

***Hybridity of institutional logics in Dutch museums:
How hybridity influences job demands, decision latitude and social
support***

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Preface

By writing this preface, I am finalizing my thesis which is the final examination of the Master Organizational Design & Development at the Radboud University Nijmegen. I conducted research in order to explain the influence of hybridity of logics on particular antecedents of work stress. The research was conducted in four Dutch museums. I want to warmly thank all the participants for making time on a short term and the sharing of thoughts and experiences.

Then, I would like to thank my supervisor Raphaël for quick and adequate responses during the process when I encountered challenges. Furthermore, his positive attitude towards these challenges made it somewhat easier to get it done eventually. Next, I want to thank fellow Master student Peter for having good chats on our research topics and the support we were able to give each other.

Lastly, I want to thank my father and Léon for giving some feedback on the final version of this thesis. Finally, I would like to thank my girlfriend Fabienne for being very supportive on this trajectory.

Boyd Massop,

Doetinchem, 22-8-2019

Abstract

Institutions influence organizational functioning. Institutions are “*regulative, normative and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life*”. Additionally, by applying a theory called institutional logics scholars are able to gain insight on how the rather abstract institutions are embedded in organizations and how these influence organizational functioning. The presence of two or more institutional logics in an organization is called hybridity of logics (from now referred to as hybridity).

Subsequently, it has been mentioned in the literature that hybridity may result in conflicting situations in organizations. Several clues points towards a relationship of hybridity with elements that cause work stress. Work stress in organizations is accompanied by various negative consequences. Therefore, it seemed relevant to shed light on the potential relationship between hybridity and elements which cause work stress. Eventually, it was attempted to capture this relationship within the context of Dutch small and medium museums. The following question was proposed:

“How does hybridity of logics influence job demands, and thereby decision latitude and social support within Dutch museums?”

Information was retrieved by conducting four case studies in which organizational members were interviewed. The findings suggest, generally spoken, that a manifestation of hybridity in the form of a professional logic and market logic may possibly have a relationship with substantial job demands in this context. Probably, the decision latitude to deal with these demands may sometimes be limited due to the manifestation of hybridity. In general terms, substantial job demands and limited decision latitude may have been arisen by the idea that the professional logic goes along with beliefs and norms towards elements such as properness and authenticity which does not go together with values of the market logic such as cost minimization and being commercially-oriented. Furthermore, aligned perceptions amongst employees towards the manifestation of hybridity, might result in a social support which remains unaltered under the influence of hybridity.

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1. Introduction

The introduction chapter briefly highlights the core concepts of this study. Further, a research goal and a research question are proposed. Lastly, the relevance of this study is discussed.

1.1 Contemporary society and functions of organizations

Our contemporary society, which refers to the early 21st century, can be typified as a society which is functionally differentiated (Ziemann, 2007). To be more specific, every organization has its own function that contributes to the functioning of a certain sub-system embedded in society. Ziemann (2007) argues that an organization carries out practices that together form a function. For example, the function of a museum is providing information to citizens, which contributes to the overarching subsystem of societal development.

Eventually, regarding Achterbergh and Vriens (2009), organizations affect the functioning of a particular subsystem. Vice versa, societal subsystems within society also influence organizations in their behavior (Achterbergh & Vriens, 2009). This continuous evolving reciprocal relation between organizations and societal subsystems shows us that organizations have a possibility to act responsibly in order to positively contribute to society, and bring about change (Achterbergh & Vriens, 2009).

According to Parson (1968), organizations and actors in a societal subsystem are influenced by institutions. Institutions are *“regulative, normative and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life”* (Scott, 2008, p.48). Subsequently, institutional logics allow scholars to gain insight on how institutions are embedded in organizations (Thornton, Ocasio & Lounsbury, 2012). Additionally, the eventual consequences of institutions for actors and their daily activity may be captured by institutional logics. Institutional logics can be described as *“the socially constructed, historical patterns of cultural symbols and material practices, including assumptions, values, and beliefs, by which individuals and organizations provide meaning to their daily activity, organize time and space, and reproduce their lives and experiences”* (Thornton et al., 2012, p.2, emphasis added). The analysis of institutional logics may provide insights into how actors are influenced by the context they act in. Apart from that, multiple institutional logics can be observed within a given context (Thornton et al., 2012).

1.2 Hybridity and job demands, decision latitude & social support

Existence of two or more institutional logics within the given context of an organization is termed hybridity of logics (from now referred to as hybridity). Hybridity, in this research, is defined as:

'two or more institutional logics within the organizational core' (Besharov and Smith, 2014, p.375). As described by Besharov and Smith (2014), hybridity may result in conflicting situations and affect how actors are able to behave in an organization. Conflicting situations may arise as a consequence of hybridity because multiple logics can result in inconsistencies towards the behavior these logics require (Besharov & Smith, 2014). Additionally, when a hierarchy of the logics is absent, it remains unclear to which logic must be adhered. Clues are found that hybridity may be related to antecedents of work stress such as substantial job demands and limited decision latitude (Karasek and Theorell, 1990; Brandsen, Van de Donk & Kenis, 2006; Reay & Hinings, 2009). In example: related to decision latitude; hybridity caused increased task formalization (Brandsen et al., 2006). Furthermore, lacking social support was found in a situation of contestation between two parties in one organization which adhered to a different logic (Battilana & Dorado, 2010). High levels of work stress might result in negative consequences for an organization, the employee and society (Karasek, 1979). As Schaufeli (2013) notes, high levels of stress go along with fatigued employees, which eventually results in less efficiency and exhaustion. When taking this into consideration, the assumption rises that an organization would want to minimize the antecedents which eventually influence work stress as much as possible. An antecedent of work stress is defined as a characteristic that potentially causes work stress (Sheraz, Wajid, Sajid & Qureshi, 2014)

Job demands and decision latitude are considered as widely accepted antecedents of work stress (Fila, 2016). The degree of job demands one perceives must be balanced with the degree of decision latitude (Karasek, 1979). Social support is an antecedent which exaggerates the relationship between job demands and decision latitude (Karasek & Theorell, 1990). To sum up, the potential negative consequences of hybridity which are related to the antecedents of work stress in the literature make it relevant to shed light on the relationship which is unexplored yet.

1.3 The context of Dutch museums

The Dutch museum sector may possibly be considered as a hybrid environment (De Raad voor Cultuur, 2017; Stichting Museana, 2016). Dutch museums in the public sector were mostly aided financially by tax money (Stichting Museana, 2014). As a result of subsidy cuts in 2011, museums had to increase earnings in order to remain financially viable (Stichting Museana, 2014). This may indicate a market logic (Ferrari, 2013). A market logic is not clearly defined in the literature but relates to beliefs which are based on earning money and efficiency (Friedland & Alford, 1991; Rundall, Shortell & Alexander, 2004).

The other logic, which may be existent, is the professional logic. A professional logic is linked to the field-level identity and how this has implications on for example organizational level (Rao, Monin & Durand, 2003). Drivers of the professional logic in museums may be related to an institution such as the ICOM (2007) which considers preserving heritage and informing society as important values.

Since 2011, it seems that the Dutch Museum sector came to deal with high levels of work stress. Max Sipkes, a journalist, argues that the Frans Hals Museum acknowledges the presence of high levels of work stress, the management ascribes this to ‘*cultural change and professionalizing*’ (Cultuurmarketing, 2018). Sectors such as the education, healthcare and the museum sector seem to be vulnerable to the phenomenon of work stress (Finco, Campagna, Portoghese, Coppola & Galletta, 2014). Thus, the changed environment of Dutch museums added upon the clues found in the literature make it relevant to shed light on this potential relationship.

1.4 Research question

The presented clues raised new questions. Therefore, in this study, a light was shed on how hybridity may influence job demands, decision latitude and social support. Hence, the internal goal was to gather knowledge on how hybridity influences job demands, decision latitude and social support. Eventually, this may inform scholars on the underdeveloped integration of these theories. In the light of this, the following research question is proposed:

‘‘How does hybridity of logics influence job demands, and thereby decision latitude and social support within Dutch museums?’’

To answer the research question, it was required to analyze the manifestation of hybridity. The next step involved analysis of what job demands, decision latitude and social support could be influenced by hybridity. Lastly, analysis took place on how hybridity influences these elements.

What does the manifestation of hybridity within Dutch museums look like?

After clarifying of how hybridity may be manifested within Dutch museums, the base foundation was laid. Data was present which allowed the researcher to gain insight into which job demands, decision latitude en social support may be influenced by hybridity.

What job demands, and thereby decision latitude, and social support, are influenced by hybridity?

The model of Karasek and Theorell (1990) goes along with two main assumptions (Fila, 2016). In this study, the approach was chosen in which analysis took place on to the degree to which the decision latitude and social support is capable to deal with the job demands.

1.5 Relevance

Various scholars stress that it is critical to understand the consequences of hybridity in organizations (e.g. Suddaby, 2010; Lounsbury, 2007). More precise, Besharov and Smith (2014) state their framework may be applied to further understand internal dynamics related to hybridity. Brandsen et al. (2006) mention a possibility of consequences such as work stress for employees due to hybridity, which remained unclear to them. Thus, the theoretical relevance of this study is found in the integration of theory on hybridity with theory on antecedents of work stress. Eventually, this results in shedding light on some of the question marks in the literature.

Subsequently, the practical relevance of this study is found in the conceptualization of the interaction effect between different analytical levels. As a result, managers, advisors, and policymakers may better understand how particular manifestations of hybridity influence internal dynamics of an organization. Furthermore, practical relevance may be found in the idea that the conclusions and recommendations can offer new perspectives and help to the management on negative consequences of hybridity which are related to antecedents of work stress. Admittedly, it must be clarified that this research is narrowed to the Dutch museum sector, small and medium museums in particular. This implies that, in order to generalize findings, additional research has to be conducted.

Now that the subject of this research is introduced, further content of the study will be addressed. The upcoming chapter, the theoretical framework, exists of an elaboration on institutional logics, hybridity, antecedents of work stress, and the possible relation between hybridity and the antecedents. Furthermore, information with regard to the Dutch museum sector and a conceptual model will be presented. Chapter three provides amongst others a rationale on the choices regarding a multiple case study and interview techniques used in this research. This study was conducted in a deductive manner. Template analysis was used in order to structure the data analysis. Chapter four includes the analysis in which the logics and manifestation of hybridity is discussed. Furthermore, the manifestation of hybridity is related to the job demands, decision latitude and social support. The last chapter contains the conclusion, discussion, suggestions for further research and contributions to the scientific debate. Now, the theoretical framework of this research will be addressed.

2. Theoretical framework

The content of the theoretical framework includes an elaboration on institutional logics, hybridity, job demands, decision latitude, and social support. Further, an elaboration on the possible influence of hybridity on job demands, decision latitude and social support is included.

2.1 Institutional logics

Organizations which demonstrate similarities when it comes to institutional life are considered as an organizational field (DiMaggio & Powell, 1983). Thus, in the organizational field of Dutch museums, similar institutions might be constituted. Therefore, in order to gain insight on organizations within a particular organizational field, it is of value to typify and unravel present institutions. According to Scott (2008), institutions comprise of ‘*regulative, normative and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life*’ (p.48). Institutions include a certain subjective reality which is brought to life through structure and practices (Thornton et al., 2012; Johansen & Waldorf, 2017). Thornton and Ocasio (2008), in their approach, focus on the material aspect of institutions; the institutional logics.

An institutional logic is a set of characteristics which organizes organizational legitimacy and actors (Skelcher & Smith, 2015). According to Friedland and Alford (1991), institutional logics are ‘*symbolic systems, ways of ordering reality, and thereby rendering experience of time and space meaningful*’ (1991, p.243). Institutional logics comprise ideational and material dimensions which substitute each other (Thornton et al., 2012). A more straightforward explanation of institutional logics would point at; the organization of cognitive frameworks that provide actors with ‘*rules of the game*’ within a given social context (Thornton & Ocasio, 1999, p.802). Thornton and Ocasio (2008) define institutional logics as follows:

‘The socially constructed, historical patterns of cultural symbols and material practices, including assumptions, values, beliefs, by which persons and organizations provide meaning to their daily activity, organize time and space and reproduce their lives and experiences.’ (p.2)

The concept of institutional logics can be divided into a threefold of dimensions: the symbolic, normative and the structural dimension (Thornton et al., 2012). The first two dimensions comprise a subjective reality, which are agreements that are not factual but socially constructed (Thornton et al., 2012). The third dimension offers a ‘brought to life’ view which demonstrates

how institutional logics are implemented in practices and processes (Thornton et al., 2012). A further elaboration on the dimensions is found in the following section.

2.1.1 The symbolic, normative and structural dimension

Firstly, the symbolic dimension of institutional logics will be discussed. The symbolic dimension is related to ideation and meaning (Thornton et al., 2012). Ideation refers to ideas that are made up in the mind. Meaning is related to how sense is made of something (Weick, 1993). In other words, the symbolic dimension might be related to sensemaking within a given institutional logic. Weick (1993) argues that sensemaking includes the idea of seeing reality as an ongoing accomplishment emerging from efforts, which results in reality. Furthermore, in agreement with institutional logics and legitimacy, Weick (1993) argues: *'people try to make things rationally accountable to themselves and others'* (p.635). Through symbols, collective meaning can be discovered.

Secondly, the normative dimension will be explained. This dimension explains the normative expectations that arise within a certain institutional logic (Thornton et al., 2012). To be more specific, this dimension obligates with how things *should* be done in order to comply with the dominant institutional logic (Thornton et al., 2012). According to the scholars, the moral, prescriptions, evaluative and obligatory indicators are the main ingredients within the normative dimension. Therefore, the existence of irrational behavior can sometimes be justified by investigating these dimensions. Eventually, the normative dimension could partly legitimize the demands which are perceived in a particular context (Thornton et al., 2012).

Thirdly, the last dimension is the structural dimension. The relevance embedded in this dimension is found in the idea that the complexity of multiple (conflicting) institutional logics is expressed through the organizational structure and practices (Thornton et al., 2012). Additionally, practices are understood as to how beliefs are performed. (Pache, Anne-Claire, Santos & Filipe, 2013). To sum up, three dimensions of the institutional logic framework have been discovered.

2.2 Hybridity

In this section, a clarification on the concept of hybridity is included. Furthermore, potential intraorganizational consequences of hybridity are touched upon.

Besharov and Smith (2014) describe hybridity within organizations as *'two or more institutional logics within the organizational core'* (p.375). According to Battilana and Dorado (2010), a common organizational identity is required in order to guard the existence of one collective when hybridity is present. Skelcher and Smith (2015) conducted research on how

hybridity arises and which form hybridity takes within organizations. They discuss five forms of hybridity which include: segmented, segregated, assimilated, blended and blocked hybridity. Skelcher and Smith (2015) argue that a consequence of hybridity can be found in the presence of a variety of normative frameworks which is existent. Furthermore, hybridity might have consequences for the intraorganizational level. Denis, Ferlie and van Gestel (2015) mention that hybridity goes along with organizational implications, which are found on multiple analytical levels. Thus, this might imply that certain implications are also found on the individual level.

Besharov and Smith (2014) present four ideal types of how hybridity can manifest. The types of hybridity comprise of a combination of the dimensions compatibility and centrality. Compatibility means: *“the extent to which the instantiations of logics imply consistent and reinforcing organizational actions”* (Besharov & Smith, 2014, p.367). In the scientific debate on hybridity, it remains unclear whether it is possible that multiple logics result in consistent behavior (Greenwood, Díaz & Lorente, 2011; Haveman & Rao, 1997) Centrality is defined as *“the degree to which multiple logics are each treated as equally valid and relevant to organizational functioning”* (Besharov & Smith, 2014, p.369). It seems that the theory of Besharov and Smith (2014) touches upon intraorganizational consequences. Therefore, the aforementioned theory might be appropriate in the current research.

Possible combinations of the compatibility and centrality dimensions will now be presented in order to examine what potential consequences of different types of hybridity may include. Firstly, contested hybridity exposes actors within a given environment to different purposes and ambivalent activities in order to accomplish those purposes (Besharov & Smith, 2014). Secondly, estranged hybridity means that consequences for actors regarding the purpose(s) of the organization related to their expected behavior remain unclear. However, in contradiction to contested organizations, estranged organizations demonstrate a dominant logic which results in more clarity concerning behavior to comply with a particular logic (Besharov & Smith, 2014). Thirdly, aligned organizations offer actors consistent consequences derived from existent organizational purposes (Besharov & Smith, 2014). But, they propose, the purposes of the organization can be considered as ambiguous as it is unclear which logic dominates. The last type of hybridity is the dominant organization. Studying this type of organizations might result in the conception that only one logic is existent (Besharov & Smith, 2014). Actually, another explanation would suggest that other logics are compatible with the dominant logic in such a way that it will not hinder actors within a particular context (Besharov & Smith, 2014). At this point,

the conceptualization of the several types of hybridity shows us that these different configurations might result in deviant consequences for actors (Besharov & Smith, 2014).

As a final point, some indications of how multiple logics in Dutch museums manifest are presented. It already has been clarified that the subsidy cuts in Dutch museums resulted in a changed environment (Museumcijfers, 2017). The required increased self-earnings, to deal with the changed environment (subsidy cuts) and stay financially viable, may show a market logic (Bongers, Gielen & van Kerkhof, 2016). Scholars point towards transactions, needed efficiency, and needed entrepreneurship in order to indicate the market logic (Thornton et al., 2012; Rundall, Shortell & Alexander, 2014). Furthermore, the definition of ICOM may provide help in order to find out what a professional logic within a museum may include because a professional logic within an organization is linked to the organizational field-level identity (Rao et al., 2003). In general, the definition of ICOM may point toward drivers of the professional logic of museums such as informing society and preserving heritage. Next to this, a professional logic is related to properly carrying out work. Various authors refer to expertise and association with quality (e.g. Thornton et al., 2012; Kitchener, 2002). Lastly, Goodrick and Reay (2011) describe autonomy as a key element of the professional logic. To sum up, indications of a present professional and market logic which together comprise hybridity in Dutch museums are proposed.

2.3 Antecedents of work stress

In this section, relevant frameworks which are related to antecedents of work stress will be discussed. Among scholars, disagreement is present on whether stress is attributable to the person itself or the environment in which the person acts (Karasek & Theorell, 1990). Therefore, various ways to approach the phenomenon of work stress and its antecedents may possibly exist. The concept of work stress, in this research, is defined as follows: “*a negative emotional state due to adverse experiences in the workplace*” (Fila, 2016, p.2). Organizational stress theory argues that stress is a process of appraisal, where one judges if the stress is relevant, a certain response comes up and a way of coping with the stress is perceived (Kahn & Byosiere, 1992). A threefold of theoretical frameworks are mainly used in empirical studies related to this topic.

Firstly, Lazarus and Folkman (1984) present a cognitive/transactional model. The underlying assumption of this theory is the relationship between the person and the environment, in which the environment provides potential stressors to the person. Stress occurs when demands of the environment are bigger than the resources of the person to cope with the stress. Lazarus and Folkman (1984) developed the transactional model of stress & coping, which is empirically tested in multiple studies (D’amato & Zijlstra, 2003).

Met opmerkingen [RS1]: Je zou echter ook kunnen denken aan ondernemerschap (intrapreneurship) als indicator voor een market logic en dat vereist ook een bepaalde mate van autonomie. Hoe vind jij dat we autonomie als indicator zouden moeten/kunnen hanteren?

Met opmerkingen [RS2]: Een conceptueel probleem hierbij is de scheiding die ontstaat tussen het individuele niveau en het niveau van de omgeving. Echter, samen vormen individuen toch en deel (of zelfs het geheel) van die omgeving. Kortom; je kunt ze misschien niet helemaal los van elkaar zien. Hoe moeten we daarmee omgaan in de context van logics? Hoe verhouden het individu en de omgeving zich tot die logics; waar zijn die logics in ingebed?

Secondly, Siegrist's (1996) ERI model assumes that an imbalance of rewards versus the effort spent at work, results in stress. More precise, when exchanged reciprocity is absent or unequal, this results in (high) amounts of stress according to the ERI model (Siegrist, 1996).

Thirdly, a theoretical framework regarding work stress that is related to work characteristics is the job demands decision latitude model (in some cases referred to as JDC) (Karasek, 1979). Evolutions with regard to the model of Karasek on antecedents of work stress are developed throughout time. Therefore, in order to gain insight into the state of the art knowledge with regard to the model, an elaboration of the developments will be included. Demerouti, Bakker, Nachreiner, and Schaufeli (2001) presented the job demands-resources model (JD-R). The difference in this model compared with the model of Karasek is the idea that *every* work characteristic can be considered as a potential source of work stress or as a source which attenuates work stress. Schaufeli and Taris (2013) argue that this flexibility partly explains the popularity of the model but also can be considered as a pitfall regarding the looseness.

However, the JD-R model represents focuses on the individual level rather than the workplace level which is stressed more within the JDC-model of Karasek and Theorell (Fila, 2016). Further, a higher degree of validity in the current study may be expected by using the model of Karasek (1979) as established dimensions are present. Taking this consideration into account, it might be a fruitful idea to shed more light on the JDC(S)-model.

2.3.1 Job demands, decision latitude & social support

One of the two main assumptions of the JDC(S)-model includes that job demands, decision latitude and social support on their selves are related to welfare of employees (Fila, 2016). The other main assumption of the JDC(S)-model holds is that when the decision latitude and social support is insufficient to deal with job demands, strain occurs and wellbeing attenuates (Fila, 2016). This implies that demands their selves are not a problem, but the absence of decision latitude is. This overarching idea is not unique as de Sitter (1998) states the following as he defined work-related stress: *'the situation in which you face problems but are unable to solve them'* (De Sitter, 1998, p.21). Eventually, the assumption mentioned last functioned as the starting point during the analysis. By choosing this route, better practical relevance may have been established because potential discrepancies between the job demands and decision latitude & social support have been analyzed explicitly. On the other hand, in this way, one of the main underlying assumptions of the model is related to hybridity in which the attempt is made to integrate theories. Now, more insight into the selected antecedents of work stress is provided.

Firstly, psychological and physical elements of the job configured are regarded as work demands (Karasek & Theorell, 1990). Regarding De Jonge and Dormann (2006) task requirements of a job or workload as Buck (1972) recalls, are corresponding with psychological work demands. Physical elements are considered as exertions one has to comply with in order to succeed in the job (Karasek & Theorell, 1990). Secondly, decision latitude is defined by Greenberger and Strasser (1986) as: *“Control constitutes an individual’s belief in his/her ability to affect a desired change on their work environment”* (in Fila, 2016, p.6). To continue, Karasek (1979) explicates this definition, as he calls it decision latitude, which includes skill discretion and decision authority. The researcher states that skill discretion is the multiplicity of tasks and is implicitly connected with the skills one possesses. Decision authority is proposed as *‘the social authority in making decisions’* (Karasek & Theorell, 1990, p.58). Furthermore, in 1990 the model was updated with the addition of a third antecedent regarding work stress, called social support (Karasek & Theorell, 1990). Social support attenuates or amplifies further exaggeration of a job demands and decision latitude setting in a given context. To be more specific, when a high strain job is present, low amounts of social support cause even more strain when compared to high social support (Karasek & Theorell, 1990). The authors refer to these situations as iso-strain jobs. Social support, according to Karasek and Theorell (1990), includes helpful relationships at work with supervisors and coworkers. Social support, in this research, is defined as; *“overall levels of helpful social interaction available on the job from both co-workers and supervisors”* (Karasek & Theorell, 1990, p.69). Workplace social support is further referred to as the extent to which help by colleagues or supervisors on work specific issues is present (Karasek & Theorell, 1990; Daniels, Glover & Mellor, 2014). Furthermore, it is stated that workplace social support may be referred to as having a possibility of acquiring task-related help of a supervisor (Maertz, Griffeth, Campbell, & Allen, 2007). Therefore, in this research, workplace social support is considered as the overall perceived helpful relationships with colleagues and supervisors.

To conclude, the JDCS-model fits the current research well as it evaluates how individuals experience elements of the workplace they act in specified on antecedents of work stress. Thus, something might be learned with regard to the interaction between the hybrid environment and the individual. Furthermore, Karasek and Theorell (1990) state that individual based treatment of stress is based on symptoms and is very costly and works only temporary. For example, increased decision latitude, will have an impact on the ability to deal with the job demands in order to structurally attenuate strain.

2.4 Hybridity related to job demands, decision latitude & social support

In this section, hybridity will be related to job demands, decision latitude, and social support.

To start with, Reay and Hinings (2009) discuss that physicians acting in a context where a new logic was introduced had to perform work required by a medical professional logic and governmental efficiency logic. As the name of the new logic may shine through, it was based on 'doing more with less' (Reay & Hinings, 2009; Alberta Government, 1994). It may not be weird to argue that 'doing more with less' may be related to increased job demands. Furthermore, Karasek (1979) argues that an exacting task requirement is an indicator related to the job demands dimension. An exacting task requirement might be found in an environment where hybridity functions (Besharov & Smith, 2014). To sum up, it is expected that hybridity results in high job demands because multiple logics may possibly increase the requirements of a job. For example, an authentic aspect related to the professional logic wants to show people what has happened in the past. But, authentic subjects may not attract any visitors. Eventually, it may result in an increased job demand when commercial activities are required in order to let the organization remain financially viable. But, the effects of hybridity may not be translated directly to all jobs or all existent job demands.

Subsequently, the expected relationship between hybridity and decision latitude is touched upon. Prior research suggests that hybridity results in stronger formalization of tasks and output management (Brandsen, van de Donk & Putters, 2006). However, Brandsen and colleagues do not explicitly define hybridity in terms of institutional logics but the respected scholars on hybridity Skelcher and Smith (2015) do agree with them on the topic of various present rationalities in hybrid organizations. Brandsen and colleagues speak of diversity in the form of elements such as cultures and action logics. Further, Karasek (1979) argues that skill discretion and decision authority are the indicators of the decision latitude dimension. Eventually, stronger formalization may perhaps result in tasks which must be executed by conforming to particular standards. As a consequence, decision latitude may be narrowed. Brandsen et al. (2006) did not mention whether a particular manifestation of hybridity may relatively have a bigger influence on formalization of tasks and output management. Nevertheless, the expected relationship between hybridity and decision latitude includes that decision latitude may be limited in a hybrid environment. For example, the requirement to adhere to two logics at the same time might result in less decision latitude because the appropriate control options which facilitate the adherence may be limited.

Lastly, a light will be shed on the relationship between hybridity and social support. When hybridity is manifested in such a way that both logics are dominant, different perspectives on business operations may be present (Besharov & Smith, 2014). Battilana and Dorado (2010) describe such a situation in which arguing took place because of the division of perceptions towards opposing logics. Potentially, this may indicate that unaligned perceptions towards particular manifestations of hybridity may result in limited social support.

By presenting the graphical representation of the concepts, the chapter of the theoretical framework is concluded. The graphical representation clarifies the concepts being related to each other in this research. In the upcoming chapter, the methodology, it is addressed how it was intended to actually relate these concepts to each other and measure their potential relationship in the empirical field.

Met opmerkingen [RS3]: Zo'n model is altijd een sterke abstractie van de complexe werkelijkheid. Als ik je nu zou vragen om een update van dat model op basis van je empirische bevindingen, hoe zou je dat dan tekenen?

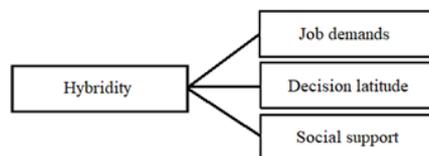


Fig.1. Conceptual Model

3. Methodology

This chapter provides a rationale for the methods used in this study. Furthermore, information on the cases and respondents involved is included. Lastly, research ethics is touched upon.

3.1 Research strategy

First of all, the goal of the current research was about gaining insight into the relationship of how hybridity influences the job demands, decision latitude, and social support. Hybridity, as stated, is logic multiplicity (Besharov & Smith, 2014). Institutional logics are amongst others about perceptions and beliefs. In order to capture these aspects, which the interviewees might be experiencing unconsciously, it seemed most appropriate to choose interviews (Newcomer, Hatry & Wholey, 2015). Furthermore, interviews seemed most appropriate because it allowed the researcher to ask follow-up questions on particular relationships which remained unclear prior to the data collection.

Subsequently, in this study, research is performed by studying multiple cases in order to explain the phenomenon. First, a multiple case study design was chosen because this allowed the author to sample by a theoretical replication logic (Yin, 2014). This choice was made because Besharov and Smith (2014) argue that different types of hybridity go along with different intraorganizational implications. Thus, the different types may have resulted in different effects on the antecedents of work stress which was interesting to compare. Eventually, in these organizations, different manifestations of hybridity may have been found. Second, the research intended to explain the relationship between hybridity and the job demands, decision latitude, and social support. As a result, explanatory research was suitable because the light was only shed on this particular relationship.

Furthermore, three interviews have been conducted per museum. A rationale for this choice was the average population of a museum (Toekomst in musea, 2018). In general terms, three groups of organizational members were found: volunteers, employees, and directors. To gain insight on a case as well as possible, it seemed appropriate to base the respondent sampling on these layers.

As a final point, deductive research was carried out. Literature is present on both concepts included in the research. Clarity on the relationship lacked, but findings on possible directions of the relationship were discovered. Thus, no hypotheses were tested but directions of the expected relationship have been formulated in the theoretical framework.

Met opmerkingen [RS4]: Kun je iets vertellen over die replicatie, of in elk geval hoe de verschillende cases iets aan elkaar hebben toegevoegd?

3.2 Case selection

A multiple case design guided the data collection. According to Yin (2012), having a case study design increases the chance of more successful research. Yin (2012) argues about a theoretical replication logic which proposes to select several cases which distinct on a theory-driven basis. In the current research, this logic was applied to the independent variable hybridity. Pettigrew (1990) refers to this as the 'polar' type's selection. The different types of how hybridity may manifest that Besharov and Smith (2014) describe were perceived as the 'polars' in this research. As a result, the study attempted to diverge the cases based on the independent variable. In practice, this happened by studying annual reports which granted an indication to which type of hybridity is embedded in a particular Dutch museum. To change the topic, a museum, in this study, is regarded as follows:

“A museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment”
(ICOM, 2007)

To resume, orientating conversations with organizational members provided more information on the presence of hybridity. Unfortunately, an ideal case selection was not accomplished. Firstly, this was due to the difficulty of recognizing which type of hybridity is manifested in an organization with relatively little information at hand. Secondly, a lack of cases resulted in limited options for selecting cases. Eventually, analysis of the legal forms of the included cases has resulted in the assumption that differences in the types of hybridity encountered may have been apparent. For example, it may not be a weird idea to think that chances are substantial that in a municipal museum the market logic is less prominent than a foundation that does not receive a structural subsidy and therefore might be more oriented on earning resources.

Subsequently, selecting cases which possess similar characteristics was also considered as important just as the existence of distinct characteristics (Eisenhardt, 1989). First of all, all of the cases had to be a museum. This was accomplished. However, case A accomplishes more activities than just being a museum. For example, the organization rents a few monumental houses and rents rooms in the castle. This may have resulted in inequalities compared to the other cases because the organization might operate differently. On the other hand, a different dynamic regarding the institutional logics might be encountered because the organization does not receive structural subsidies. This may be positive because a different manifestation of hybridity may have

been present. Subsequently, the presence of multiple institutional logics was considered as a criterion in order to be able to research hybridity. Furthermore, organizational size with regard to case selection was held as constant as possible. Organizational size has a relatively strong relationship with the formalization of authority (Hall, Johnson & Haas, 1967). Thus, the degree of decision latitude could potentially have been influenced by size as a moderator variable. Therefore, medium museums have functioned as a starting point to guide the case selection. Medium museums earn between 400.000 and 3.2 million euro a year and comprise 32% of all Dutch museums (Museumvereniging, 2017).

3.3 Data source selection

Scattered over the research, a total of thirteen persons have been interviewed. Thirteen interviews were held; per case, three persons have been interviewed. The reasoning behind interview three persons per case is that a volunteer, employee, and manager had to be interviewed in order to cover the average museum population as well as possible. Additionally, one separate interview was conducted based on the aim to discuss findings with a field expert to increase intersubjectivity (Blijenbergh, 2015).

Furthermore, this research tried to gain insight in organizations within a particular organizational field. Therefore, it was important to characterize how the general organizational population is constituted. First, it is important to stress that of the total 40.000 organizational members in Dutch museums, 27.000 are volunteer or trainee (Museumcijfers, 2017). Second, occupations of employees are categorized as public (33%), business administrator (27%), collection (16%), science (5%), commercial activities (11%) and education (8%) (Toekomst in Musea, 2018). Regarding Toekomst in musea (2018), high work stress may be perceived by the whole population. Therefore, overarching selection criteria were applied to this research with regard to the respondent selection. In order to gain a multi-perspective view of what is going on in the organizations; volunteers had to be included within the respondent selection. Further respondents included directors and employees, which respectively represented bottom (-up) and top (-down) perspectives. Thus, an increased chance of capturing an authentic representation of the phenomenon was found by including respondents of all levels. An interview with a volunteer, employee, and manager was included in every case, except for one. One case included the director and two employees. Of these two employees, one went on retirement a week later and continued his job as a volunteer. In the table below, an overview of the conducted interviews can

be found. The occupations of employees are rather generally indicated because of anonymity considerations.

Table 1
Overview of respondents and cases

	Int. NR	Occupation	Size museum	Type of museum	Purpose interview	Date	Duration
A	1	Director	Medium	Historical, Art	Hybridity, JDCS	30-4-19	63 min
A	6	Commercial	Medium	Historical, Art	"	10-5-19	60 min
A	5	Guide	Medium	Historical, Art	"	10-5-19	44 min
B	2	Director	Medium	Historical, Art	"	1-5-19	69 min
B	4	Informative	Medium	Historical, Art	"	9-5-19	60 min
B	3	Guide	Medium	Historical, Art	"	8-5-19	20 min
C	9	Director	Medium	Historical, Art	"	15-5-19	63 min
C	7	Informative	Medium	Historical, Art	"	15-5-19	34 min
C	8	Operations	Medium	Historical, Art	"	15-5-19	24 min
D	10	Director	Small	Historical, Art	"	16-5-19	38 min
D	11	Commercial	Small	Historical, Art	"	16-5-19	32 min
D	12	Guide	Small	Historical, Art	"	16-5-19	38 min
	13	Field Expert, advisor			Discussing findings	4-6-19	32 min

Met opmerkingen [RSS]: Hoe relateren deze respondenten naar de diverse beroepsgroepen/activiteiten die je hierboven aanhaalt op basis van de Museumcijfers? En is je nog iets opgevallen m.b.t. hoe de diverse groepen hybridity en de antecedenten van werkdruk ervaren?

3.4 Methods of data collection

In this section, a rationale for choosing interviews as data collection instrument will be provided. Furthermore, information is included of how the interviews actually were conducted.

For a start, interviews provided an opportunity to capture the perceptions of interviewees which in some cases might have been experienced unconsciously prior to the questioning (Newcomer et al., 2015). This was desirable because institutional logics include beliefs, personal values, normative frameworks, etc. Another reason for conducting interviews was that, prior to the research, it remained unclear what could be expected with regard to the relationship between both concepts. Thus, to gain insight into this relationship, interviews seemed most appropriate because during the interviews questions regarding these relationships of the researcher could directly be asked. Subsequently, semi-structured interviews were found to be the most appropriate method. On the one hand, pre-specified questions could be formulated which were deducted of the literature. On the other hand, follow-up questions were required in order to establish a relationship between both concepts (Evers & de Boer, 2012).

Further, it is important to stress the structure in which the interviews were conducted. In the first place, questions regarding the organization and institutional logics were asked. When the logics were captured, an idea towards the manifestation of hybridity had to be formed by questioning the relationship between the logics. Secondly, some general questions were asked with regard to the three antecedents. If it was possible, the observed manifestation of hybridity

was related to the job demands, decision latitude and social support by asking follow-up questions. During the interviews, it was asked whether employees were able to provide examples and to what degree the answers they gave were considered to frequently occur. As a result, insight into the relationship between the concepts was gained.

Lastly, another rationale for the particular interview structure was the idea that personal questions such as the items related to the topic of social support had to be asked. These questions were asked at the end of the interview. This was related to the idea of attempting to achieve trust between the interviewer and interviewee which may have resulted in more honest answers (Elmir, Schmied, Jackson & Wilkes, 2011).

3.5 Operationalization

In this section, information is found on how operationalization of the concepts in the current study took place. An important note worth mentioning is that all dimensions of the concepts hybridity and antecedents of work stress were derived from the literature. Data on hybridity was collected by applying the theoretical framework of institutional logics. To be more specific, during the collection of data, signs of multiple logics were observed which eventually comprise hybridity. Therefore, in the following sections, argumentation is based on the institutional logics framework. In order to secure validity as much as possible, dimensions of both concepts were deduced directly out of the literature.

To continue, some information about the selection of indicators is mentioned. Firstly, the indicators of job demands, decision latitude, and social support can be distilled directly out of the literature. Karasek and Theorell (1990), propose explicit indicators. As a consequence, it was pretty straightforward to compose questions. Again, distilling indicators directly out of the literature was done to increase validity. However, taking a look at these indicators in a critical way was performed to fit the indicators in the context. For example, one could question whether 'physical exertions' are present within Dutch Museums. So, it was believed to not fit the context. Secondly, indicators related to institutional logics had to be partly self-formulated, as they were not straightforward deductible out of the theoretical framework in all cases. This activity of formulating indicators took place through carefully reading the topic.

Subsequently, the formulation of the questions is elaborated. First of all, the literature of institutional logics may be abstract and does not provide directions on the formulation of questions. The translation from indicators to questions was a thoughtful process which required empathy for the literature and constantly contemplating to what extent a respondent should be capable to answer the questions. Even during the research, interpretations of the concepts

Met opmerkingen [RS6]: Maar was het ook 'straightforward' om hybriditeit en de diverse logics goed te karakteriseren? Achteraf gezien, in hoeverre was de operationalisering zinvol, en op welke punten zou je toekomstige onderzoekers evt. aanbevelen om daar wijzigingen in aan te brengen?

happened to slightly change. Difficulties were experienced in the process of formulating questions because of the tension between securing validity as much as possible and formulating questions in a comprehensible manner. While Karasek and Theorell (1990) offer specific indicators, which should have made it somewhat more straightforward to compose questions, it remained important to compose interview questions which were comprehensible for the respondents.

As a final point, peer-reviewing of the formulated questions took place by a fellow Master student and the supervisor with knowledge of the underlying literature of this thesis. Eventually, all the processes mentioned in this section resulted in the operationalized tree structures of institutional logics and JDCS-model constructs which can be found in Appendix 1. The interview can be found in Appendix 2.

3.6 Methods for data analysis

In this section, the analysis method will be described. In addition, the process of how the analysis took place will be elaborated on. Template analysis functioned as the analysis method in this research. The central assumption of the template analysis is the development of a coding template. Thus, analysis of the data took place by the flexible template, which can be reassessed (Symon & Cassell, 2012).

During the period in which the interviews took place, the analysis started as well. By reading interviews, possible interpretations of the data were formulated and discussed with fellow students and the supervisor of this research. Furthermore, a careful re-reading of the interviews took place when a second or third interview within a particular case had to take place. As a result, in some cases, a focus on specific topics as a consequence of yet limited data or comparisons between the opinions of respondents within the same case could be made.

After the interviews were conducted, a phase of thorough reading of the transcripts, notes, and memos began. Then, data analysis took place with ATLAS.ti; an application to analyze qualitative data. ATLAS.ti fits methods such as the template analysis well (Muhr, 1991). A coding template was developed through open codes in which the deducted dimensions were used as a starting point. When possible, fragments were parallel (double) coded and used to establish possible relations between dimensions. Investigating relationships was performed by drawing models and seeking evidence in the parallel codes which supported the models.

Thirdly, discovering patterns and verifying these patterns largely took place on case level by thoroughly reading of the coded transcripts. When evidence towards a pattern was found, switching between the transcripts regarding the same topic on a case level took place in order to

verify these patterns. This may be recognized in the style of how the analysis is written because it leans towards a style in which separation between cases is clearly apparent. During the process of verifying, codes and plain text were compared. Prior to this, an attempt was made to verify patterns by structured analysis of the double coded fragments. This remained difficult because, in a lot of cases, limited evidence was found by exclusively analyzing the double coded fragments.

In order to assess quality, an expert was interviewed. The results of this interview are compared with the results of the case interviews. As a result, similarities and differences derived from the expert are mentioned in the analysis. However, it is a pity that the interview with the field expert was conducted relatively early in the analysis process because the analysis eventually changed a lot. Furthermore, the coding template and a coded interview were reviewed by a fellow Master student in order to assess the application and reliability of the template (Symon & Cassell, 2012).

3.7 Research ethics

In this section, the subject of research ethics and its implications will be touched upon. Within organizational research, codes of behavior are of importance because potential harm can be done by conducting research (Edwards & Mauthner, 2012). Essers (2018) proposes seven guidelines which may lead to acceptable behavior and practice.

First, it is of importance to handle information in an accurate manner. Whenever information is not handled accurately, information might leak. By storing data in a secure environment and direct deletion when the data is not needed anymore, information gets handled as accurate as possible. Second, as there is dealt with personal information, it is of importance to handle this kind of information in an anonymous and confidential manner. Otherwise, identities of participants would leak possibly which can have consequences. To overcome this, personal information has to be deleted as soon as possible and as much as possible. Furthermore, the use of pseudonyms within the research report is necessary to comply with requirements regarding anonymity. Anything which could be recognizable must be considered when using the information of the transcripts. Confidentiality is another issue that is of importance, this is addressed by letting the transcripts read by only the first and second reader, and a fellow researcher to ensure inter-coder reliability. Third, every individual involved in the research has a right on equal opportunity; practices which are discriminatory are out of question. Fourth, individuals need to be handled in an honest way. Handling of these issues can only take place when the researcher conducts research as a responsible person. Fifth, information collection and interpretation of information need to be taken care of in a cautious and suitable manner. As the

researcher is responsible for all the processes regarded the collection of information, it is important to be conscious of these occurrences. All the interviews that have permission to be recorded will be transcribed verbatim, in order to avoid bias. Furthermore, this guideline includes that using of other respondents' data which is gathered in the research is not exchanged in a recognizable form. Sixth, no potential respondent may be pressured in order to participate in the research. An additional note is that respondents must always be offered the possibility to cease the interview. Seventh, the researcher must offer clarity to respondents with regard to expectations and implications. This has the consequence that possible respondents must be informed about the research and interview questions. Furthermore, at the start of the interview, additional information must be discussed in order to leave no surprises for the potential respondent. Moreover, explicit consent has to be gained for conducting and recording interviews, consent may be retracted at any moment when the project is still ongoing (Essers, 2018).

A last overall thought on ethics concerning the interview, related to the context, is the subject of work stress may be somehow difficult to speak about for employees (Cowless, 2008). It is necessary to be alert as a researcher in order to discover whether respondents find it hard to speak about sensitive subjects. Talking about issues like these might eventually provide additional trust between the respondent and interviewer. On the other hand, it could cause emotions and related behavior. The alertness of the researcher needs to be present in order to decide whether the interview should, or shouldn't continue.

To sum up, some guidelines and implications regarding ethics have been discussed. The following chapter includes the results and analysis of this study.

4. Results & analysis

This chapter is divided into two sections. Firstly, the cases will be described. Secondly, a cross-case analysis focused on the logics and the encountered manifestation of hybridity. Afterwards, the relation of hybridity with the job demands, decision latitude and social support is analyzed.

4.1 Case descriptions: characteristics, activities & purpose(s)

In this section, the organizations will be described individually. First, some words will be dedicated to organizational characteristics and activities. Furthermore, the organizational purpose(s) will be touched upon in order to provide the reader with a background of the cases.

Organization A has been a foundation for multiple decades. The organization does not receive structural subsidies. The overall purpose is to preserve the castle and its possessions and make it widely known. The most important activities of the organization include: running a museum, education, performing exhibitions, room rental, organizing events and parties. Additionally, interviewees described aspirations to grow in the number of museum visitors.

Organization B has been a foundation for a few years. Before, the organization was a municipal department. Performing exhibitions is the most prominent activity. Other activities are public services such as providing photos of heritage and education. Employees describe the overall purpose as follows: informing people while authenticity, which means the adherence to the organizational identity, is preserved. Furthermore, the organization attempts to be more commercial in order to secure financial viability.

Organization C coordinates three museums with one team. The organization is a department of the municipality. Education, next to performance of exhibitions, is regarded as the most prominent activity. Pursuing authenticity, which includes displaying an honest and transparent representation of the history, is a core value. The organization is less financially dependent on visitors compared to the other cases because it is a municipal department. A respondent mentioned that the ratio between subsidy and self-earnings is strongly directed towards subsidies. Either way, the organization works hard on earning resources to facilitate better education.

Organization D is a foundation for a few years. The main activities include performing exhibitions and education. Accessibility for a wide audience and offering high quality exhibitions while adhering to regional values may be the purpose. The museum tries to stay financially viable through some activities such as enlarging the scope of visitors and efficiency.

To sum up, the researched cases have been described in this section. It appears to be that behavior originated from a professional purpose, in example the connecting of people to heritage, goes together with activities in which establishing monetary value is central. Next to this,

differences are found in the legal form of the organizations, which influence the degree to which subsidies are received. Eventually, this may have an impact of the extent to which the organizations must undertake activities which are associated with earning money. Potentially, the characteristics of the different cases result in different manifestations of hybridity because of different degrees of importance concerning the logics embedded in the organizations. Now, analysis of how these aspects may influence the manifestation of hybridity will take place.

4.2 Cross-case analysis

In the cross-case analysis, first of all, the institutional logics encountered are addressed. Further, characteristics of hybridity will be analyzed. Then, the possible influence of hybridity on the job demands, decision latitude and social support is analyzed (sometimes referred to as: JDCS).

4.2.1 The professional logic and the market logic

In general, a market and professional logic may be present within the cases. Few clues of a community logic have been found. The presence of the community logic was not considered to be important enough to include it in the analysis. For a start, the market logic is discussed.

The definition of the market logic in the literature generally points towards generating money, efficiency and increased self-earnings (Thornton et al., 2012; Friedland & Alford, 1991). Similarities across the cases which point towards this definition may be present. Commercial behavior becomes apparent in the focus on targeting new customer groups. In example, one of the museums will be accepting the BankGiro VIP card. The card focuses on groups that normally rather want to have a nice day in a theme park than going to a museum, according to a respondent. *'How theme park alike can we be? [...] I do not think that commercializing is a bad thing, if we do it responsibly'* (Respondent 2). However, the word responsibly may indicate an assimilation of the professional logic. Furthermore, as a result of the market logic, consequences such as cost reduction may appear (Rundall et al., 2004). To be more specific, Alexander and colleagues refer to the market logic in their study, new systems were introduced in the healthcare which led to lower revenues and eventually forced hospitals to find ways to reduce costs. Besharov and Smith (2013) state that corporate downsizing is considered as legitimate behavior connected to the market logic. In this research, the element of cost reduction or minimization comes forward prominently in the museums in all kinds of ways. The subsidy cuts may also be considered as a form of lowered 'revenues' because the cuts resulted in lowered availability of resources (Stichting Museana, 2014). A frequent effort of cost minimization encountered might be the limited allocation of work hours. The field expert refers to this as minimization of fixed costs. *'We are searching for manners which require few resources but maximize efficiency'*

(Respondent 9). Throughout the cases, in general, two main indicators have been observed; commercially-oriented behavior and cost minimization/reduction efforts.

The professional logic in an organization is linked to the identity of the organizational field (Rao, Monin & Durand, 2003). Furthermore, the professional logic is related to properly carrying out work. Next to this, various authors refer to expertise and association with quality (e.g. Thornton et al., 2012; Kitchener, 2002). To some degree, these characteristics of the professional logic are found in this study. The extent to which properly carrying out work is valued by a respondent is included in the statement: *'In healthcare is said, it is a vocation. This is not easily said by museum employees, but if you talk with them then it is almost a vocation'* (Respondent 2). The interviewees may handle their work very carefully and with a lot of effort.

Furthermore, the professional logic on field-level might be related to the definition of the ICOM (2007) institution. To some extent, an elaboration of the ICOM (2007) may be found in the studied cases. **The definition includes that museums are concerned with activities related to preserving heritage and informing society such as education and research.** Some interviewees explicitly referred to the ICOM definition. Other interviewees referred to museum core tasks. Generally, these tasks are comparable to the content of the ICOM definition (Museumvereniging, 2017). The core values of the organizations, to some extent, are related to the ICOM definition. An example of how the professional logic is included in one of the organizations is the aspect of education: *'As a museum, our duty is to teach kids or other audiences'* (Respondent 7). The organizations being researched may have a unique elaboration of the field-level identity. Therefore, the other aspect of the professional logic, properly carrying out work, is organization specific and is related to organizational values. *'The employees are very committed to the historical building and the goals of the organization'* (Respondent 1). The statement might imply that employees want to carry out work properly because they are committed to the organization. Thus, to some extent, different professional logics may be encountered in the organizations. In the table below (see Table 2), the main institutional logics encountered in this study are displayed. The included main indicators and activities are elaborated on throughout the analysis.

Table 2
Starting points for analysis of the institutional logics in the context of this research

Logic	Goal	Main indicators	Activities
Market	Financial viability of the organization	Appealing to wide audience, number of visitors, efficiency, saving oriented behavior	Marketing, commercial events, attractive exhibitions, attracting new visitor groups, profitable/efficient processes, making savings
Professional	Informing society about heritage and preservation of heritage	Preservation of heritage/art, competence, quality, adherence to identity, transparency, education,	Education based on core values, exhibitions based on core values, preserving heritage

Met opmerkingen [RS7]: Dit roept ook de vraag op over welke logics hier nu precies aanwezig zijn. Je hebt enkel naar de market en professional logic gekeken, maar je kunt bv. ook denken aan een community logic. Als je het onderzoek nog eens over zou moeten doen, zou je dan weer de keuze maken om slechts twee logics mee te nemen, of juist niet? Waarom?

4.2.2 Manifestation of hybridity

Based on the previous section, analysis will take place now of how the logics may be related to each other and eventually result in hybridity and its characteristics.

Firstly, it must be clarified that in all of the researched organizations, both logics are present in a prominent way. However, with few exceptions, all respondents describe a stronger adherence to the professional logic than the market logic. But, the stronger adherence may not result in a manifestation of hybridity in which the market logic is subordinate. To be more specific, adherence to the market logic is based on keeping the organization financially viable and in order to let adherence to the professional logic take place as well as possible. In an example, practices related to the market logic such as cost reduction or minimizations which result in saving money contribute to facilitation of the professional logic. *“We want to take care of our own. Eventually to allow income to flow back into the collection”* (Respondent 6). Thus, both logics may be present but respondents emphasized the facilitative role found in adhering to the market logic.

Secondly, a different emphasis on the market logic may perhaps be existent across the museums. In organization A and C, the aligned perception might include that it would be nice to behave commercially-oriented in order to eventually generate more money. In organization B and D, the perception may include that cost minimization, or commercial behavior, is vital in order to guarantee the financial viability of the organization. *“Last year, it was a complicated year with regard to the organizational budget”* (Respondent 10). The respondent referred to the narrow budget and the efforts which were required to not exceed the budget. Thus, a difference across the cases in how adherence to the market logic is perceived by respondents may be existent.

Thirdly, the organizational core values may be related to the professional logic. The degree of strictness in which they are perceived might determine the compatibility with the market logic. For instance, as a consequence of strict authenticity, the space narrows to market logic adherence. Authenticity is viewed upon as acting in line with the organizational core values but also to attempt to represent history as honest as possible. In an example, one of the respondents told about a potential collaboration with a Harry Potter foundation while the museum had nothing to do with Harry Potter. On the other hand, another respondent in a different case argued that a fuzzy artwork is not a reason for them to perform a turn exhibition because it might somehow be related to the fuzzy artwork. These different perceptions towards authenticity illustrate how adherence to the professional logic might, or might not, inhibit adherence towards the market logic. To conclude, three characteristics with regard to how hybridity may manifest are mentioned. The next section includes an analysis of how these characteristics and thus hybridity influence the job demands, decision latitude and social support.

Met opmerkingen [RS8]: Toch zit hier, althans afgaand op onze aannames a priori,

4.2.3 Hybridity related to job demands, decision latitude & social support

Hybridity, which is elaborated on in the previous section will now be related to the JDCS antecedents (Karasek & Theorell, 1990). First of all, potentially substantial job demands which may be related to hybridity will be analyzed. Next, in the section dedicated to decision latitude, analysis takes place on how employees are able to deal with these demands. Finally, analysis will take place on to which extent social support exaggerates the relationship between these concepts.

Hybridity and job demands

In this section, three job demands which may be related to hybridity are presented. The concept of job demands is viewed upon as the influence of hybridity on job requirements.

1) *The requirement to carry out work properly*

In the first place, a similarity throughout all cases may be the issue of having too much work, which hinders the ability to properly carry out work. Thus, the substantial job demand is found in the requirements to address the discrepancy between the allocated work hours and the required work hours. An example of the signal that employees perceive that they have too much work is provided by a respondent of organization B: *'I discuss this topic a lot with other employees. They discuss that they have the amount of work for two people, which is not even exaggerated'* (respondent 2). Or in organization A: *'The employees within this organization continue to work even after working hours. (Respondent 1). Furthermore, a relationship between the professional nature of a job and having too much work seems to be existent across the cases. In example: 'Writing those authors, reminding them, editing pieces, etc. By the way, I do this in my free time. This would not even fit in my daily routine. But I just like it''* (Respondent 1). Additionally, the field expert describes this as a passion for and commitment to heritage. This might not have a relationship with the professional logic per se but may stress the extent to which employees consider heritage important. Furthermore, a respondent in organization C mentioned that not all employees experience having too much work to do. According to the respondent, a relationship between the job position and experience of having too much work is existent. *'It differs per position. Our counter assistants, they plainly work their hours at the counter. Ordinarily, they have time to work on their mailbox during the day. They won't be working at night. [...] Everyone with a higher position is pretty busy''* (Respondent 9). The respondent, by mentioning higher position, indicates the degree to which an employees' job is of professional nature. A respondent in organization C performs operational tasks which are of non-professional nature. This employee does not experience that he has too much work to do. Admittedly, it has to be mentioned explanation lacks reliability; only one employee with an operational job was interviewed.

Further, as mentioned in the section regarding the logics, consequences of the market logic may have become apparent in the form of cost minimization. A respondent in organization D exemplifies: *‘Everything is becoming more and more expensive. Budgets become smaller, we have to earn more and more by ourselves’* (Respondent 10). More specific on the subject of cost reduction or minimization on work hours: *‘When I started working here, I supervised five people, now this is just one employee’* (Respondent 4). The respondent refers to the downsizing which took place and later on in the interview stated that no money is available to hire professionals. The field expert mentions that minimization of fixed costs on expenditures such as staffing is something which goes on in museums. Temporary professionals are hired instead. The latter is not prominently mentioned in the current study, probably due to lacking budgets. Furthermore, the field expert mentions an alternative cause of having too much work: *‘Employees experience a lot of pressure on commercial activities by the management. But these employees consider the collection as very important. They want to keep all the plates spinning’* (Field expert). She argues that the activities related to the market and professional logic add up, in some cases causes that too much work is existent for employees. The argument of the field expert is based on the increase in tasks. Whenever, this study suggests that adherence to both logics at the same time results in the discrepancy between the actual work hours and required work hours. More specific, the converging of the market logic and professional logic may result in the discrepancy between the actual work hours and the required work hours to properly carry out work. The cost minimization nature of the market logic limits the allocation of work hours. On the other side, employees adhering to the professional logic demand substantial efforts of themselves to properly carry out work. The job demand is found in the way how employees address this demand. The interviewed volunteers did not experience having too much work. This may be explained by the idea that their work is non-committal and mostly one day per week.

Met opmerkingen [RS9]: Moet vervolgonderzoek dan eigenlijk wel gaan over logics, of moeten we naar andere zaken kijken (bv. institutionele context in het algemeen)?

2) *The dilemma between core values and the number of visitors*

Secondly, analysis of the dilemma between adherence to core values and the number of visitors will take place. The dilemma seems to be connected to the programming of events such as exhibitions. Potentially, the dilemma results in a substantial job demand for employees when financial viability of the organization is dependent on the extent to which the events are realizing monetary value. Light will be shed on how the dilemma results in a job demand for employees.

In organization A, the core values, which include preserving the historical building and striving towards broad publicity, may facilitate a broad interpretation of appropriate behavior. Additionally, it seems like that the core values are relatively loosely interpreted compared to the

other cases. In example: one of the events is related to Halloween. A link with the core value of broad publicity may be found, but no relation is found with the value of preserving the castle. Therefore, this example is considered as a relatively loose interpretation of the core values. In comparison, the strict adherence to core values in organization C restricts employees from organizing knight events for kids because knights have never lived in the castle. This shows the difference in interpretation of the core values. With regard to financial dependence on visitors; the revenue of organization A is spread out by a variety of sources likes renting out and organizing parties. As a result, respondents describe that not much is demanded in this consideration and that they act on the basis of their experience.

In organization B, a relatively strict adherence to the core values may be present combined with the consideration of organizing attractive exhibitions. This becomes clear in the following statement: *‘On the one hand, if one would argue that we create fantastic exhibitions but the visitors which appreciate it is very small, we have a problem. On the other hand, we won’t exhibit something of which we think, visitors will like it but what does it have to do with our collection. The latter has sensation value, but it has nothing to do with us. With our profiling, our purpose’* (Respondent 2). Furthermore, the financial dependence on the number of visitors is considered as relatively high compared to organization A and C. *‘The contribution of most of the employee’s lies in their share of the exhibitions’* (Respondent 4). The respondent refers to exhibitions being the primary business model of the organization. The respondent argued that some employees find it hard to deal with programming which is based on a looser interpretation of the core values. Additionally, the employee stated the following: *‘It is a challenge to program attractive exhibitions for a large audience based on our collection. That is very difficult because we are dependent on the income of exhibitions’* (Respondent 4). Hence, when this situation is compared to organization A, the demand seems to be approached differently.

In organization C, the strictness of adherence to the core values may be quite similar as compared with organization B. However, employees mentioned the deliberation between authenticity and needs of the visitors in few exceptions with regard to events. Authenticity, in this case, is referred to as displaying a representation of the history transparently and honest. But, the financial dependence on visitors may be relatively lower compared to the cases. According to a respondent, financial dependence on income of events is of relatively low importance. The organization has the ability to be very accessible for visitors and focuses on keeping entry tickets as low as possible. In example: the organization organizes free entry a several years a day to stay accessible but on the other hand to promote that revenues of the museum store will increase. On a

side note: accessibility in this case means approachable. To sum up, the strict adherence and relatively low financial dependence on visitors does not seem to result in substantial demands.

Employees in organization D may experience somewhat similar considerations compared to organization B. Relatively strict adherence to the core values combined with financial dependence on visitors may result in a substantial job demand. The core values require the employees to program regional theme exhibitions. According to the employees, it is not rare that a regional theme attracts few visitors. Employees try to alternate between regional themes and art themes which attract visitors nationwide. As a consequence, employees may experience a substantial demand. Small room to maneuver in the programming of exhibitions is present because adherence to regional values is of importance, while financially dependent on visitors.

Lastly, the core values encountered may possibly be related to the particular elaboration of the professional logic which originates from the identity of the organizational field (Rao, Monin & Durand, 2003). Adherence to the professional logic sometimes results in the organization of events which are not appealing to large audiences. In those cases, adherence to the market logic is limited. But, some of the organizations are financially dependent on the organization of events. Skelcher and Smith (2015) describe the blocked archetype of hybridity which entails *‘organizational dysfunction arising from inability to resolve tensions between competing logics’* (p.440). In organization B, the difficulty to program attractive exhibitions based on the collection may be related to this archetype because employees sometimes have a hard time on meeting the requirements of both logics at a core practice such as the programming of exhibitions. However, the assimilated archetype may also be related to this example; *‘the core logic adopts some of the practices and symbols of a new logic’* (Skelcher & Smith, 2015, p.440). Earlier, a statement was included in which a respondent mentioned a possible orientation towards a theme-park style. This remark should perhaps be taken with a grain of salt; but it might indicate an assimilation of the logics which will probably result in exhibitions with less adherence to the professional logic.

3) The demand to transform processes

In the third place, substantial job demands in relation to processes which have to be transformed may be present. The urge to transform processes might originate of the felt obligation to adhere to the market logic. Underlying reasons to transform processes such as efficiency were mentioned. But on the other hand, employees adhere to the professional logic because quality may not be at the expense of efficiency. Organization A and C do not seem to deal with the particular demand. The occurrence of this phenomenon, which seems to be going on in organization B and D, might be explained due to the yet relatively short existence of the foundations and the market logic.

In organization B, the transformation of services may be considered as a substantial job demand. Organization B wants to ask money for a particular service. But, one of the employees wants to guarantee fast product delivery when money is asked. This is hard because the money to hire professionals is absent. As a result, the employee feels insecure with regard to the stability of the service in transformation by being dependent on volunteers. Stability may be related to the degree of being able to properly carry out work. On the other hand, adherence to the market logic requires a profitable process. This results in a demand for employees because it is experienced as difficult to deal with both requirements at the same time. In addition, it does not feel good for the employee to ask money for these services. *“We are going to run a shop on something which is already owned by society. It sounds very logical, but it does not feel good”* (Respondent 4).

In organization D, hybridity possibly causes a substantial job demand for employees to transform a process. In example: the process of maintaining contacts with schools. Adherence to the market logic requires the process to be efficient. But, the organization aspires to keep customer contact personal and be transparent. However, this may not be exclusively originate of the professional logic. An employee argued that because of being tax-payer dependent it is important to stay in touch with visitors and offer them quality and be transparent. Transparency, later in the interview, is related to education as a manner in which the organization explicitly shows that something is done for the population (tax-payers). In contradiction, the employee later on states that it is also relevant in order to know why whether or not people make a booking. It remains unclear what the initial driver behind wanting to keep personal contact is. In addition, resources are lacking in order to invest in new systems such as a CMS system which potentially would make the situation more efficient. The lack of investments being made are a consequence of favoring expenditures related to the professional logic such as investment in the quality of an exhibition. However, quality in this situation may also be bound to both logics. *“Quality is very important. People see quality. Quality is why people come back”* (Respondent 10). The respondent later referred to quality and finding it of importance to deliver a proper product.

To sum up, hybridity may cause a substantial job demand with regard to the transformation of processes in organization B and D. The relatively short existence of the foundations might explain the situation. It may possibly be the case that the process of hybridization requires certain adjustments in the organizations which are still ongoing. Possibly, organization B and D are found in a state of punctured equilibrium. The deep structure of these organizations may be touched by the incorporation of the market logic (Gersick, 1991). One of the elements the deep structure includes is *“the basic activity patterns that will maintain organizational existence”*

(Gersick, 1991, p.14). It may not be unthinkable that the incorporation of the market logic has changed the basic activity pattern of the organization.

Recap

In brief, the manifestation of hybridity, across the cases, may bring about some substantial job demands. Three substantial job demands which may be related to hybridity are proposed: firstly, the demand to give substance to the issue of insufficient work hours to properly carry out work. Secondly, the dilemma between adherence to core values and the number of visitors. Thirdly, the demand to transform processes. In the next section, it will be analyzed whether decision latitude is present in order to deal with the proposed job demands.

Hybridity and decision latitude

Three parts are found in this section. Each part is dedicated to the decision latitude on the job demands described above. The model of Karasek and Theorell (1990) exists of two main assumptions (Fila, 2016). In this study, it was decided to analyze the data based on one of these assumptions: whether the decision latitude is sufficient in order to deal with the job demands. Thus, decision latitude is considered as the degree to which employees consider that they are able to control the substantial job demands.

1) The requirement to carry out work properly

For a start, the substantial job demand which seems to be applicable to all cases is the demand to give substance to the insufficient work hours in order to properly carry out the work. The decision latitude in order to control this demand, influenced by hybridity, will now be discussed.

In organization A, hybridity may possibly influence the decision latitude with regard to this particular job demand. Adherence to the professional logic sometimes inhibits employees to delegate work or to settle for less with regard to properly carrying out work because of worries regarding the quality. On the other hand, a consequence of the market logic may include that cost minimization on fixed costs such as personnel may be ongoing. ‘*The board won't happily allocate more working hours. The work must be carried out in the allocated hours [...] Thus, I have to delegate work*’ (Respondent 6). This employee describes the decision latitude to delegate work to volunteers or other employees in order to deal with the demand. For instance, on an educational level, former teachers carry out voluntary work. As a result of this, educational work is delegated without any consideration. On other aspects, volunteers being considered as capable seem to lack. Thus, the professional capabilities of a volunteer may determine whether delegation

is considered as an appropriate control option. Furthermore, delegation of work to the secretary is possible in some cases. Nevertheless, employees seem to increase their own capacity.

In organization B, similarities with organization A may be found. Adherence to the market logic, generally, inhibits employees to hire professional help related to activities that do not directly result in extra earnings. Professional help is only considered as a control option when the return is higher than the investment. Thus, it may be possible that tasks related to the professional logic require more work hours but the market logic then inhibits allocation of extra work hours because these activities do not result in monetary value. The field expert also describes this manner of allocating resources: *‘A lot of hours, time, and resources are moved to the front-end of the museums. To the marketing side and to eventually raise the numbers [...] No organization is judged on a good depot’* (Field expert). Furthermore, delegating work to volunteers is one of the control options which employees can use. Sometimes, handing out work to volunteers is considered as handing out work to colleagues. In other cases, handing out work to volunteers seems to result in even more substantial job demands because volunteers are regarded as incompetent to properly carry out work. The next quote indicates that concrete control options are absent sometimes: *‘The feeling that I have too much work to properly carry out work [...] This goes up for directors and employees. Setting priorities is very important’* (Respondent 2).

In organization C, hybridity may similarly influence the decision latitude with regard to this job demand. The market logic inhibits employees to organize extra capacity to deal with the insufficient work hours. A respondent even mentioned that existing positions are not guaranteed. Prioritizing is something which is referred to in order to deal with the lack of time. This control option might not always be optimal to adhere to the professional logic. Indeed, one of the employees describes that seeing progress on projects is important to be able to deal with the substantial job demands. To sum up, prioritizing is found as a control option in organization C. Furthermore, in organization C and also across the other cases, employees may find a control option by extending their own capacity. *‘Employees should be more entrepreneurial when they observe a discrepancy between the actual work hours and the required work hours. If they have 10 work hours and need 20 work hours, then they just work 20. That is stupid’* (Field expert).

In organization D, hybridity may also influence decision latitude in order to deal with the demand. A control option is found in delegating work to volunteers. In the light of delegating work to volunteers, adherence to the professional logic is found when work is delegated to volunteers who are judged as competent to carry out the work. Few volunteers may be appropriate. In example: only a handful of volunteers are allowed to guide tours.

To sum up, hybridity might affect the decision latitude to control this demand. The adherence to the market logic possibly influences the decision latitude by prioritizing other solutions than allocating extra hours or positions. The professional logic inhibits delegation because of the fear that work is carried out incompetently. Possibly, this results in limited decision latitude. Additionally, the field expert stated that capacity among people to organize work more smartly is lacking which once may have been the initiator of the now limited control options. Principally, among for organizational members related to education or the collection. On the contrary, members connected to exhibitions do know how to work project-based and are eventually able to attract funds because they are able to convince grant providers or managers that their projects need money. Eventually, with this money they are able to decrease work pressure for themselves. Eventually, this whole situation may result in an uneven allocation of budgets throughout the organization (Glynn, 2000).

2) The dilemma between core values and number of visitors

Subsequently, the decision latitude on the substantial job demand of the dilemma between core values and the number of visitors need to be elaborated. In organization A, the decision latitude with regard to this demand may be relatively little influenced by hybridity. This is a result of what might be a less strict perception of the core values. Thus, the ability to perform exhibitions or activities in a broad scope offers employees room to maneuver. Furthermore, financial dependence to the number of visitors seems to be low. It was stated that opening-up to the public is an expense which is taken for granted. The absence of constraints may offer room for control.

In organization B, compared to organization A, a different influence of hybridity on the decision latitude may be found. This is related to the, what might be, strict adherence to core values. Furthermore, the organization is financially dependent on the number of visitors. *“Back then, we were still a municipal department; big deficits could be supplemented back then. That is not possible anymore. I find this pretty exciting”* (Respondent 4). Respondents consider options to control this demand as including activities and exhibitions that result in a somewhat less strict interpretation of the core values. Nevertheless, strong adherence to the professional logic results in mixed feelings with regard to this control option. It was mentioned that external knowledge is sometimes used to come up with ideas for exhibitions which potentially result in high numbers of visitors while adhering to the core values.

In organization C, the impact of hybridity on the decision latitude seems to be less prominent. The financial dependence on visitors is described as relatively low. This provides the employees decision latitude to adhere to the somewhat strict core values. *‘I have to keep in mind;*

we are a museum and not a theme park'' (Respondent 7). Thus, related to organization B and D, less financial dependence on visitors may be present which offers the employees room to maneuver without having to fear for the eventual financial consequences.

To some degree, in organization D, hybridity may have an influence on the decision latitude just as in organization B. The present degree of adherence to the core values seems to narrow the leeway for employees with regard to exhibition programming. It is experienced by the employees that the task of communication/marketing with regard to the regional exhibitions is perceived as difficult because employees perceive that few people are interested. The employees try to control the demand by stimulating youth in the region because they expect that this will eventually result in more regional visitors. This long-term orientation may indicate the limited decision latitude with regard to this demand. One of the employees argues that bigger marketing budgets would probably make it easier to attract more local visitors. In addition, the employees think that regional themes are contradictory to the other themes which are nationwide and based on art. In case of the art exhibitions, employees argue that they can easily communicate what they are exhibiting, which results in high numbers of visitors and thus an appropriate control option. Furthermore, what may possibly further narrow the decision latitude is the financial dependence on the number of visitors. More precise, revenues of the regional exhibitions are insufficient according to employees. On the other hand, complying with the market logic would result in nationwide art exhibitions which are probably more profitable. Something else which might influence the situation, not per se hybridity related, is that one of the employees stressed the felt obligation of utilizing tax money in the right way. As a result, she thinks it's important to include the regional population because municipal subsidies are received by the organization. To sum up, a difference between the cases probably is the strictness of adherence to the core values. This element combined with financial dependence on exhibitions results in limited room to maneuver.

3) The demand to transform processes

Lastly, a substantial job demand which may be influenced by hybridity is found in the transformation of processes. Now, the decision latitude with regard to this demand is analyzed.

In organization A and C, a substantial demand to transform processes was not described. As mentioned earlier, this may be related to the manifestation of hybridity being present for a long time. Thus, core processes may be adjusted to the particular manifestation of hybridity.

In organization B, limited decision latitude in order to deal with the demand of transforming processes may exist. For example, the professionalization of a photo service is ongoing. Business administrative knowledge and professional capacity are required to secure a stable process. On

the one hand, the market logic may inhibit the hiring of professional capacity. This is because of the idea that the service will not stay profitable when professional capacity is hired. Potentially, adherence to the market logic requires a profitable process without professional capacity. On the other hand, the respondent probably strongly adheres to the professional logic which has consequences. More precise, the employee only wants to ask a fee for the service when it is fully professionalized. The latter may be related to the aspiration to properly carry out work. But, the organization does not allocate resources on the operations of this service because it will not stay profitable then. *“The services which we actively are going to offer to earn money, they must be organized really well”* (Respondent 4). To sum up, the control options may be limited.

In organization D, hybridity also may influence the decision latitude with regard to the demand to transform processes. In this case, higher efficiency is strived for in certain processes which are now time-consuming but personal. One of these processes includes informing schools about the educational activities of the museum. A dilemma between an efficient process versus personal contact is recognized. The stressed importance of personal contact is because employees consider that in order to utilize tax money; insights into tax-payer needs have to be gathered. The word satisfaction in the following statement may be related to both the market logic and professional logic. The respondent, in the statement, referred to the question she asks people why they are not booking again but also how they liked the activity. *“We are tax-payer dependent. I find that it is important that we have personal contact with our public. This results in an opportunity for us to observe what is going on and to what extent satisfaction is existent”* (Respondent 11). Nonetheless, extra capacity is required in order to keep personal contact. A control option, in order to keep the process personal and adhere to the professional logic, is present in the form of delegating work to a volunteer. The employees find it, in some cases, hard to let these professional activities fall from their hands. As a result of selecting this control option, the feeling arises that work is not executed properly. A different way to deal with the demand and make the process more efficient is an information and booking tool for schools. One could argue that this control option would facilitate adherence to the market logic. An employee stated that efficiency is reached by this option. However, this control option may not conform to the professional logic either as it limits personal contact.

To conclude, cost minimization efforts, which may be a consequence of the market logic, probably result in limited control options with regard to the demand to transform processes. The available resources might not fit the aspirations of employees with regard to certain quality criteria they find important. These quality criteria, such as a well-organized service and personal

contact, possibly can indirectly be related to the professional logic. This relationship is found in the idea that adherence to the professional logic requires a certain degree of competence. However, the efforts of keeping contacts personal in organization D are also based on the attempt to adjust organizational activities to the needs of visitors. The latter may eventually again be related to the market logic. The field expert partly contradicts this perception and discussed that a project-based approach would result in a budget increase for employees due to fundraising or supportive management. The expert elaborates that the management would then be convinced of what employees intend to work on. Control options may increase because extra budgets would become available. Eventually, employees can use these resources for their projects. However, the field expert agrees with the statement of the cost minimization efforts. The field expert argued that management tries to cut costs or inhibit expenses of which they think the organization can do without. Thus, the perspective of the field expert may to some extent be related to the findings.

Recap

By now, the section dedicated to decision latitude is concluded. Several findings have pointed towards a potential relationship between hybridity and decision latitude. The last section in the analysis will focus on the relationship between hybridity and social support.

Hybridity and social support

Social support in this analysis is considered as the extent to which overall helpful relationships are present on the work floor (Karasek & Theorell, 1990). Logics comprise assumptions, beliefs and values which may have its influence on work-related support as well as on non work-related support. Adherers of a logic may favor their beliefs which potentially affects support towards different beliefs. Hence, in the analysis, both aspects are included. External social support is not included in this analysis. A rationale for this choice is the research goal focused on hybridity related to intraorganizational elements. Generally, hybridity may not negatively influence the social support. Very few occurrences of negative social support were described. The earlier described favoring of the incumbent professional logic over the market logic, which may be apparent, might be related to this. *“We want to tell the real story [...] We don’t want to be Disney”* (Respondent 9). The respondent, from his point of view, refers to aligned perceptions regarding the existent logics. By contrast, few positive social support related to hybridity was described. But, this may be related to the formulation of questions which was problem oriented.

Subsequently, the degree of clarity towards the manifestation of hybridity may have a relationship with the degree of work-related support in the organizations. *“Commercial activities are necessary in order to survive. Everyone understands this. People watch the balance, I can*

remark. A lot of employees work here for a long time already. They have a feeling for what is being accepted and what is not being accepted [...] If people understand that something is in interest of the historical building, then they are willing to cooperate'' (Respondent 1). This statement implies that clarity and acceptance towards the manifestation of hybridity might result in helpful work-related support. In contradiction, another respondent in this organization (A) described an unaligned perception with regard to organizing an event of higher quality or collaboration with external parties in order to minimize costs. Thus, despite clarity, social support may still be limited sometimes. In organization B, an example of an unaligned perception with regard to the dilemma of adherence to core values and the number of visitors was existent. In one case, this eventually resulted in the cancelling of a planned exhibition. A respondent thought that one of the exhibitions was not going to attract enough visitors. The respondent who brought this up argued that colleagues were not happy with the decision because it would cost them extra work to prepare another exhibition. In organization D, considerations in allocating budgets may sometimes result in the consequence of perceptions which are not aligned. In example: a perception towards allocation of a budget on marketing was not supported because money is spent on exhibitions. Eventually, the employee was not supported which resulted in the inability to execute ideas. Thus, perceptions which might be originated by different adherence towards the logics can possibly result in changing degrees of work-related support.

Furthermore, the influence of hybridity might also have an influence on social support which is not work-related. However, only few indirect relationships with hybridity were described. In example, in case of the demand to give substance to too much work hours, an aligned perception seems to exist in which members support each other. *''On Sunday night I received a Whatsapp message from my colleague; ''well I am now working on this task'. And vice versa, I do exactly the same. You have to like it''* (Respondent 10). The respondent refers to out of regular work hours in which, non work-related, social support is perceived. One of the respondents in organization B perceived that the solid team of the organization is able to put each other back on earth. This respondent, earlier in the interview, described certain hybridity related issues which thus might be discussed with colleagues. To sum up, no extensive influence of hybridity on social support is found. The exceptions include unaligned perceptions with regard to different orientations on the manifestation of hybridity which may result in varying degrees of social support. The following chapter contains the conclusion and discussion. Contexts with a strong division of adherence to the logics will be compared to the context of this study and consequences for social support.

5. Conclusion & discussion

Now, the main research question will be answered and a discussion is included in which existent literature is related to the findings. But first of all, the sub-research questions will be answered.

What does the manifestation of hybridity within Dutch museums look like?

Hybridity in the researched Dutch small and mediums museums may mainly be composed of the market logic and professional logic. Potentially, adherence to both of the logics may be important in all of the organizations. Thus, it is undecided which logic dominates. Probably, the organizations fit best towards an aligned or contested type of hybridity. This depends on whether the requested behavior by the logics is consistent (Besharov & Smith, 2014). Either way, the legitimacy of the logics may arise from different motives. Specifically, adherence to the market logic may be based on remaining the organization financially viable. In addition, the market logic originates of macro-societal pressures (government) in which a changed resource environment is found (Thornton et al., 2004). Adherence to the professional logic possibly originates from particular ideological beliefs. These ideological beliefs are derived from the identity of the organizational field in which standards exist which result in beliefs and norms to conform to such as the aspiration to preserve heritage (Townley, 1997; Rao et al., 2003). To sum up, it seems that both the logics inhibit employees, with varying degrees, in the adherence to the sometimes opposing logic. As a consequence, to a lesser or greater extent, the inhibition probably results in an inconsistent manifestation of hybridity in which both logics belong to the organizational core.

Met opmerkingen [RS10]: Kun je dan eigenlijk wel stellen dat er een market logic aanwezig is?

What job demands, and thereby decision latitude, and social support, are influenced by hybridity?

Based on the analysis, generally spoken, three job demands may be influenced by hybridity. First, too much work is existent within the organizations. The demand is found in giving substance to this discrepancy. It differs per organization and occupation to which degree this phenomenon is present. In any case, adherence to both logics at the same time results in the extent of work what may be labeled as excessive. The second substantial demand includes the dilemma between the adherence to core values or the number of visitors in the programming of exhibitions. This means that, in some cases, employees experience that they have to adhere to strict core values while the organization is financially dependent on exhibitions. Third, a substantial demand is found in organizing processes more efficiently while quality of these processes must remain high.

Met opmerkingen [RS11]: Je formuleert het alsof er een tegenstelling in besloten ligt, maar wat is deze dan precies?

Furthermore, decision latitude with regard to the first demand is found in the control options of the delegation of tasks and organizing extra capacity by working more hours. With regard to

the second demand of core values and number of visitors, creatively opting within the perceived leeway may be the most used control option. The decision latitude with regard to the third demand of transforming processes is based on the delegation of work to volunteers.

Subsequently, social support under the (in)direct influence of hybridity became visible in few work-related and non work-related support situations. The degree of aligned perceptions towards hybridity may have an influence on the helpful relationships perceived by employees. Now, light will be shed on how hybridity actually influences the aspects mentioned in this section.

‘‘How does hybridity of logics influence job demands, and thereby decision latitude and social support within Dutch museums?’’

This study concludes that the manifestation of hybridity may be related to substantial job demands and limited decision latitude. Potentially, the relationship between job demands and decision latitude develops in a position in which the decision latitude is limited to deal with some substantial job demands. Social support, influenced by hybridity, does not seem to exaggerate the state of the relationship. However, it is dependent on the particular manifestation of hybridity how and to what degree job demands, decision latitude and social support are influenced.

Generally, the influence of hybridity on the job demands is found in the adherence to the professional logic which requires aspects such as authenticity while adherence to the market logic requires financial viability. In the end, these requirements might not always suit each other. As a consequence, when the requirements in order to adhere to both logics at the same time must be met, employees may experience substantial job demands. This goes up, in particular, for the organizations in which the goals of the logics result in inconsistent behavior. Three substantial job demands might be existent; dealing with too much work combined with insufficient time, the dilemma between core values & the number of visitor’s and the demand to transform processes.

In general, the decision latitude within the researched museums seems to be limited due to the manifestation of hybridity. This may be a consequence of the adherence to the professional logic which results in high standards on aspects such as quality or authenticity in order to judge a control option as appropriate. On the other hand, cost minimization efforts or commercial perceptions may inhibit employees to adhere to the professional logic because these control option might be expensive or inefficient. As a result, in some cases, this hinders the decision latitude because the behavior which is legitimized by both of the logics is considered as limited. Common control options include; prioritizing, extension of the own capacity, delegation of work, procrastination, and searching for control options legitimized by both logics (e.g. finding the sweet spot in the dilemma between adherence to core values and number of visitors).

Social support, generally, may remain unaltered under influence of hybridity. This is possibly related to the generally aligned adherence to the professional logic. Occasionally, due to unaligned perceptions related to elements in practices influenced by hybridity, limited helpful relationships were perceived. Either way, no extensive negative influence was encountered.

5.1 Discussion

The section of the discussion includes two main topics. For a start, the findings of this research are discussed and related to relevant existing literature. Furthermore, the contributions to the scientific debate and suggestions for further research are mentioned.

5.1.1 Implications for further research

Multiple researchers mention that it is important to understand the consequences of hybridity in organizations (e.g. Suddaby, 2010; Thornton et al., 2012). Generally, this study made an attempt on gaining insight into intraorganizational consequences of this phenomenon. More in detail; how hybridity within small and medium Dutch museums influenced job demands, decision latitude and social support. The findings of this study suggest, generally spoken, that hybridity may possibly have a relationship with substantial job demands in this context. Probably, the decision latitude to deal with these demands may sometimes be limited due to the manifestation of hybridity. Furthermore, what may be, generally aligned perceptions towards hybridity, might result in a social support which remains unaltered under the influence of hybridity.

Hybridity and substantial job demands

Initially, the three found job demands which may be influenced by hybridity will be related to the existing literature. Firstly, it is found that hybridity might result in a substantial demand for employees to give substance to the presence of having too much work while they aspire to carry out work properly. Carrying out work properly is based on adherence to the professional logic. As a consequence of the market logic, cost minimization efforts might be present. As a result, insufficient work hours are available to comply with the professional logic. This suggestion might possibly be related to the findings of Glynn (2000) who describes a situation in which members of an orchestra wanted to allocate resources on artistic excellence while administrators in the same organization were focused on cost containment. The parallel between the two studies is found in the conflict between adherence to professional values and financial viability values. This resulted in limited possibilities on achieving artistic excellence in case of Glynn's (2000) study or limited possibilities to adhere to core values such as authenticity in this study.

Furthermore, in the literature, several authors state that workload increases for employees who are active on the operational floor of a hybrid organization (Brandsen et al., 2006; van den Broek, Boselie & Paauwe, 2014; Karré, 2011). Similarly to these studies, the finding of a substantial workload in this study was found as a symptom many times. Additionally, the current research suggests an explanation of why and how the workload eventually becomes substantial. More precise, this study suggests that the substantial workload is found in the aspiration of employees to adhere to the professional logic while the adherence to the market logic inhibits facilitative actions such as increasing capacity. It must be mentioned that the institutional contexts in which the studies were carried out may differ. Karré (2011) researched the waste management sector. Based on what Karré (2011) states, 'public interests' (possibly a governmental logic) and 'big business interests' (possibly a market logic) may be the main institutional drivers within these organizations. The institutional environment of this study may possibly be different because the professional logic is related to the identity of the organizational field (Rao, Monin & Durand, 2003). Eventually, this may result in completely different experiences of the logics or interests because differences in legitimacy may be apparent. Brandsen et al. (2006) conducted research in public service organizations. The organizations being studied differ from hospitals to housing corporations, only a general conclusion was suggested. This makes it hard to compare the institutional context. Van den Broek et al. (2014) describe that the increased work pressure is because of new tasks due to the 'efficiency' logic next to the professional logic. This may, to some extent, match the findings of this study. But it is hard to compare because Van den Broek et al. (2014) conducted the study during the adoption of the new logic which made them find tasks exclusively attributed to the efficiency logic. In this study it was hard to make such explicit distinctions. But, an argument of one of the respondents in this study who managed five employees before hybridization and now only one may also indicate a substantial increase in tasks.

The second substantial job demand is based on the dilemma between the adherence to core values and the number of visitors. This finding may possibly be related to the proposition by Besharov and Smith (2014) regarding the compatibility and centrality of logics. The scholars describe that in a situation of low compatibility, employees experience competing expectations regarding organizational purposes. The parallel with compatibility is found in the idea that employees in this study may also encounter competing expectations with regard to organizational purposes. In example: the adherence to core values (e.g. authenticity: providing an honest representation of history) while having to keep in mind other purposes which may be

(in)compatible with these core values such as financial viability. Furthermore, centrality means the extent to which a clear hierarchy of the logics exists. Core values and number of visitors, in some cases, might both be considered as important by employees. In other cases, a hierarchy is recognized sometimes. Therefore, a parallel is found between the suggestion of this study and the proposition of Besharov and Smith (2014). The findings of this study suggest that, in some cases, due to low compatibility and high centrality, a substantial job demand was found. Besharov and Smith (2014) term the consequences of this manifestation of hybridity as the absence of clarity regarding guidelines. As a consequence, in the current study, this may possibly be related to a substantial job demand because employees do not know how to handle appropriately. In example: in organization D, a relatively strict adherence to core values and relatively high financial dependence on visitors results in low compatibility between the goals. According to the respondents in organization D, adherence to the strict authenticity results in activities that attract relatively low visitors. Thus, the inconsistent behavior in organization D is found in strict authenticity while dependent on the number of visitors. Furthermore, the idea that this dilemma is taken into consideration seriously indicates a substantial degree of centrality. To sum up, the proposition of Besharov and Smith (2014) can to some extent be related to this study.

Lastly, the study of Heinen and Weisenfeld (2015) suggest that orchestras in Germany face a somewhat similar dilemma; their activities based on traditional visitors (contemplating logic) attract insufficient visitors. But on the other hand, the orchestras do not want to lose their traditional visitors because of a potentially lowered repertoire (losing familiar sound). The orchestras pursue to find ways to increase the audiences. Possibly, the 'familiar sound' mentioned may be related to aspects of the professional logic encountered in this study such as an authentic representation of the history. Eventually, the dilemma of orchestras may be compared to the dilemma of adherence to core values and the number of visitors in the museums being researched. In addition, Heinen and Weisenfeld (2015) do not describe any intraorganizational consequences for employees regarding this dilemma. This study suggests that employees experience the dilemma as a substantial demand in some cases in which limited decision latitude is perceived to control the demand.

The third substantial job demand related to hybridity is the transformation of processes. In the literature, Reay and Hinings (2009) suggest that in a context of physicians, the institutional requirements increased because hybridity became to exist. They propose, in addition to the professional logic of a physician, a governmental logic based on efficiency was introduced (Reay & Hinings, 2009). The physicians did not want to adhere to the governmental logic because they

feared a decrease in quality of caregiving. In the current study, the market logic requires that transformation of processes is performed in such a way that processes become profitable or efficient. But on the other hand, respondents want to prevent a loss of quality (e.g. decrease of personal contact) which is partly relatable to the professional logic. Thus, the argument of Reay and Hinings (2009) might on a conceptual level possibly be compared to the suggested job demand in this study.

Hybridity and limited decision latitude

Firstly, the limited decision latitude to give substance to the insufficient work hours to competently carry out work is discussed. Binder (2007) states that consequences of hybridity included inadequate funding of external forces (government) to cover costs of a competent staff. As a result, the competencies of hired personnel did not match the requirements of the professional logic. The statement of Binder (2007) might be relatable to the findings of this study. This study suggests that the decision latitude for employees is limited and is insufficient to adequately give substance to the phenomenon of having too much work. The adherence to the market logic, which results in a limited possibility to control the requirements of the professional logic might be similar. Furthermore, this study also shows that adherence to the professional logic can result in high standards such as quality or properly carrying out work. To sum up, a similarity that has been found is the limited possibility to carry out work in such a way that adherence to the professional logic was secured. Admittedly, two opposing parties supporting a different logic were present in the organization that Binder (2007) describes. The current study shows that, generally, all employees might prefer the incumbent professional logic which suggests a different context.

Secondly, the limited decision latitude to deal with the transformation of processes will be discussed. Brandsen et al. (2006) found that formalization of tasks and output management was a consequence of hybridity. In this study, in some cases, similarities may have been found. In organization B, a respondent is transforming a service which is now a charge but should become profitable. According to the respondents, procedures are required in order to secure a stable process of good quality. Criteria such as quality probably can be related to the aspect of properly carrying out work. But on the other hand, the employee stated that because of the decision of asking fees for the service, the pressure is felt to deliver an even better and faster product. The aspiration of designing procedures for this process may be compared to the findings of Brandsen et al. (2006). Eventually, the designed procedure may result in limited decision latitude because all the tasks are formalized. Nevertheless, this study analyzed the idea of limited decision latitude

Met opmerkingen [RS12]: In hoeverre zie je daar iets van in jouw context?

on the transformation of processes in a different way. This study suggests that the requirement of the market logic of transforming processes into profitable/efficient is inhibited by the quality standards which employees pursue. These quality standards cannot be met because they are costly or do not fit other values of employees. In example, an employee in organization D wants to keep contact with visitors personal because conforming to the needs of the indirect payers of the museum (tax-payers) is considered as important.

Lastly, the idea of output management may also be interesting to relate to this study because, for example in organization B, aspirations grew from just providing the service to something the organization wants to monitor and eventually make it profitable. Thus, the suggestion of Brandsen et al. (2006) is relatable to the findings of this study.

Hybridity and social support

Finally, the influence of hybridity on social support might be, with few exceptions, limited. Battilana and Dorado (2010) observed a firm called BancoSol. In their study, it became clear that a particular manifestation of hybridity led to contestation between employees. The contestation was a result of employees that were hired and supported one of the opposing logics prior to the start of their job. When these findings are related to this study it may possibly become clear why social support, in general, remains uninfluenced in the researched organizations.

In organization B and D, signs of unaligned perceptions were present in few cases due to the sometimes incompatible manifestation of hybridity. In example: a different view on the allocation of budgets towards marketing, which is considered as important by an respondent in organization D. The budgets were used for other activities such as quality of exhibitions. However, quality may also be perceived as a derivative of the market logic because another respondent argued that visitors value quality of exhibitions. Either way, in the BancoSol firm, an incompatible manifestation of hybridity was existent. Possibly, low compatibility may be considered as a cause of contestation (Battilana & Dorado, 2010). But, how can the difference between contestation and unaligned perceptions be explained? The difference may possibly be explained by the different hierarchy of logics in the organizations (Besharov & Smith, 2014). The hierarchy of logics is called the degree of centrality by Besharov and Smith (2014). A high degree of centrality means a lack of hierarchy between the logics. Thus, in some of the museums, the incumbent professional logic seems to have another hierarchical order in the perspectives of the employees than the market logic. Nevertheless, adherence to the market logic, which became mandatory due to external factors, is very important to remain financially viable (Purdy & Grey, 2009). In BancoSol, the opposing logics were both important for the diverged parties (Battilana & Dorado,

2010). Probably, the suggestion that all employees in the museums favor the incumbent logic may explain why, in few exceptions, unaligned perceptions were experienced instead of contestation (Ruef & Scott, 1998). To conclude, the example of the current study is in line with the proposition of a less conflicting organization when centrality is relatively low compared to BancoSol among employees while logics are incompatible. Thus, the contribution of this study is found in the idea that is shown how the particular manifestations of hybridity may have an influence on the degree to which helpful relationships are present among employees.

5.1.2 Contributions to the scientific debate

To continue, the contributions of this research to the scientific debate will be discussed. This study contributes by explaining how hybridity influences the aspect of job demands and furthermore the extent to which decision latitude, under the influence of hybridity, is able to deal with these demands. Furthermore, this study shows how perceptions towards hybridity may result in a particular degree of social support. The study suggests that, in this particular context, a presence of the market and professional logic results in substantial job demands and limited decision latitude and a social support which might not be extensively influenced by hybridity. Brandsen et al. (2006) stated that hybridity may have consequences for the operational workforce (e.g. teacher) According to the scholars, consequences of hybridity on these types of organizational members were unclear upon till then. The current study made an attempt on gaining insight on the possible consequences of the market logic and professional logic on this type of employees. Furthermore, Besharov and Smith (2014) stated that their framework of hybridity based on multiple institutional logics may be applied to assess what implications hybridity has in organizations to further understand internal dynamics of multiple institutional voices. In this research it is attempted to extend the framework by relating combinations of the dimensions they describe to potential consequences on antecedents of work stress.

5.2 Suggestions for further research

The first suggestion for further research is based on the research strategy. The current study might have captured a better understanding of hybridity by using an alternative research strategy. By conducting three interviews per case it was possible to gain an understanding of hybridity, but maybe not as in-depth as a study on institutional logics requires. A full understanding of beliefs, attitudes, and assumptions may be better captured in a study which includes participant observations. As a consequence, a better understanding of the day-to-day adherence to the logics and thus hybridity might be captured. Jorgensen (1989) describes that a participant observation suits well when viewing meanings and interactions from the insiders' perspective (Jorgensen,

2011). Potentially, such a study would offer the researcher with the feeling of an insider when carried out longitudinally because the logics can be experienced in a long time frame (Doehler, Wagner & González-Martinez, 2018). These feelings, or how individuals make sense of phenomena such as hybridity (Weick, 1993), may be important to capture. The experience of the attitudes towards the logics and the institutional environment could then possibly be better understood. What might even be a more important advantage of longitudinal research is the state of the manifestation of hybridity throughout time. Because then, it might be possible to gain insight in how a changing manifestation of hybridity has consequences on the antecedents of work stress. It might be possible to understand how varying degrees of compatibility and centrality may have a different consequence on individual level in the same context (Yin, 2014).

The second suggestion for further research is based on a phenomenon which is related to hybridity and remains unclear upon till now. It might be fruitful to investigate the process of aligning the perception of an individual towards a new institutional logic within a context of hybridity. Eventually, by observing this phenomenon it may be possible to gain insight into the consequences of new or changing hybridity on individuals and how sense is made of this occurrence (Weick, 1993). The legal form of organization B and D has changed from being a municipal department to a foundation. Hence, the market logic became prominent in order to let the organization remain viable. The transformation of the legal form has happened few years ago. The relevance of this suggestion for further research is found that some employees perceive the market logic still as a weird idea. *“The collection is possessed by society [...] Nowadays, when the public wants to use our service; we have to ask money for the service. That is weird”* (Respondent 4). If scholars understand this process, practitioners can be informed on occurrences which influence the process of alignment towards a logic. As a result, practices can be invented that may support individuals in the alignment towards a new logic. Kraatz and Block (2008) also suggested that additional research is required on the topic of how shifts of logics are ongoing.

5.3 Practical recommendations

The first recommendation is dedicated to policymakers. Policymakers should possibly take into consideration what consequences come along with drastic subsidy cuts in environments such as the museum sector. It may be that the strong professional logic results in a difficulty of dealing with the consequences of rough cuts. More precise, subsidy cuts may result in a decreased possibility to adhere to the professional logic which has negative consequences on individuals. This may be compared to the Dutch healthcare sector, where various cuts took place (van Loghum, 2012). Healthcare is also considered as an environment in which a strong professional

Met opmerkingen [RS13]: Als museumdirecteur kan ik hiermee nog niet direct aan de slag. Stel dat ik in die positie zit, wat moet ik morgen doen?

logic is found (Scott, Ruef, Mendel & Caronna, 2000). The second, managerial, institutional logic introduced by the government is not always acknowledged because it may interrupt adherence to a strong professional logic (Hasselbladh, Bejerot & Gustafsson, 2008; Kirkpatrick, Ackroyd & Walker, 2005). Similarly, in the Dutch museum sector, acknowledging aspects related to the market logic such as commercially-oriented behavior remains difficult (Borter & Bleeker, 2017). Thus, policymakers should pay more attention to actors in institutional fields such as the museum sector in which adherence to an incumbent logic may be strong. Eventually, substantial job demands as a consequence of hybridity may be reduced. Therefore, it is advised to organize a change trajectory in which the goal is to initiate alignment towards the perceptions relating to the existing and new institutional logics in particular organizational fields.

The second recommendation is based on the alignment of goals and values of the logics in the manifestation of hybridity within museums. Aligning the perceptions and goals regarding the market logic and professional logic and how they relate to each other possibly clarify and explain how actors should behave in a given context (Besharov & Smith, 2014). The now sometimes rather vague inconsistent requirements of logics result, in some cases, in ambivalence which on its turn may result in negative intraorganizational consequences such as substantial job demands. Having a perception of goals being aligned may result in a feeling of considering goals as appropriate (Jones & Massa, 2013). In the end, according to Jones and Massa (2013), practices distilled from a compatible set of logics will be malleable. Eventually, this may result in fewer incompatibility issues (March, 1994). To conclude, a director of a particular organization may possibly gather with the employees and find out what the contents of hybridity actually means to them. One or more scheduled meetings might take place to discuss perceptions. The understanding of each other's perception and the alignment of these perceptions might result in improved clarity towards the requirements of the (inconsistent) goals. Eventually, it may be that perceptions of how logics are perceived in the organizations have to be partly re-shaped in order to secure a consistency towards the logics (Reed, 1991). Eventually, decisions then may become more rationally accountable because the logics fit better with each other (Weick, 1993).

5.4 Methodological reflection

Symon and Cassell (2012) describe four quality criteria regarding qualitative research in organizations; credibility, dependability, transferability, and confirmability. These criteria will now be related to this research in order to assess the quality of the study.

First, the idea of credibility is discussed. Credibility is defined as the degree to which '*constructed realities of the respondents and the reconstructions attributed to them*' are matching

each other (Guba & Lincoln, 1989, p.237). An attempt to secure credibility is made in various ways. First of all, by the attempt to include respondents as diverse as possible within the organization; volunteers, employees and directors were invited. These groups comprise the most important populations in Dutch museums. It seemed that directors of the organizations, in their answers, proclaimed a somewhat more politically laden message. As a result, it may be that they shed a more positive light on the organization in some cases. Interpretations of the employees' statements, in some cases, led to more nuanced interpretations of what some directors stated.

Met opmerkingen [RS14]: Ja, of juist niet: aandikken van de problemen om er zo aandacht voor te krijgen. Welk motief zou sterker zijn?

Another way to secure credibility was the interview with a field expert during the analysis phase. Discussion of the potential findings took place during this interview. The point of view from the independent field expert led to a different perception of what was going on in some cases. The field expert sometimes criticized the perceptions of respondents which resulted in different interpretations. In an example, the topic concerning fundraising was hardly mentioned by respondents. However, the field expert considered this a very important aspect to eventually decrease the demand of having too much work. Although, the field expert probably argues from a point of view which may be flawed by particular conditions. Either way, the involvement of the field expert has resulted in the inclusion of a different perspective.

Met opmerkingen [RS15]: OK, dus de aandacht in de sector gaat vooral uit naar 'hoe geven we zo min mogelijk uit' terwijl het (ook) zou moeten gaan over 'hoe verdienen we zoveel mogelijk?' Is dat wel zo?

Lastly, it is important to mention that the causality of relationships between concepts in this research cannot be proven due to the idea that is a qualitative research. Clues of potential relationships have been analyzed and described. Thus, the suggested findings are not generalizable and can possibly be tested in quantitative research to assess on significance.

Dependability is viewed upon as '*methodological changes and shifts in constructions*' (Guba & Lincoln, 1989, p.242), and how these changes and shifts are pictured and evaluated. When compared to a neo-positivist point of view, this would imply that when anyone else would repeat the research, the same findings would appear if the context was identical. Due to the interpretive nature of some elements in this research, it is hardly possible to deliver the same results if the research was repeated. First of all, as a result of the idea that institutional logics is a theory of which the interpretations tend to be somewhat divergent. Interpretations in the literature on institutional logics vary to some extent. In the thesis circle, in which all of the students were interpreting institutional logics in a somewhat different way gave me the idea that different interpretations on particular literature are easily being made.

Furthermore, the phenomenon being researched in this study required follow-up questions which were not predefined. Due to this idea, repeating the research in exactly the same manner is hardly possible because answers of interviews are probably differently interpreted by

interviewers. One could possibly argue, that the institutional logics which are embedded in the researcher, or his/her values, beliefs, norms, etc., eventually decide how he/she interprets the institutional logics within this research.

With regard to coding, an attempt to secure inter-coder reliability was made. A fellow Master student with an interest in institutional logics viewed upon the coding process in order to assess whether coding was done right according to his beliefs. The process of re-coding and reflection on the assignment, for example, has led to a different sense-making and understanding of the community logic. The initial coding template was taken into consideration after reflection.

Furthermore, the process of how patterns were discovered and verified may have brought up limitations. The actual process is described in section 3.6. Firstly, an important limitation may be the style of verifying patterns through carefully reading transcripts and codes included in the transcripts. This approach may be less organized than a structured analysis of quotes by selecting codes on particular topics. Possibly, this resulted in an incomplete including of the collected data. A further limitation of this approach probably has been the quest for confirmation. However, being conscious of the confirmation bias (Evans, 1989) may have reduced the extent to which immediate confirmation was considered. To some degree, alternative explanations have been considered in this study to disprove findings in the analysis.

Lastly, the deductive coding template may have resulted in a fragmented analysis of the data because some data which did not fit the coding template may be excluded. Probably, this resulted in missing (an) important antecedent(s). Additionally, the data may have been pushed into a straightjacket in some cases which maybe resulted in a flawed representation of how the manifestation of hybridity actually influences the antecedents. In practice, it was sometimes hard to distinct data and to which degree it belonged to a particular logic or hybridity.

Transferability related to the idea that findings of this study also would be applicable in other contexts. Unfortunately, no attempt was made to test whether the findings are transferable to another context. However, some parallels have been found with other studies and are mentioned in the discussion. Furthermore, some respondents of this research provided indications that the findings are applicable to the whole Dutch museum sector, based on their point of view. This was also ascribed by the field expert. *“The size of a museum is not so much determinative [...] I personally think that the Rijksmuseum has to deal with particular occurrences the same way that we have to deal with them. Even smaller museums have to deal with these occurrences the same way as the Rijksmuseum”* (Respondent 2). However, a respondent in a small museum stated the opposite and criticized that policies such as requesting funds are in favor of bigger museums.

When the implications of this research are viewed on a conceptual level, it might not be a weird idea to reason that organizations or contexts, where adherence to a strong professional logic which is sometimes inhibited by a market logic, has some overlap in consequences for the actors. This seems to become apparent, for example, in the research of Reay and Hinings (2009). They argue about the medical professional logic and the introduction of an efficiency governmental logic. Comparable to the suggested findings in this research, employees had to deal with a potential loss of quality. But eventually, transferability of the findings first has to be tested.

Confirmability is an element in which neutrality of the researcher is considered as the most prominent aspect. Firstly, neutrality is as much as possible guaranteed by being as transparent as possible. Transparency was intended by providing honest insight into how the research is conducted, how the analysis is conducted. Firstly, transcripts were an error-prone element within the research. This is a result of the translation process of statements to a different language. In the worst case scenario, a flawed representation of the data is showed in the research. This might have led to shaping the data into a better fit of the statements and citations of respondents. Eventually, a 'better' story might have been configured (Buchanan & Dawson, 2007).

Secondly, perhaps the most important element of the methodological reflection is reflecting on the interview style and how this influenced the potential outcomes of the research. Sometimes, the researcher was 'searching' for hybridity. As a result, in some cases, some institutional logics might have been over emphasized by some respondents as a consequence of the questioning. For instance, this particular way of questioning became apparent in actively asking towards the market logic. Thus, the questioning of the researcher may partly have resulted in the determination of two main institutional logics. Furthermore, the interview protocol was not retained in a linear manner during each interview. In some cases, interviewees began to speak naturally about topics which were very valuable. This may have resulted in conducted interviews in which not all questions were asked explicitly. As a consequence, it may be that interviewees were exposed to different circumstances which resulted in alternative interpretations.

A last important note is dedicated to occurrences prior to interviews and during the interviews. What has been noticed is the difference in the degree to which respondents were informed prior to the interview. For example, one of the interviewees was mentioning that I was searching for the degree to which she was stress resistant. However, I did not even ask such a question, because this study did not conduct research on a psychological topic. To come to the point; prior to the interview, several phone calls were made between me and the respondent. The word stress might have been mentioned by me in these conversations. As a result, this possibly

influenced the eventual answers of the respondent in the interview later on. Compared to the other interviews; at the beginning of every interview, I once more introduced the topic of the research. Most of the interviewees then just heard the topic for the first time. This differs from some of the respondents which consciously thought about the topic before attending to the interview. Thus, respondents better could have been informed by the researcher, instead of a third person which was contacted, in order to enhance the chance of equal treatment.

5.5 Personal reflection

Reflexivity can be interpreted as the awareness of the researcher in the research (Symon & Cassell, 2012). Me as a person influenced the research in many, probably unconscious manners. On the other hand, some conscious influences were remarked which will be elaborated on now.

Initially, during the research, many times I stumbled upon the thought; how is it possible to consider cultural heritage such an important aspect of life. During the research, I found out that many, with some exceptions, respondents may experience such a feeling. The further the research was proceeding, I started to understand that their feelings might be constructed by the context they act and live in as Thornton et al. (2012) mention. The way I perceive emotions in sport and give meaning to sports might be comparable. I realized this actually, instead of just understanding it. This realization made me eventually differently interpret the professional logic which resulted in a feeling for how strong such a perception can be.

Subsequently, what I stumbled upon during the writing process is that particular conceptions I came up with, became taken for granted very easily. In some cases, I had to stop myself by thinking and invalidating my own conceptions and ideas over and over. I found this process of invalidating important because the sense I made of some topics was interchangeable and developed throughout the analysis phase. Constant self-inquiry on whether my perceptions could be close to a credible representation of reality made me come up with a lot of new suggestions during the process of analyzing the data.

As the last point, the unconsciousness which I stumbled upon during the process of researching made me develop a special interest in the topic of institutional logics and the aspect of unconsciousness in particular. For instance, if the institutional logics of a given environment would knead a particular person towards given attitudes and beliefs; what then would happen if this person naturally does not even fit into this environment. Possibly, this would result in undesirable situations. In example, when the person in the environment unconsciously is trying to meet the demands of a particular context which is not even his/her natural preference.

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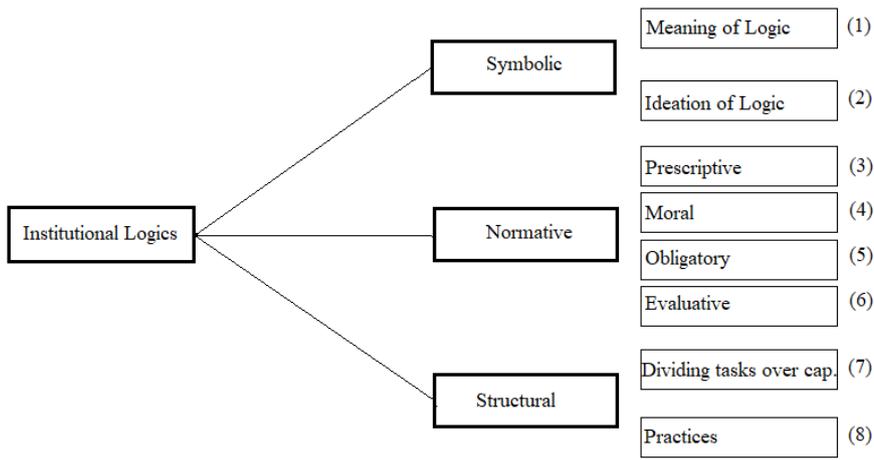
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Appendix 1: Operationalization

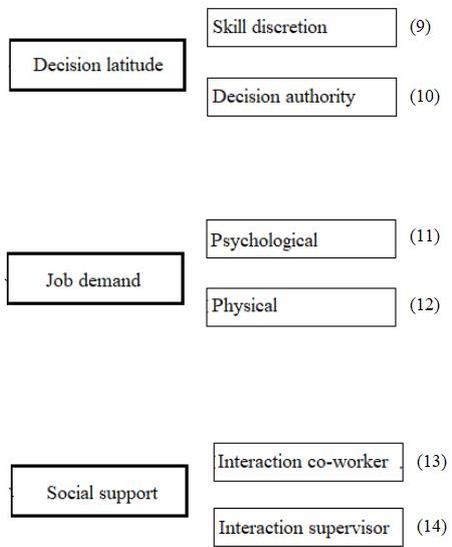
The boxes in which the indicators are proposed are numbered in order to describe how the indicators are interlinked to the interview questions. The interview questions, which can be found in Appendix 2, are also numbered.

Appendix 1A: Institutional logics



(Thornton et al., 2012)

Appendix 1B: Job demands, decision latitude & social support



(Karasek & Theorell, 1990)

Appendix 2: Interview

This interview is prepared on behalf of my Master thesis about organizational hybridity and antecedents of work stress. You have every right to immediately abort this interview. The data gathered in this research will be handled confidentially and in an anonymous manner. Do you have any problems if I record this interview? Beforehand of the interview, can I already answer a question? Then, if you are ready, I would like to start the interview.

Institutional Logics:

Introduction

What can you tell me about the museum? (history, size, employees, etc)

Symbolic dimension

What is regarded as the purpose(s) of the museum? (1)

Which activities contribute to the purpose of the museum? (repeat for second (and third) purpose) (2)

Please, describe your ideas with regard to the most important purpose of the museum (repeat for second (and third) purpose) (2)

Normative dimension

Out of which purpose are you expected to behave? (3)

Which underlying conception attracted you and your colleagues to your job, do you think? (4)

Which constraints are connected to your job? (5)

In the end, what factors determine whether you performed a good job? (6)

Structural dimension

How are your personal tasks guided by the different purposes of the organization? (7)

Overall, inspired by which purposes are employees within this organization exercising their job? (8)

Antecedents of work stress:

What does your current job entail within this museum?

Decision latitude

Overall, what do you consider as your skills?

How are your skills developed with regard to the current job you perform? (9)

How are you able to or use your own skills? (10)

To what extent are you able to decide whether you perform a particular task? (10)

Job demands

How do you perceive the workload your job includes? (11)

What physical exertions are present within the job you perform? (12)

Social support

What can you tell about interactions with your co-workers? (13)

What can you tell about interactions with your supervisor? (14)

We have managed to work through all the questions. Do you have a suggestion, remark or a question? Thank you for making time for the interview.