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The antecedents and the process of hybrid organising in social entrepreneurship

Workshop: Organizational strategy

Type of paper: Empirical

Abstract:

This paper focuses on examining the antecedents of hybrid organising within the context of social entrepreneurship. This investigation also helps towards understanding the process by which hybrid organising could be generated. The study draws from the literature on self-oriented and other oriented motives (Ruskin et al. 2016; Van de Ven et al. 2007), blended value (Emerson 2003; McMullen and Warnick 2015; Zahra and Wright 2015) and hybrid organising (Battilana and Lee 2014; Doherty et al. 2014). The paper responds to the call by Battilana and Lee (2014, p. 423) to conduct research on the antecedents of hybrid organising. This also directs us towards clarifying Zahra and Wright's (2015, p.613) concern about how entrepreneurs can generate financial as well as social value. Thus, the study explores the following research question: "What are the antecedents of hybrid organising?" and "How is hybrid organising generated in social entrepreneurial ventures (SEVs)?" The above questions are explored through an inductive approach using empirical data from five case studies. The data analysis and findings suggest that self-oriented motives and other-oriented motives of the social entrepreneur are the two main antecedents of hybrid organising. A blend of self-oriented and other-oriented motives drive the SEV towards taking a blended value approach. This blended value approach, in turn, directs the SEV in adopting hybrid organising which in turn generates blended value as an outcome. The study contributes to theory and practice by developing a framework of hybrid organising.