threaten social harmony (Søholt *et al.*, 2018).

4.3 A synthesis model

- 46 *Figure 1* illustrates the different stakeholders: internal stakeholders are represented inside the ellipse, and external ones outside it. Red arrows indicate strong benevolence among stakeholders, based on the analysis of the co-authors' points of view, orange moderate benevolence, yellow mild benevolence, and green slightly weaker

benevolence. Gray arrows indicate relationships without particular benevolence. The following figure presents the analysis of the results.

Figure 1. Internal and external stakeholders and the extent of their mutual benevolence



This figure presents a gradation of the different intensities of benevolence diffusion among the stakeholders, based on the analysis of the co-authors' points of view.

5. Discussion

- 47 In this article, we investigated how internal and external stakeholders are regulated within the context of an organization dedicated to immigrant inclusion. Non-profit organizations face many challenges, and our case study is no exception, such as the time devoted to fundraising (LeRoux, 2009). In this organization, there are many stakeholders (director, employees, refugees, trainers, etc.) (Frooman, 1999), yet the director looks after everyone's interests, as well as the importance of creating links between them (Frooman, 1999).
- 48 As in the instrumental approach, stakeholders are managed by the director and constitute a competitive advantage (Mercier, 2010), thereby enhancing organizational performance (Bouglet & Joffre, 2015). In this organization, the director upholds moral obligations while also considering the interests of all stakeholders, which aligns with the normative perspective (Bouglet & Joffre, 2015). Thus, similar to the expectations-centered model, interactions between the instrumental and normative approaches can be observed, even though these models are often treated separately.
- 49 Non-profit organizations whose mission is to help vulnerable people should be guided by ethical values, such as organizational benevolence (Beveridge and Höllerer, 2023). The diffusion of these values among various internal and external stakeholders presupposes both instrumental and normative regulation (Bouglet and Joffre, 2015).

- 50 Moreover, this dissemination requires that the management embodying these values is recognized as legitimate by the stakeholders. This is consistent with Reynaud (1989) and Pourquier (2022).
- 51 Thus, the diffusion of ethical values such as benevolence, encompassing both instrumental and normative dimensions and relying on the legitimacy of management, constitutes a key contribution of this study. The research employed an autopraxeographic approach, with data derived from a single case, based on the professional experience testimonies of the coauthors. Future studies could extend this work by examining additional cases in diverse contexts.

6. Conclusion

- 52 This theoretical article aims to examine the regulation of internal and external stakeholders in an organization seeking to include immigrants. To this end, we first reviewed the literature on social regulation and stakeholders; secondly, we presented the autopraxeographic method used to shed light on our research goal; thirdly, we analyzed our findings; and finally, we discussed our results.
- 53 In the case presented, the stakeholders are diverse and committed to the organization's mission. Each stakeholder group is composed of individuals whose goal is the inclusion of others. Moreover, beyond potential confrontations between stakeholders, it is important to understand organizations and all the stakeholders surrounding them as communities of people capable of cooperating, identifying their own needs and expectations, and so forth. This cooperation is grounded in human dignity, solidarity, and the common good (Retolaza *et al.*, 2019).
- 54 In this case, general management, through its benevolence and openness to human dignity, fosters solidarity (Albert *et al.*, 2022). Solidarity is closely linked to benevolence (Baker & Lee, 2020). This case highlights benevolence as a value that spreads and guides the daily actions of stakeholders in the form of internalized norms (Massiera, 2006). Benevolence thus takes on the role of a norm. Indeed, in this organization, the benevolent approach is practiced toward customers, staff members, and the mission alike.
- 55 The legitimacy of AIBSL's sources of regulation allows this benevolence to spread. By fostering this ethic of regulation (Bruna & Jahmane, 2020) that is; by promoting benevolence among stakeholders, we can consider this organization as inclusive (Bruna *et al.*, 2017).
- 56 The results of this case study are consistent with those of several other studies (Bruna *et al.*, 2017; Gosh, 2015; Massiera, 2006; Cohen, 2013; Mercier and Deslandes, 2020). However, the dissemination of ethical values requiring both instrumental and normative regulation, as well as the legitimacy of management constitutes one of the key contributions of this research. Nevertheless, it would be interesting to examine other organizations that support vulnerable people in future studies.

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NOTES

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ABSTRACTS

In this article, we examine the regulation of internal and external stakeholders within an organization seeking to promote the inclusion of immigrants. The method employed is *autopraxeography*, an approach grounded in the experiences of the co-researchers, who are also the authors of this article. This case highlights benevolence as a value that spreads and guides the daily actions of internal and external stakeholders through internalized norms. The dissemination of ethical values requires both instrumental and normative forms of regulation, as well as managerial legitimacy, which constitutes one of the main contributions of this study.

Dans cet article, nous nous penchons sur la régulation des parties prenantes internes et externes au sein d'une organisation visant à favoriser l'inclusion des immigrants. La méthode employée est l'*autopraxeographie*, une approche basée sur les expériences des co-chercheuses, qui sont

également les auteures de cet article. Ce cas met en évidence la bienveillance comme une valeur qui diffuse et guide les actions quotidiennes des parties prenantes internes et externes à travers des normes intériorisées. La diffusion des valeurs éthiques nécessite des formes de régulation à la fois instrumentales et normatives, ainsi qu'une légitimité managériale, ce qui représente l'un des principaux apports de cette étude.

INDEX

Keywords: Stakeholders, Regulation, Benevolence, Autopraxeography

Mots-clés: Parties Prenantes, Régulation, Bienveillance, Autopraxéographie

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