

# Hybrid organizations: A Systematic Review of the Current Literature

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## Abstract

The purpose of this paper is to systematically review literature concerning hybrid structures, that is, structures that are used to implement various forms of management. More specifically, the authors aim to answer two questions: can the evolution of hybrid organizations be analyzed and mapped, and if so, what are the factors that govern their development?

The document is based on a systematic review approach of Little et al. (2009), which aims to make the selection of literature and the review process transparent and replicable following steps, eliminating the problem of prejudice to ensure objectivity of the research and credibility in the results as demonstrated by Rosenthal (1979) and Cooper (2003).

What emerges from the literature of hybrid organizations seen from the point of view of NPM, the concept of Paradox, PPPs and Hybrid Impact is very interesting because by tidying up the concepts that various scholars have found it is possible to define what have been the factors that influenced the evolution of hybrid organizations giving a historical definition and helping to understand the roots of the concept and specifically where these new entities will generate impact. Several documents have analyzed the contribution of these approaches to the improvement of Management, Decision-Making, Identity Work, Governance, Hybrid Laws, Microfinance Institutions MFIs and Corporatizing.

Through this research the authors hope to contribute to the academic and professional community by summarizing the known literature and suggesting paths for further research precisely because it is necessary the cooperation.

**Keywords:** hybrid organization, hybrid impact, new public management, public-private partnerships, paradox

## 1. Introduction

Despite recent increased interest in hybrid organizations, literature about them remains sparse in many academic disciplines. Many of the numerous studies on hybridity defy easy classification (Cooney, 2006; Grossi & Thomasson, 2015; Hasenfeld & Gidron, 2005; Langton, 1987; L. Parker, 2011; Powell, 2003; Roundy, 2017; Stanton, 2004).

Hybridity, in the third sector, is not a new phenomenon. Since the 1980s, organizations have slowly started incorporating hybridity, causing minor disturbances, but only occasionally questioning their third root sector identity (Billis, 2010; Bryson & Roering, 1987; Grimsey & Lewis, 2002; Lan & Hal, 1992; Perry & Rainey, 1988; Stanton, 2004).

As Billis (2010) shows there exist this intermediate section contexts that we already know full well (Figure 1). At the intersection of public, profit and non-profit, the engine of innovation emerges. This time, when the concept of innovation is expressed, it refers to social innovation. In a historical period in which the crisis has played a dominant role in the negative effects suffered, it is necessary to identify the new starting points for regrowth and to intervene in what is called the Impact Economy (Calderini, Chiodo, & Michelucci, 2018).

The role of these new organizations is fundamental for the generation of social impact and to share with the social economy (P. P. Biancone & Radwan, 2019; Corvo & Pastore, 2019; Pestoff, 2004).

Until now, the lawmaker has always reasoned only by imagining that the actors were already existing actors with already existing tools, but instead within each was evolving something new, a new identity that in literature is defined: hybrid organization.

The growth of increasingly innovative and open models and tools makes it even more important to focus on the contribution that these organizations can make and for this reason the interest is to understand and put order in the literature to identify hybrid organizations even where they already existed but were not known as such and underestimated the effect (Alexius, Örnberg, & Grossi, 2019; Bartocci, Grossi, & Mauro, 2019).

Due to the recent proliferation of articles on this topic and their conflicting results, there is a need to summarize existing knowledge and to identify some implications and guidelines for further research.

There is a lot of literature that analyzes a small number of aspects of hybrid organizations, but, overall, there is a little systematic literature review. The authors of the study hope to fill this gap through their research questions.

This paper aims to provide a systematic review of the literature on hybrid organizations. More specifically, the study aims to answer the question of whether it is possible to analyze and map the evolution of hybrid organizations. If successful, the authors hope to identify the factors involved in the development of hybrid organizations. By conducting a systematic literature review into the evolution of hybridity, the authors hope to contribute to academic and professional communities by summarizing the known literature and suggesting avenues for further research. This paper is structured in the following way: the first section forms an introduction to the study, the second section names the research methodology used, the third section outlines the results of the analysis from the study, the fourth the discussion of the research and the fifth the conclusion of the study and basis for further research.

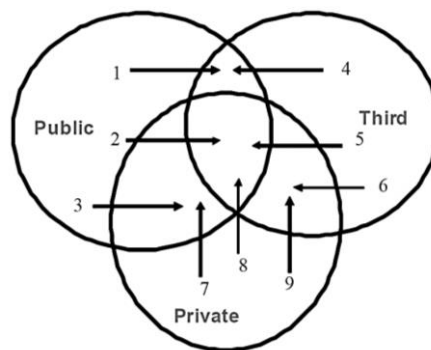


Figure 1. The three sectors and their hybrid zones

Source: (Billis, 2010)

## 2. Research Methodology

The document is based on a systematic review approach of Little et al. (2009), which aims to make the selection of literature and the review process transparent and replicable.

In order to answer the question of whether it is possible to analyse and map the evolution of hybrid organisations, the systematic review approach is the most effective. Only after the outcome of the research will it be possible to identify the factors involved in the development of hybrid organizations.

In order to make the research method robust and replicable, the authors have carried out the following steps: Scoping, Planning, Identification, Screening, Eligibility.

As already identified above, the researchers identified the demand for research and then carried out the entire Planning phase as Lipsey & Wilson (2001) have defined by separating the demand and wondering what the criteria for exclusion and inclusion are that arise.

For accuracy, keywords to be used have been designated with an asterisk (\*) to show the range of possible studies, since many existing papers use slightly different keywords for the same concept, e.g. “hybrid” instead of “hybridity”. Two classes of keywords have been selected:

1. Words related to the concept of hybridity at the theoretical and academic level are denoted as “hybrid\*” and “theor\*”, i.e. “T” keywords; and

2. Words related to hybrid organizations on a more concrete or practical level in the territory are denoted “corporat\*”, “organization\*”, “public” and “private”, i.e. “P” keywords. Our research incorporates a range of combinations of these two types of keywords.

A meta-search engine (TUTTO) was used in the research, which accessed the most well-known academic databases, such as Academic Law Reviews (LexisNexis), AGRIS (United Nations, Food and Agriculture Organization), American Chemical Society (CrossRef), arXiv, Cambridge Journals (Cambridge University Press), Informa - Taylor & Francis (CrossRef), INFORMS Journals (168), JSTOR Archival Journals, JSTOR Current Journals, Lippincott Williams & Wilkins Journals (Wolters Kluwer Health), MEDLINE/PubMed (NLM), Oxford Journals (Oxford University Press), Periodicals Archive Online, Periodicals Index Online, RSC Journals (Royal Society of Chemistry), Sage Journals (Sage Publications), Science Citation Index Expanded (Web of Science), ScienceDirect Journals (Elsevier), Scopus (Elsevier), Social Sciences Citation Index (Web of Science), Sociological Abstracts, SpringerLink, Taylor & Francis Online - Journals, Thieme e-Journals (Thieme Publishing Group), University of Chicago Press Journals, Wiley (CrossRef) and Wiley Online Library.

In the Identification phase as demonstrated by Rosenthal (1979) and Cooper (2003) the problem of prejudice was eliminated to ensure the objectivity of the research and credibility in the results.

These results were then aggregated into a single list for comparative purposes. In this research only articles with a management focus were considered. Articles dealing specifically with technology were not included in our list. For the purposes of better research, only peer review journals were selected. To obtain a more general overview of the topic, no reference period was set; instead, articles accessed were those which were readily available, even if found to be irrelevant to the research, as is the case with papers from 1978. The same selection criteria were used to select the first language of the papers studied, thus European (namely Dutch, English, French, German, Italian, Lithuanian, Norwegian, Portuguese, Romanian, Russian and Spanish), Asian (namely Chinese, Malay, Japanese and Korean) and Middle Eastern languages (Arabic) were all included in this research analysis. After analysis, only English, French, Chinese Spanish and Portuguese stayed on topic.

Subsequently, the Screening phase was carried out, in which data were extrapolated and collected without any conflict of interest on the part of the authors, and finally, as defined by Greenland & O'Rourke (2001), the Eligibility phase was managed, in which the themes of the quality of the study in meta-analysis were discussed and so, the initial selection (in October 2018) included over 1,000 papers. After deleting duplicated results, the total number of articles was reduced to 524. The authors of this paper read the abstract of each of these papers, focusing on the question: does this document analyze the concept of hybrid? Since hybridization is a relatively modern term, which of the older papers has relevant content were they to be defined today? Papers had to meet strict criteria in order to be considered.

Using this procedure, the number of documents selected for study was reduced to 98. As decisions regarding inclusion and exclusion remain relatively subjective, this stage of the systematic review was conducted by all the authors. Best practice recommends that selection is performed by more than one reviewer (Mele e Belardinelli 2018; Tranfield, Denyer, e Smart 2003; Tummers et al. 2015).

At this stage, each article was read in full to see if it still met the criteria outlined. Only 42 papers remained. The following sections analyze these papers in details. In order to generate detailed analysis, the researchers deconstructed and reformed the content of each paper. This technique has seen to help combine and contrast the content of the papers (Denyer & Tranfield, 2009; Mele & Belardinelli, 2018).

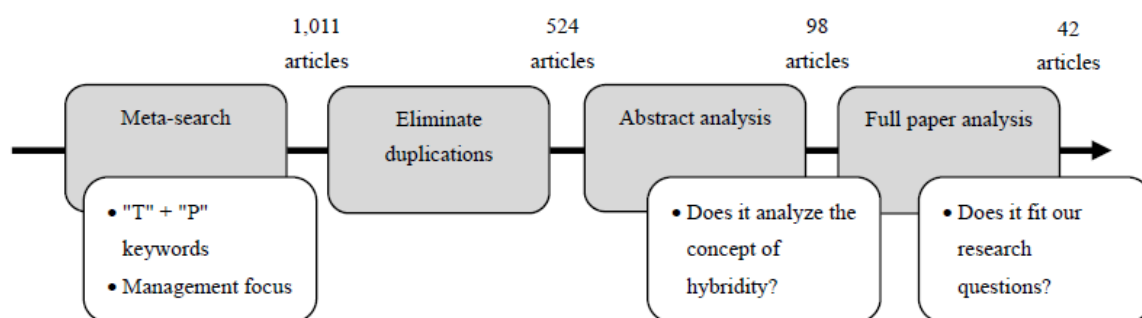


Figure 2. Screening methodology

Source: Our production

### 3. Analysis

The authors of this paper reviewed the final 42 articles to identify commonalities in the process of hybridization as described by the full body of literature. Table I classifies the documents according to the topic on:

- The focus of research (New Public Management, paradox, joint-venture or Hybrid impact);
- The type of approach used (theoretical or practical);
- And the time of publication.

The knowledge distribution of Hybrid impact is homogeneous and highlights a growing interest in the subject and increasing relevance to New Public Management (henceforth, NPM), that is, half of the articles were focused on NPM.

Paradox-oriented practices and public-private joint-ventures are rarely studied, and when they are discussed, the majority uses a practical approach and supporting the case study.

Table 1. Methodologies and scope of the papers included in the review

FOCUS	1998-2003		2006-2008		2009-2011		2012-2014		2015-2018		TOTAL
	T	P	T	P	T	P	T	P	T	P	
Hybrid impact	1	2	2	2	1	1	1	1	2	3	16
NPM	0	2	1	1	0	5	2	5	0	5	21
Paradox	0	0	0	0	0	0	1	0	0	3	4
Public-private partnerships	0	0	0	0	0	0	0	1	0	0	1
<b>TOTAL</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>6</b>	<b>4</b>	<b>7</b>	<b>2</b>	<b>11</b>	<b>42</b>

Source: Our production

Table 2. Papers that analyse hybridity (for explanation of the abbreviations, see the note at the bottom of Table 2)

N	PAPER	FOCUS	METHOD	PRACTICE	CONTENT
1	(Deem, 1998)	NPM	CS	Management	Applicability of recent theories positing the existence of new approaches to the management of public sector institutions, to current organisational forms and management strategies in universities in the United Kingdom.
2	(Goldoff, 2000)	HI	E	Decision-Making	Interconnection and potential "new paradigm" between the three areas of decision making: risk assessment, chaos theory and strategic management and the non-profit sector, public or private.
3	(Greve & Andersen, 2001)	HI	CS	Privatization	Examine when Tele Danmark was fully privatized and the effect of two theoretical perspectives are introduced: rational-technical and cultural.
4	(Klijn & Teisman, 2003)	HI	CS	PPPs	Through analyses of three PPPs in the Netherlands it emerged that partners tend to return to traditional forms, subcontracting and separating responsibilities as they have difficulties in making decisions.
5	(Kickert, 2003)	NPM	CS	Public Management	The research shows the impacts of NPM laws as companies have gone beyond mandatory legislation to improve practice.
6	(Meyer & Hammerschmid, 2006)	HI	CS	Identity Work	The effect of new managerial logic in the Austrian public sector in place of an "old" administrative orientation
7	(Barry, Berg & Chandler, 2006b)	HI	LR	Management	Re-conceptualising public sector managerial change based on the theory of social movement, an approach that fits in with political sociology.
8	(Barry, Berg & Chandler, 2006a)	NPM	LR	Identity Work	Following a change in higher education with the advent of NPM, the effect of gender and managerial identity in organisational life in the Swedish and English context is analysed.
9	(Chan & Chow, 2007)	NPM	CS	Management	Through research is demonstrated the effect of Chinese culture and office work have transformed various Western approaches, including NPM and management control on patterns of managerial and organizational behavior.
10	(Collings, Gunnigle &	HI	CS	Change	Emergence of the hybrid IR management system and

N	PAPER	FOCUS	METHOD	PRACTICE	CONTENT
	(Morley, 2008)				the creation of new, more reflective traditions of the US business system.
11	(Rehn, 2008)	HI	E	Management	Mapping concepts in hybrid management and subsequent conceptual evolution of the need to study popular culture in organizational studies.
12	(Melián-González & Bulchand-Gidumal, 2009)	NPM	CS	Governance	The impact of NPM is based on principles such as specialization and desegregation of public organizations, and on practices such as outsourcing and internal market development.
13	(Green, 2009)	NPM	CS	Governance	The principles of the NPM gave rise to the government of New Labour in the UK and it was demonstrated that an illusory screen of plural, autonomous and enhanced distribution networks for sport obscured the regulation from the centre.
14	(Lockwood & Davidson, 2010)	HI	CS	Governance	Hybridity in the management of natural resources both inside and outside Australian neoliberalism.
15	(Harhoff & Mayrhofer, 2010)	HI	E	Management	This paper outlined the concept of managing user communities and hybrid innovation and gave as an example the reputation of a group affected by stakeholders and the perception of the service rendered.
16	(Foljanty-Jost, 2011)	NPM	CS	Public Management	The legislative impact of NPM in Germany and Japan. First, more favourable preconditions for the positive impact on local democracy, while in Japan, with a relatively weak tradition of local self-government and resources, the focus is on co-producing services with local governments, while at the same time offering more opportunities.
17	(Flinders, 2011, pp. 1998–2009)	NPM	CS	Governance	Derived theories in relation to multi-level governance in order to frame delegated governance. Revelation of a complex model of resource dependence, motivation and incentives.
18	(Bezès et al., 2011)	NPM	CS	Identity Work	Empirical analysis between NPM and some professional groups to monitor when the former may influence the decline of the latter.
19	(Abdul-Aziz, 2012)	HI	CS	PPPs	The control mechanisms used by Malaysian public bodies are associated with archetypes of bureaucracy and hybrid governance with final proposals for organisational change.
20	(Saz-Carranza & Longo, 2012)	PPPs	S	Governance	Cross-sectoral inter-organisational partnerships, alliances and networks have become extremely popular making their management central to the success of the alliance.
21	(Kinder, 2012)	NPM	CS	Public Management	Highlighting a theoretical framework for innovation in local public services, using listening and learning, illustrating its usefulness in a case study.
22	(Rayner, Lawton & Williams, 2012)	NPM	CS	Organization	The negative impact of externally imposed reforms using tools such as financial incentives and performance targets on public service ethics has been demonstrated and tested.
23	(MacCarthaigh, 2012)	NPM	CS	Organization	Suggestion of avenues for future investigations following the identification of distinctive institutional features and dominant trends in Irish political-administrative governance with a focus on the NPM.
24	(Ratner, 2012)	P	E	Identity Work	Apprehension of uncertainty and related group conflicts influence the interaction between public sector change and employee identity.
25	(Garrone, Grilli & Rousseau, 2013)	HI	E	Public Management	Management discretion is a significant source of inefficiency in municipal enterprises demonstrated through concentration on local government restructuring measures: partial privatisation, inter-municipal joint ventures and the presence of external directors.
26	(Nieto Morales, Wittek, & Heyse, 2013)	NPM	CS	Organization	Public organisations are more like private organisations, but with obvious differences is the

N	PAPER	FOCUS	METHOD	PRACTICE	CONTENT
	2013)				demonstration of a research on 61 public organisations and 61 private organisations in Netherlands.
27	(Casini, 2014)	NPM	E	Hybrid Laws	The distinction between international and national law, public and private law with the aim of the ways in which hybrid global institutions exercise their powers has led to the emergence of multipolar administrative law.
28	(Norman, 2014)	NPM	CS	Governance	Internal transformation like a new reform of Cambodian public management and consequent study of the evolution of the new governance framework and civil society organisations.
29	(Durant, 2014)	NPM	CS	Hybrid Laws	The administrative order dominated by the public sector because of its focus on bureaucratic rather than democratic administration is the legacy of federal administrative reform.
30	(Bird, 2015)	NPM	CS	Public Management	Privatizzazione delle aziende e a cambiamenti modernizzati nella governance e nelle condizioni organizzative sono stati frutto dell'impatto della NPM.
31	(Simonet, 2015)	NPM	CS	Management	The re-centralisation of public agencies is the objective of the NPM verified in areas such as citizen participation and professional satisfaction of doctors. In addition, however, subsequent health reforms indicate a convergence towards a hybrid system.
32	(Kleynjans & Hudon, 2016)	HI	CS	MFIS	This is a comparative study of the codes of a Mexican network of hybrid organizations including seven MFIs. The emphasis is placed on "socially oriented" principles and on terms such as "people" and "common good".
33	(Aagaard, 2016)	HI	CS	Public Management	Post-transformative leaders are invited to move from collaborative strategies to strategies of manipulation, hypocrisy and diversion of institutional logic by demonstrating that public managers can influence the mix of institutional logic in a process of organizational change.
34	(Kirkpatrick, Kuhlmann, Hartley, Dent & Lega, 2016)	HI	CS	Management	Strong impact on the leadership structure of time management (hybrid) or roles, through a push to collaboration of full-time or part-time professionals in service management.
35	(Lindlbauer, Winter, & Schrey ögg, 2016)	NPM	CS	Corporatizing	Privatisation of companies can be an effective alternative, a discovery that has led to a number of implications for practice and research.
36	(Skelcher & Smith, 2017)	HI	CS	Performance	Through a process of hybridization, public and non-profit organizations can contain apparently irreconcilable institutional logics, such as public service and market survival.
37	(Bode, Lange, & Märker, 2017)	NPM	CS	Impact of Hybrid Laws	The social mission that could potentially become more like that of companies with a view to improving public management.
38	(Kirkpatrick, Altanlar, & Veronesi, 2017)	NPM	CS	Corporatizing	Corporatization co-occurs with change and increases the possibility that corporatization leads to both more managed and uncontrolled organizations simultaneously.
39	(Torchia & Calabrò, 2018)	HI	CS	PPPs	Through the case study it has been demonstrated that despite its great success, the PPP analysed has some governance problems that need to be addressed.
40	(Carollo & Guerci, 2018)	P	S	Identity Work	Analysis of the relationship between paradoxes and work on identity, identifying three main tensions that influence their construction process.
41	(Hahn, Figge, Pinkse, & Preuss, 2018)	P	E	Corporate Sustainability	Definition of the descriptive, instrumental and normative aspects that lead to a definition of the paradoxical perspective on corporate sustainability.
42	(Kannothra, Manning, & Haigh, 2018)	P	LR	Organization	The focus on impact sourcing demonstrates the growing interest in the way hybrid organizations manage paradoxical social and business tensions.

N	PAPER	FOCUS	METHOD	PRACTICE	CONTENT
<i>Note:</i> Abbreviations are as follows: NPM: New Public Management; HI: Hybrid Impact; PPPs: Public-Private Partnerships; P: Paradox; CS: Case Study; E: Exploration; LR: Literature Review; S: Survey; MFIS: Microfinance Institutions; CSOs: Civil Society Organisations					

Source: Our production

Table 3. Mapping of the authors and their practice

PRACTICE	HI	P	NPM	PPPs
<b>Change</b>	(Collings et al., 2008)			
<b>Corporate Sustainability</b>		(Hahn et al., 2018)		
<b>Corporatizing</b>			(Lindlbauer et al., 2016) (Kirkpatrick et al., 2017)	
<b>Decision-Making</b>	(Goldoff, 2000)			
<b>Governance</b>	(Lockwood & Davidson, 2010)		(Melín-González & Bulchand-Gidumal, 2009) (Green, 2009) (Flinders, 2011) (Norman, 2014)	(Saz-Carranza & Longo, 2012)
<b>Hybrid Laws</b>			(Casini, 2014) (Durant, 2014)	
<b>Identity Work</b>	(Meyer & Hammerschmid, 2006)	(Ratner, 2012) (Carollo & Guerci, 2018)	(Barry et al., 2006b) (Bezes et al., 2011)	
<b>Impact Of Hybrid Laws</b>			(Bode et al., 2017)	
<b>Management</b>	(Barry et al., 2006a) (Rehn, 2008) (Harhoff & Mayrhofer, 2010) (Kirkpatrick et al., 2016)		(Deem, 1998) (Chan & Chow, 2007) (Simonet, 2015)	
<b>Microfinance Institutions (Mfis)</b>	(Kleynjans & Hudon, 2016)			
<b>Organization</b>		(Kannothra et al., 2018)	(Rayner et al., 2012) (Maccarthaigh, 2012) (Nieto Morales et al., 2013)	
<b>Performance</b>	(Skelcher & Smith, 2017)			
<b>Privatization</b>	(Greve & Andersen, 2001)			
<b>Public Management</b>	(Garrone et al., 2013) (Aagaard, 2016)		(Kickert, 2003) (Foljanty-Jost, 2011) (Kinder, 2012) (Bird, 2015)	
<b>Public-Private Partnerships</b>	(Klijn & Teisman, 2003) (Abdul-Aziz, 2012) (Torchia & Calabrò, 2018)			

Source: Our production

Table 2 provides a summary of the literature. The documents were classified into three categories with the following focuses:

1. The phenomenon analyzed;
2. The methodology adopted; and
3. The sector in which the phenomenon occurs.

To simplify the results found in Table 3, it is possible to view the focus in which the researchers have investigated.

In category 1, 21 papers considered only practices related to NPM from different points of view, analyzing the causes, effects and state of development. These papers are (Barry et al., 2006b; Bezes et al., 2011; Bird, 2015; Bode et al., 2017; Casini, 2014; Chan & Chow, 2007; Deem, 1998; Durant, 2014; Flinders, 2011; Foljanty-Jost, 2011; Green, 2009; Kickert, 2003; Kinder, 2012; Kirkpatrick et al., 2017; Lindlbauer et al., 2016; Maccarthaigh, 2012; Melín-González & Bulchand-Gidumal, 2009; Nieto Morales et al., 2013; Norman, 2014; Rayner et al.,

2012; Simonet, 2015).

In category 2, four papers considered the concept of Paradox (henceforth, P) recognizing the phenomenon of multiple conflicts that characterize sustainability in business organizations. These papers are (Carollo & Guerci, 2018; Hahn et al., 2018; Kannothra et al., 2018; Ratner, 2012).

In category 3, one paper (Saz-Carranza & Longo, 2012), considered public-private partnerships (henceforth, PPPs). This is an area of research that requires more study but provides an important insight into the synergy between private and public with a potentially significant impact.

In category 4, 16 papers considered Hybrid Impact (henceforth, HI). They had a limited scope and only considered the evaluation and impact of hybridization on social and environmental performance. These papers are (Aagaard, 2016; Abdul-Aziz, 2012; Barry et al., 2006b; Collings et al., 2008; Garrone et al., 2013; Goldoff, 2000; Greve & Andersen, 2001; Harhoff & Mayrhofer, 2010; Kirkpatrick et al., 2016; Kleynjans & Hudon, 2016; Klijn & Teisman, 2003; Lockwood & Davidson, 2010; Meyer & Hammerschmid, 2006; Rehn, 2008; Skelcher & Smith, 2017; Torchia & Calabrò, 2018). Note that there are no papers that included a mixed focus.

Table 3 shows, also, in which functional areas hybridization occurred and which authors posed a research question deliberately designed to make their own contribution to the existing body of original research. The practices examined are: Change, Corporate Sustainability, Corporatization, Decision-Making, Governance, Hybrid Laws, Identity Work, Impact of Hybrid Laws, Management, Microfinance Institutions (henceforth, MFIs), Organization, Performance, Privatization, Public Management and PPPs.

### 3.1 NPM

Deem (1998) says that 'New managerialism' represents a way of understanding and categorizing attempts to impose managerial techniques.

This identity is usually associated at medium and large enterprises for profit, public sector and voluntary organisations (Clarke & Newman, 1997; Itzin & Newman, 1995; McLaughlin, 1994; Reed & Anthony, 1993).

Clarke and Newman (1997) show that the concept of "new managerialism" can be detected within organizational models, cultures and management technologies of organizations.

The change that this new concept brought about was the grafting of what is defined as Corporatizing as highlighted by Lindlbauer et al. (2016), Kirkpatrick et al. (2017). The transaction takes place in the concept of governance Melián-González and Bulchand-Gidumal (2009), Green (2009), Flinders (2011), Norman (2014) and consequently in the Identity Work, because the figure of the manager changes, the management of employees changes with the aim of maximizing results and performance as demonstrated by Barry et al. (2006a) and Bezes et al. (2011).

The research shows, as Rayner et al. (2012), Maccarthaigh (2012), Nieto Morales et al. (2013) studied, the NPM has had an impact on the concept of Organization also changing the approach of Management, what emerges from the studies of Deem (1998), Chan and Chow (2007) and Simonet (2015), discovering that administrative systems can improve performance by importing innovations in public management.

When a change of this kind occurs, the subjects involved do not all react in the same way, for this reason it distinguishes best practices and therefore should be transferable but it is not always possible because of the characteristics of the country or type of administrative system (Kliksberg, 2005; König, 2003; Manning, 2001).

In this process of change that the NPM has brought about, Public Management has undergone an important innovation in that it has had to adapt and act through reforms, as studied by Kickert (2003) and Foljanty-Jost (2011). The propensity to performance, as analyzed by Kinder (2012), is a different vision for the public administration that, however, makes it enter the process of hybridization that the ecosystem needs to progress.

The NPM has also had an impact on the legislative area. Casini (2014) and Durant (2014) make an excellent judicial analysis on the phenomenon of hybridization. Their research refers to the existence of two major dualisms within contemporary legal systems which lead to a distinction between international law and national law and the second between public law and private law. For example the public / private gap can be traced back to the origins of administrative law, which materialized as a type of "special" law, distinct from the oldest private law (Casini, 2014; Cassese, 2012; Sand, 2013)

Also Bode et al. (2017) highlighted the Impact of Hybrid Laws and the organizational management that involves this phenomenon. These scholars make it clear that thinking of simple distinctions can lead to a lack of understanding of the real complexity they now have as they are profoundly transformed (Aman, 2008; Mac Amhlaigh, Michelon, & Walker, 2013; Schmitt, 2014).



### 3.2 Paradox

Marquis and Battilana (2009) define what is the central paradox for hybrid organizations: the simultaneous pursuit of social missions and financial objectives. Making it clear that the tensions intensify when hybrids operate globally and simultaneously catering to international clients and local communities.

Carollo and Guerci's studies (2018) underline that the paradox theory relies on complexity thinking, and it does not lend itself to positivist research approaches. Additionally, the basic unit of a paradox is its underlying tension, which consists of elements that seem logical individually but inconsistent and even absurd when juxtaposed.

Lewis (2000) explained that a paradox perspective intervenes on the tension when, despite its inconsistency, it is conceived as contradictory yet interrelated elements that exist simultaneously and persist over time. From the perspective of paradox theory, good strategies encourage actors to live with paradoxes, and accept them as persistent and unsolvable puzzles (Clegg, da Cunha, & e Cunha, 2002; Lewis, 2000; Poole & Van de Ven, 1989; W. K. Smith & Lewis, 2011; Van der Byl & Slawinski, 2015).

It is connected to the concept of identity analyzed by Meyer e Hammerschmid (2006), Ratner (2012) and Carollo and Guerci (2018) that of the paradox. It refers to people who are engaged in forming, repairing, maintaining, strengthening or revising constructions that are productive of a sense of coherence and distinction of the self. Brown (2015) defines Identity work the most significant metaphor for the analysis of identity building in and around organizations (Schultz, Schreyoegg, & Von Reitzenstein, 2013). Many researchers tend to highlight the tensions and struggles that characterize the individual processes of identity creation, although work on identity is aimed at producing a positive and distinct sense of self (Alvesson, 2010; Beech, Gilmore, Hibbert, & Ybema, 2016; Brown, 2015; Gotsi, Andriopoulos, Lewis, & Ingram, 2010; L ähdesmäki, 2012; Phillips, 2013; Sveningsson & Alvesson, 2003; Watson, 2008).

In the concept of paradox of the identity of workers, and managers, that move from private companies to public ones, they embody enterprise through their 'personal brand' in the labor market and an anti-bureaucratic, pro-change orientation. However Street and Gallupe (2009), explain that these characteristics, and the perishability of their status, limit the ability of these actors to embed enterprise. Additionally Ratner (2012), it is through the loss of their novel enterprising appearance of going native that change is reinforced. Thus, paradoxically, their enterprising nature runs counter to the adoption of techniques of the enterprise.

These studies have implications in understanding the idea of enterprise as organizational change, just like the promotion of management ideas more generally. Despite the fact that hybridization involves a mix of visions between profit, non-profit and therefore social innovation, a paradoxical perspective does not emphasize business considerations on concerns for environmental protection and social welfare at the social level (D. J. Cooper & Robson, 2006; Hahn et al., 2018; Street & Gallupe, 2009; Sturdy & Wright, 2008).

### 3.3 Public-Private Partnerships

Without being explicit, the concept of hybrid is analyzed by researchers who study joint ventures between public and private partnerships. Using the applied research method previously identified, it is possible to widen the concept of hybridity to a more deep-seated resonance.

Cross-sector inter-organizational partnerships, alliances and networks have become extremely popular. Societal-level institutional logics have an important role in cross-sector alliances, making their management central to alliance success (Agranoff, 2007; Dyer, Powell, Sakakibara, & Wang, 2007; Rittel & Webber, 1973). As such, they are vital in managing a problem in a group. Accordingly, inter-organizational and cross-sector cooperation is needed to attain the meta-objective of economic development, leading t heightened importance in the performance (Huuskonen & Kourula, 2012; Huxham & Beech, 2003; Klijn & Teisman, 2003; Saz-Carranza & Longo, 2012).

Generally, this concept is defined as PPPs. This is so because the term PPP is commonly understood to refer to private participation – usually providing the design, finance and operation – in public infrastructure development. In a PPP, the public sector has a specific idea of what service or product it wants, or at a minimum, what the public need is in searching for a solution (Herranz Jr, 2007; Wall & Connolly, 2009).

PPPs, loosely defined as cooperative institutional arrangements between public and private sector actors, have gained wide interest around the world. However, there is little agreement on the idea of a PPP. Some see it as a new governance tool that will replace the traditional method of contracting for public services through competitive tendering. Others see PPPs as a new expression in the language of public management, one intended to include older, established procedures of involvement of private organizations in the delivery of public services. Yet others view PPPs as a new way to handle infrastructure projects, such as building tunnels and renewing

harbours (Hart, 2003; Hodge & Greve, 2007; Linder, 1999; Savas, 2000).

Hodge and Greve (2007) explain that PPPs are related to infrastructure projects and therefore are institutional cooperation agreements that create new organisational units. In the context of infrastructure projects, PPPs are also seen as financial models that allow the public sector to use private financial capital in a way that increases the possibilities of both the elected administration and the private enterprise. Most partnerships stress the need to create PPPs, as they can benefit both the public and private sectors. The reasoning is simple - both the public and private sectors have specific qualities, and if these qualities are combined, the result will be better for all (Klijn & Teisman, 2003; Teisman & Klijn, 2002; Williamson, 1985).

New products or services are the result that cooperation may entail because they would not have been born if public and private organisations had not shared them (Klijn & Teisman, 2003; Roehrich, Lewis, & George, 2014; Williamson, 1985; Wong et al., 2015).

Linder (1999) through his study explains that there is a broader alternative view of PPPs as a game designed to "cloud" other strategies and goals. One of these aims is the privatisation and encouragement of private providers to provide public services at the expense of public organisations themselves.

The finding is important among ideological blind spots that appear among many PPP defenders, such as the central treasury departments, who seem more intent on defending politics than on administrative matters. Certainly, a better definition of the concept and consequently aligning the organization can lead to good governance, which is both effective and responsible (Hodge, 2004; Hodge & Greve, 2007; Hodge, Greve, & Boardman, 2010),

### *3.4 Hybrid Impact*

The fourth concept that results from the analysis is that the hybrid phenomenon is analyzed from the point of view of the impact generated in decision-making, privatization, public-private partnerships, identity work, management, governance and performance.

The change as highlighted by Collings et al. (2008) is the influential factor in the transition to the concept of hybrid. The change takes place in the concept of Decision-Making as Goldoff (2000) has studied, of governance (Lockwood & Davidson, 2010) and consequently in the Identity Work, because the figure of the manager is changed, the management of employees is changed with the aim of maximizing results and performance as Skelcher and Smith showed (2017).

The research demonstrates, as Greve and Andersen (2001) states, that the transition to privatization is one of the grafts that have led to change and the definition of hybrid organizations also changing the approach of Management, that is what emerges from the studies of Barry et al. (2006a), Rehn (2008), Harhoff and Mayrhofer (2010), Kirkpatrick et al. (2016). The consequent activities that emerge are the commercialization of public sector services and the need to monitor efficiency and effectiveness through the measurement of results and performance (Hodge & Greve, 2007; Skelcher & Smith, 2017). In this overview of hybrid changes has certainly changed the Public Management, in fact Garrone et al. (2013) and Aagaard (2016) study the phenomenon of the change in the organizational culture of the public sector to look more like the private sector "for profit".

The organization is as crucial as technology in understanding the information revolution; this revolution gives rise to network forms of organization. The rise of networks will continue to accrue power to non-state actors, more than to states, until states adapt by learning to mould hierarchies into hybrids that incorporate elements of network design (Arquilla & Ronfeldt, 1997).

In a hybrid regime of practices, multiple mentalities of rule and multiple logics are simultaneously evident. Hybridization can potentially occur between one or more of:

- I. A dominant form, such as neoliberalism;
- II. Vestiges of once dominant now superseded mentalities, such as welfarism;
- III. Waxing and waning but nonetheless durable alternatives; and
- IV. Newly emergent modes that arise as a response to novel or newly recognised problems.

Hybridized structures may be evident within a regime of practices when the authors of a governance programme actively include components from multiple logics, so that the programme itself is a 'meta-governance' hybrid (Lockwood & Davidson, 2010).

Additionally, any study of management and organization is always already a study of popular culture, and that the concept of a 'cultural studies of organization' might be something of a tautology. Two, that the (at least partly

unconscious) separation of the subjects is into 'highbrow' and 'lowbrow' study - something that the field of cultural studies tried to overcome yet is still well used in organization studies. Three, that in order to escape such simplified separations, it might be productive to place a particular emphasis on the study of phenomena in popular culture as hybrid forms rather than cultural 're-presentations', that is, forms where distinctions between management discourse and popular culture discourse are challenged or disappear completely (Curran, Bauer, Mittman, Pyne, & Stetler, 2012; Evers, 2005; Ferlie, Fitzgerald, & Pettigrew, 1996; Gans, 2008; Hall, Miller, & Millar, 2016; Hancock & Tyler, 2008; M. Parker, 2006; Pollitt & Bouckaert, 2004).

The concept of hybridization has already had a significant impact on the general discourse on business and management and formed frequently discussed issues in the workplace. The phenomenon will continue to have an influence on business extensions (Goldoff, 2000; Rehn, 2008).

Public and non-profit organizations are increasingly expected to demonstrate positive results. Organizations with contractual obligations and social impact require the adoption of hybrid instruments. Many non-profit organizations and social enterprises now receive public funding for offering services that combine market income with public priorities (Garrow & Hasenfeld, 2012; Kleynjans & Hudon, 2016; S. R. Smith & Phillips, 2016).

These social enterprises are often assessed based on their performance through indicators such as the placement of disadvantaged adults in employment. Yet, little consideration is given to social capital and community contributions from non-profit organizations. More attention needs to be paid to ways in which performance management strategies can measure non-profit impact in a more broadly defined sense. This would consequently help non-profit executives and board members to more effectively manage multiple institutional logics within the organization (Goldoff, 2000; Skelcher & Smith, 2017). Research is needed to identify the best tools for companies to use that would satisfy the transparency, responsibility and the consequence of merging knowledge in the public, private and non-profit sectors (P. Biancone & Secinaro, 2015; P. Biancone, Secinaro, & Brescia, 2017; P. Biancone, Secinaro, Brescia, & Iannaci, 2018a, 2018b; Brescia, 2019).

Hybridity can be regarded as a cause of innovation: multiple logics within an organization force the agency to restructure and develop new affiliations and subsidiaries in order to adequately cope with the governance and management imperatives of hybridity (Collings et al., 2008; Coule & Patmore, 2013; Harhoff & Mayrhofer, 2010; S. R. Smith, 2014; Torchia & Calabrò, 2018).

#### **4. Discussion**

The increase of social influence on technology and of industrial restructuring has been negatively impacted by globalization. Today, as there are still many opportunities for multi-disciplinary research within science, such hybrid developments will continue to occur (Geana, 1997; Kraidy, 2017; Pieterse, 1994; Stanton, 2004; Stockhammer, 2012).

They are part of the inner dynamics of the social science system. There is evidence that while hybridization has been multi-disciplinary in the past, and related activities often co-occurred in different disciplines, this is no longer the case.

Disciplines are increasingly overlapping (Georghiou, 1998). To some extent this wider hybridization across disciplines seems to prompt by transfers of technically sophisticated instrumentation from one research field to another.

'Integration' works on many different levels, from the grass-roots measurement and monitoring of environmental degradation from local to national and international levels, to the inclusion of public representation in experimental consensus conferences and the inclusion of lay people on boards of environmental research institutions.

It is therefore not surprising that more recent technological systems like 'management systems', and the technically hybrid telematics systems of the information technology age, have come to espouse and express a different spirit altogether calling these non-grid based hybrid projects of the 1970s and 1980s 'post-modern' technologies (Hughes, Dwivedi, & Rana, 2017). As a rule, they involve not only technical or engineering problems, but substantial political, social and environmental issues. What makes them different, from their pre-modern or modern predecessors, is how professional engineers approach the problems they encounter.

There is another effect of hybridization, this is the rise of hybrid fora. These hybrid fora are public spaces where risks associated with certain technological developments are debated. It is in these fora that new knowledge is generated. Other areas can also be identified where encounters between various political and social agencies with different interests and outlooks are made possible. Each of these carries' implications for the process of

knowledge production. It is now recognized that new scientific concepts can be produced outside disciplinary structures, giving rise to changes in curricula and the transmission of scientific knowledge.

In some areas of research, for example, in the bio-medical field, this has become an important complementary source for how knowledge is produced and enriched. It is seen with equal importance to local, alternative and hybrid sources of knowledge production. Contextualization then becomes a multi-layered process, which does not necessarily attempt to strip down everything in a reductionist mode to one 'fundamental' level of explanation.

This paper also argues for a greater variety of knowledge traditions alongside the 'mainstream' Western Enlightenment tradition, one that is local, alternative or hybrid. It is local in the sense that it stands outside traditional learning. It is alternative in the sense of being, at times, actively opposed to traditional learning. It is hybrid in the sense of combining scientific and other knowledge elements, and therefore running the risk of being labeled 'impure' by traditional scientists (Koppel, 1999; Nowotny, Scott, Gibbons, & Scott, 2001).

What emerges from the literature of hybrid organizations seen from the point of view of NPM, the concept of Paradox, PPPs and Hybrid Impact is very interesting because by tidying up the concepts that various scholars have found (Figure 3) it is possible to define what have been the factors that influenced the evolution of hybrid organizations giving a historical definition and helping to understand the roots of the concept and specifically where these new entities will generate impact. Several documents have analyzed the contribution of these approaches to the improvement of Management, Decision-Making, Identity Work, Governance, Hybrid Laws, MFIs and Corporatizing.

The current state of the phenomenon of hybridity has been tested with a logical methodological process to minimize waste by assuming responsibility in the choice of final articles.

Casini (2014) focuses on the multipolarity of the administrative law and this greatly helps the understanding of hybrid organizations because despite he approaches the topic from the legislative point of view this method of reasoning applied in all other contexts can evolve towards the innovation of the concept of hybrid. The proliferation of relationships between different actors - namely agencies, corporations, non-governmental organizations (NGOs) and individuals, that currently dominate the panorama heighten the need for research into hybridity, particularly within global law and the crisis of legality, as generated by the growth of standardization activities beyond the state (Bozeman & Moulton, 2011; Cassese, 2012). Hybridity is one of the factors that many articles cite as leading to globalization and its consequential effects (Carney, 2005; Deem, 2001; Gillespie, McBride, & Riddle, 2010).

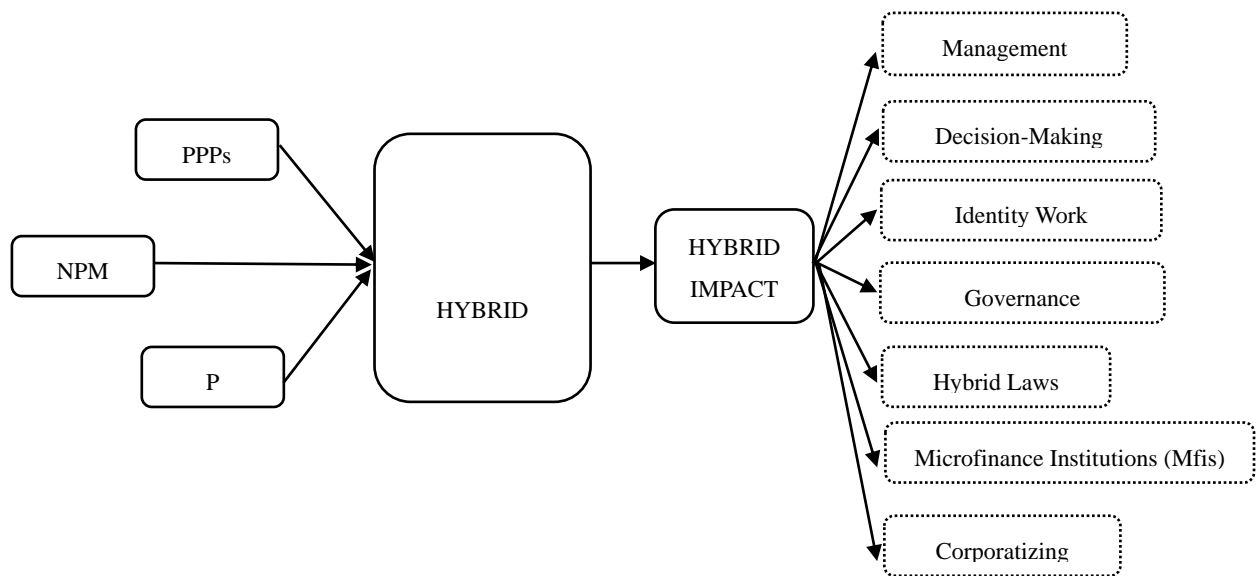
Although the selection of articles for research in this paper did not use a chronological filter, there were no results before 1998. Many scholars argue that the industrial age and post-war growth led to the emergence of hybridity through increased globalization.

Proponents of NPM expect public organizations to become more flexible and adaptive after administrative reforms, in effect, showing convergence with organizational change models in the private sector.

Statistical analysis shows that competition increases the impact of change in both public and private organizations. The high levels of managerial autonomy and exposure to regulatory pressures arose from an increased impact in a change in public organizations, but not in private organizations. Rather, the results support the idea that NPM reform made public organizations more like private organizations (Cuervo, Ribeiro, & Roig, 2007; Nieto Morales et al., 2013; Schmidhuber & Wiener, 2018).

The growing involvement of the private sector in the design and management of urban public space has prompted some critical scholars to foresee the "end of public space" (Langstraat & Van Melik, 2013). A powerful mobilization movement seems to have been activated, which supports the growth of social entrepreneurs as agents of change (Hervieux & Voltan, 2018).

Requests for non-profit organization activity are becoming more "business-like", and increasingly linking third party performance to the mission of companies (Cheverton, 2007). Hybridity has provided an alternative perspective to the search for charity positioning in the literature of marketing and contemporary strategy (Chew & Osborne, 2009).



Source: Our production

Figure 3. Evolution of the hybrid phenomenon

## 5. Conclusion

Intending to answer the question “whether it is possible to analyze and map the evolution of hybrid organizations” the research finds that exist the factors that involved in the development of hybrid organizations.

This research has shown that the phenomenon of hybridity can be analyzed, so much so, that it is possible to be logically mapped. Developments that have taken place seem to have followed a well-defined path.

First, there is a growing interest in the subject and that often case studies are used as the empirical approach in a lot of research, with the intention of theorizing a phenomenon that researchers have previously noticed. Interestingly, a lot of research has been conducted on what it now calls “hybrid organizations” or “hybridity” without their ever referring to the term.

Secondly, it was noticed that whilst no chronological filter was used to select articles for inspection, the earliest article was from 1998. This may be due to the legislative influence of that period, especially in the United Kingdom, when the earliest academic research into hybridity was conducted in the late 1990s.

Through the in-depth study of this systematic approach to literature, it is possible to understand better the factors that have influenced the development of the concept of hybridity. Currently it is still in the evolutionary phase because there are theoretical frameworks and some case studies but there is a need for these identities to be considered by all the engine of social innovation and to operate them in the correct way it is necessary to understand them.

It is essential that the profit, non-profit and public world work together to really look at progress in social innovation through Change, Corporate Sustainability, Corporatizing, Decision-Making, Governance, Hybrid Laws, Identity Work, Impact Of Hybrid Laws, Management, Microfinance Institutions (Mfis), Organization, Performance, Privatization, Public Management and Public-Private Partnerships.

Through this research the authors hope to contribute to the academic and professional community by summarizing the known literature and suggesting paths for further research precisely because it is necessary that the academic and professional world goes in the same direction as to proceed towards new discoveries and a strong collaboration between the two is necessary.

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## Appendix

The following abbreviations are used in this study:

CS	Case Study;
CSOs	Civil Society Organisations;
E	Exploration;
HI	Hybrid Impact;
LR	Literature Review;
MFI	Microfinance Institutions;
NPM	New Public Management;
P	Paradox;
PPPs	Public-Private Partnerships; and
S	Survey.

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