

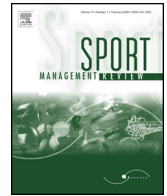


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Review

Organizational hybridity: A conceptualization of how sport for development and peace organizations respond to divergent institutional demands

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ABSTRACT

An abundance of institutional logics is associated with the area of Sport for Development and Peace (SDP). Unfortunately, the ways in which SDP entities respond to conflicting institutional demands has received little scholarly attention. Therefore, the author examines the concept of organizational hybridity and its applicability in SDP. The divergent nature between institutional logics allow for organizational actors to reconfigure elements into new creative hybrid arrangements. Drawing on relevant literature from related disciplines, the author identifies and examines four theoretical types of hybrids in the SDP context: differentiated, symbolic, integrated, and dysfunctional. The internal dynamics and managerial implications associated with each hybrid type are further examined. In addition, a research agenda for how future scholarship can draw on this concept to generate new knowledge of these types of sport organizations is also outlined.

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1. Introduction

Definitions of Sport for Development and Peace (SDP) vary since the boundaries of this domain are difficult to identify (Black, 2010; Darnell & Hayhurst, 2012; Giulianotti, Hognestad, & Spaaij, 2016); but broadly refers to the use of sport as a vehicle for addressing various social issues (Coalter, 2013; Hartmann & Kwauk, 2011) or to promote peace-building and reconciliation in areas of conflict (Lyras & Welty Peachey, 2011; Schulenkorf, 2012). Many SDP entities face considerable funding challenges and operate within complex socio-political environments (Giulianotti, 2011a; Holmes, Banda, & Chawansky, 2016; Kidd, 2008).

Schulenkorf's (in press) review of the current state of research on the management of SDP indicated a noticeable gap in terms of how entities in this domain pursue new opportunities and develop sustainable organizations. To address this knowledge gap, he called for researchers to examine entrepreneurial aspects of SDP. Recognizing social entrepreneurship within this field is critical for enhancing our understanding of how these organizations can achieve sustainable impact (Cohen & Welty Peachey, 2015). Furthermore, the use of social entrepreneurial strategies has the potential to alter existing power relations in the SDP environment by increasing organizational autonomy (Hayhurst, 2014). In the current paper, I provide a response to Schulenkorf's (in press) call for action by drawing on the management concept of organizational hybridity—the combination of multiple traditional ways of organizing into new creative hybrid approaches—to conceptualize

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how SDP actors can respond to institutional demands (Skelcher & Smith, 2015). This concept is at the heart of social entrepreneurship, as many of these entrepreneurs intentionally seek to manage paradoxical institutional demands (Battilana & Dorado, 2010; Smith, Besharov, Wessels, & Chertok, 2012; Smith, Gonin, & Besharov, 2013; Tracey, Phillips, & Jarvie, 2011).

Brandesen, Van de Donk, and Putter (2005) noted, “Just as the chameleon is identified by its strategy of changing color, so hybrid organizations could be classified by their strategies, as methods of adaptation to conflicting demands” (p. 760). In this paper, I provide a typology of four different hybrid models related to SDP. The nature of these new ways of organizing, challenges traditional perspectives on organizational behavior (Battilana, Lee, Walker, & Dorsey, 2012), and compels researchers to expand the understanding of organizational paradigms (Haigh & Hoffman, 2012). These new hybrid forms have emerged in response to changing institutional demands (Lewin, Long, & Carroll, 1999; Tracey et al., 2011). Unfortunately, the concept of hybridity is not addressed in prior theoretical models and research examining SDP organizations, despite an abundance of inter-organizational relationships and institutional logics associated with this domain (Coalter, 2013; Giulianotti, 2011b; Lyras & Welty Peachey, 2011; Schulenkorf, in press; Svensson & Hambrick, 2016). Despite an immense growth in SDP scholarship during recent years (Schulenkorf, Sherry, & Rowe, 2016), how these types of programs and organizations function remains under theorized (Welty Peachey, 2016). To address these gaps, Schulenkorf and Spaaij (2016) proposed the value of engaging with theories from related disciplines to enhance knowledge in this area. Furthermore, scholars have argued for particular attention to be placed upon the structural elements and internal dynamics of organizations involved in SDP efforts (Schulenkorf, Sugden, & Burdsey, 2014; Svensson & Hambrick, 2016).

Today, a multitude of stakeholders are involved in SDP efforts, including nonprofits, corporations, inter-governmental agencies (e.g., United Nations, World Health Organization), governments, and high-performance sport organizations (cf. Beacom, 2007; Burnett, 2009; Coalter, 2013; Gasser & Levinsen, 2004; Giulianotti, 2011a; Hayhurst, 2013; Kidd, 2008), which has created increasingly complex realities for SDP leaders (Giulianotti, 2011b). Although nonprofits operate most SDP programs, they do so through the support and cooperation of many other types of stakeholders (Giulianotti et al., 2016).

Table 1

Types of Organizational Tensions in Hybrids.

Areas of Tension (Smith & Lewis, 2011)	Description	Sample SDP Hybrid Challenges	Relevant Literature
Performing	The types of goals and performance criteria used to evaluate organizational success	How do SDP leaders define success across charitable and commercial activities? How do you balance SDP and high-performance sport objectives?	<ul style="list-style-type: none"> – Dual Performance Objectives (Ebrahim et al., 2014) – Temporal Separation (Jay, 2013) – Boundary Organizations (Binder, 2007) – Business-Like Nonprofits (Maier et al., 2016) – Selective Coupling (Pache & Santos, 2013) – Logic Multiplicity (Besharov & Smith, 2014) – Institutional Complexity (Smith & Tracey, 2016) – Bridging Institutional Forms (Minkoff, 2002)
Organizing	The internal dynamics of an organization including processes, systems, structures, core practices, and culture.	What legal structures are best suited for achieving sustainable SDP impact? Should divergent practices be separated or integrated for optimal performance?	<ul style="list-style-type: none"> – Hybrid Organizing (Battilana & Lee, 2014) – Socialization of Members (Battilana & Dorado, 2010) – Paradoxical Leadership (Smith et al., 2012) – Organizational Bricolage (Perkmann & Spicer, 2014) – Hybrid Legal Forms (Brakman Reiser, 2012; Smith, 2014) – Hybrid Governance (Mair et al., 2015; Smith, 2010) – Imprinting (Marquis & Tilcsik, 2013)
Belonging	The identities that individuals, sub-groups, and the organization predominantly identify with.	How are SDP and non-SDP identities balanced or merged? How do hybrids identify themselves to external stakeholders?	<ul style="list-style-type: none"> – Identity Plurality (Pratt & Foreman, 2000) – Intractable Identity Conflicts (Fiol et al., 2009) – Organizational Duality (Ashforth & Reingen, 2014)
Learning	The perceived influence of growth and change on an organization along with how such actions are pursued.	How do you maintain intensive engagement with participants when the financial sustainability of your organization requires growth and scaling of impact? How can standardized programs remain locally relevant?	<ul style="list-style-type: none"> – Standardization vs. Flexibility (Canales, 2014) – Failure as Success (Tracey et al., 2011)

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