

IIM Trichy Research Seminar Series

Central to the academic life is the spirit of enquiry, conversation and debate. The primary intention of the IIM Trichy Research Seminar Series is to nurture this spirit amongst the Fellow Program (FP) community. This initiative was conceptualized by and is administered by the FP students.



Session 03

Date: 03rd September 2018, Venue: CR-13, Time: 2:30 PM

Title: Regaining the balance in proself and prosocial motivations in context of social enterprises

Category: Conference Presentation (post)

Author(s): Padmavathi Shenoy (FPM, OB & HRM Area)

Social enterprises are driven by the prosocial motivation of bringing positive social change using proself means i.e. financially sustainable business models. While some researchers describe these dual motivations as contradicting and risky for efficient performance (Im & Sun, 2015; Tracey, Phillips & Jarvis, 2011), some others describe them as interrelated and unique characteristics of social enterprise which help them in attracting socially responsible employees and investors (Brown & Yoshioka, 2003) and to innovate (Jay,2012). These contrasting results can be attributed to tensions triggered due to institutional complexity; a situation when organizations combining two or more forms have to “confront incompatible prescriptions from multiple institutional logics” (Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011). Organizations which are successful in managing these tensions may be able to survive and grow better than those who failed to do so and face higher internal conflict, legitimacy crisis ultimately leading to organizational demise at its extreme (Besharov & Smith, 2014). This has led to call for more empirical research to analyze why and how some organizations are able to manage these tensions better than the rest (Besharov & Smith, 2014; Battilana & Lee, 2014). This paper attempts to explore how social enterprises undergo resurgence post an existential challenge, a phase when organization reflects and alters its initial ways of organizing in order to sustain its focus on both prosocial and proself motivations at organizational core. In doing so, we use ten cases of social enterprises from extant literature, where imbalance in motivations was experienced, to identify the sources for imbalance and the mechanisms used by these organizations to regain the balance. We find that social enterprises which were successful in restoring balance relied on two simultaneous mechanisms, *fitting-in* and *standing-out* using integrated identifications practices and pluralist managers to accomplish them. Also, the design and implementation of these mechanisms varied depending on occupational logics at the field level. Implications and future directions have been discussed.

Broad Theme of Discussion

- ✓ About how organizations follow a hybrid organizing as against proself or prosocial for which the speaker answered that the organizations choose from integrated or differentiated approach for each of five dimensions.
- ✓ Need to focus on problematization; conversing with existing theory and through the conversation, identifying the research question.
- ✓ Do organizations exist with imbalance between proself and prosocial motivations or do they settle towards one?
- ✓ Discussing if the imbalance discussed is seen as an episodic one or a concurring one by organizations. The author needs to discuss it.
- ✓ Source of tension for each of the organizations is arrived at based on the parameters from the research case.
- ✓ How does one decide upon the number of cases in such studies ?

The Inquisitives



Mueen
(Strategy)



Prof Sankalp
(Strategy)



Rupesh
(Finance)



Manu
(OB & HRM)



Mueen
(Strategy)



Prof Sankalp
(Strategy)

- ✓ Inclusion criteria used in choosing the research cases as a sample for this study – How is it arrived at? And there is a set of rules which the researcher uses.
- ✓ The findings suggested by researcher about organizations hiding their proself motive in prosocial motive. How is hiding measured? It is measured using indications from the case.
- ✓ Is the study using coexisting logics as against competing logic? Organizations can work with both coexisting and competing logic together.
- ✓ Research is moving from analyzing proself vs. prosocial motivations of organizations towards social extrapreneurship in organizations.



*Arun kumar
(Strategy)*



*Arun kumar
(Strategy)*



*Mueen
(Strategy)*



*Mueen
(Strategy)*