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Which conflicting institutional logics exist in a company within the energy infrastructure industry, and how do these logics influence the collaboration between different departments?

A qualitative research into institutional logics within a hybrid organization

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1. Introduction

This thesis focuses on how *conflicting institutional logics influence the collaboration between different departments*. A qualitative case study research has been conducted on this subject within a Dutch energy infrastructure company: Enexis. In this introductory chapter, the next section presents the background to the subject of this research. Subsequently, the research objective and the research question are presented, and the practical and theoretical relevance of this research are discussed. The chapter ends with an outline of this thesis.

Nowadays organizations are constantly operating in complex and changing environments. This complexity is caused by increased competitive forces in the environment, and raising demands from the society (Miller, Kurunmäki & O’Leary, 2008; Skelcher & Smith, 2017). As a response to the changing environments a great part of the organizations is focused on creating value in not one but multiple categories: social, economic and environmental. An organization that is focused on creating value in multiple categories is described as being a hybrid organization (Greenwood et al., 2010).

Within one organization beliefs, norms and values for actors (also called; institutional logics) in a particular situation might differ a lot, and are also the basis for the taken for granted rules and practices that dominate within an organization (Scott, 2001). A hybrid organization is aiming for creating value in multiple categories, therefore different actors within the organization might have different institutional logics. A situation in which multiple institutional logics exist simultaneously in one organization can be described as hybridity (Greenwood et al., 2010). Jay (2013) related this situation to the concept of a hybrid organization and defined a hybrid organization to be an organization wherein multiple institutional logics are combined to solve complicated problematic situations.

Central in the definition of Jay (2013) are the combined institutional logics. This implicates a distinction can be made between different institutional logics. Friedland and Alford (1991) described 6 institutional categorizations that all have different logics. Two decades later Thornton, Ocasio and Lounsbury (2012) adopted and changed these institutional categorizations to come to a clear overview of institutional ideal types. These ideal types contain: Family, Community, Religion, State, Market, Profession and Corporation. These different institutional logics are conflicting with one another.

Jay’s definition of hybrid organizations also implicates that (2013) the combination of institutional logics can be used to solve complicated problematic situations. Other research

within the hybridity field shows that when conflicting institutional logics occur within an organization it can influence internal and external outcomes, because different institutional logics may intrude different or conflicting demands (Kraatz & Block, 2008). Thus, internal outcomes as for example the collaboration between different departments might be influenced by conflicting logics. This is in line with the research by Pache and Santos (2010) who stated that the collaboration between different departments is influenced by the variety among organizational members. Successful interdepartmental collaboration can positively influence the productivity, by wisely using and combining resources and information (Tjosvold, 1988). But on the other side ineffective collaboration can cause extra costs, a waste of time and lower productivity (Tsjosvold, 1998). Institutional logics might influence the collaboration between teams. However, specific details of how these logics influence the collaboration between different departments are not well described or studied before. This is why a closer look should be given on the relation between conflicting institutional logics and the collaboration in and between departments.

Organizations within the energy infrastructure sector are stated to be hybrid organizations as they are state-owned enterprises that try to reach different goals (Alexius and Örnberg, 2015). Because the energy infrastructure is characterized by hybrid organizations but has not been studied before within the hybridity literature, it would be an interesting research to investigate how conflicting institutional logics influence the collaboration within this industry. Therefore, this research will be conducted within Enexis Den Bosch, which is part of the Enexis Holding B.V. located in the Dutch energy infrastructure industry.

Based on the previous background and the identified challenges, the purpose of this research is to explore how conflicting institutional logics influence the collaboration between departments within hybrid organization Enexis Holding B.V. In order to achieve the research goal, the following research question is formulated:

Which conflicting institutional logics exist in a company within the energy infrastructure industry, and how do these logics influence the collaboration between different departments?

The institutional logics as identified by Thornton et al. (2012) in previous hybridity literature will be used as a starting point to find an answer to the research question. Furthermore, the influence of the **conflicting** identified logics on the collaboration between departments will be researched.

Moreover, this research will continue with a theory section about hybrid organizations, Enexis as a hybrid organization, institutional logics and collaboration. Afterwards, in the third section the methodology will be explained on how the research question will be answered. Subsequently, in the fourth section the analysis of the data will be showed, followed by the discussion section wherein the limitations, reflection and the opportunities for further research will be discussed. Finally, the sixth section is the conclusion which provides the answer of the central research question.

2.Theoretical background

2.1 Hybrid organizations

Since hybrid organizations becoming more popular and the lack of consensus about what defines a hybrid organization, a clear (literature) review is needed within this thesis. The word “hybrid” comes from the word hybridity what can be described as a mixture of various independent components. It does not necessarily refer to a completely new situation, but mostly it combines existing elements. Gittel and Douglass (2012) define hybridity as: a mixed origin or composition of elements. This research elaborates on hybrid organizations described as organizations wherein multiple institutional logics are combined to solve complicated problematic situations (Jay, 2013). This definition is chosen because this research is focused on the influence of competing institutional logics within hybrid organizations, which fits best with this definition.

According to Alter (2007) hybrid organizations can create value within multiple categories: social, economic and environmental. At the same time, they are driven by social change and sustainability forces of the organization. Based on the hybrid spectrum (figure 2.1), hybrid organizations lie between traditional non-profit and traditional for-profit organizations.

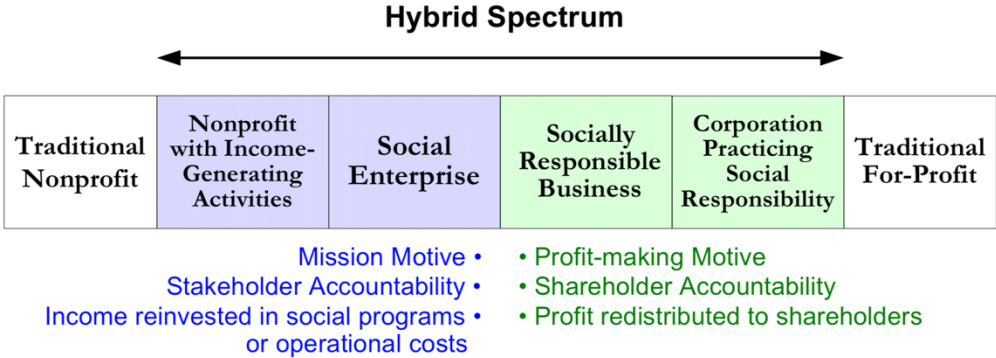


Figure 2.1, Alter (2007)

This spectrum shows an indication of the broad range of hybrid organizations and shows different forms of hybrid organizations (Alter, 2007). Figure 2.1 illustrates the lack of consensus about how hybrid organizations should be described. There are different forms of organizations on the hybrid spectrum which makes sure almost every organization can be seen as a hybrid organization to some extent. This is because the lines between traditional nonprofit, hybrid and traditional for-profit organizations are vague, but this perfectly

illustrates the existing hybridity literature. Other scholars also addressed differences between traditional and hybrid organizations. A distinction can be made between organizations focused on value creation or value capturing, whereby hybrid organizations belong to the group of organizations that are focused on value creation (Santos, 2012).

Hybrid organizations cannot be categorized within either the non-profit or the for-profit organizations, they differ from both categories. First, hybrid organizations are different from non-profit organizations because hybrids have a social mission/vision and participate in financial activities with economic sustainability as purpose (Boyd et al., 2017). Secondly, they also differ from for-profit organizations in a way that hybrid organizations are not focused in doing “less bad” compared to their competitors but are mainly focused in contributing to a sustainable environment with at the same time focusing on profit (Haigh & Hoffman, 2014). Hybrid organization do not have a separate social responsibility program within the organization, but this is embedded in the norms, rules and values (culture) of the organization (Santos, 2012). Table 2.1 shows an overview of the most important differences between, non-profit, hybrid and for-profit organizations from Alter (2007).

	Traditional non-profit	Hybrid organization	Traditional for-profit
Motives	Appeal to goodwill	Mixed motives	Appeal to self-interest
Capital	From donation and grants	Mixed financial sources	Traditional venture capital
Approach	Mission-driven	Balance of mission and market	Market-driven
Purpose	Social and/or environmental value creation	Social and/or environmental and economic value creation	Economic value creation
Income/profit	Directed toward mission activities of non-profit organization	Reinvested in mission activities or operational expense, and/or retained for business growth and development (for-profits may redistribute a portion)	Distributed to shareholders and owners

Table 2.1

After having clarified the differences between profit and non-profit organizations and where hybrid organizations can be found on this spectrum. It is important to elaborate on the chosen definition of hybrid organizations and which previous studies are relevant to this topic. Central in the definition of Jay (2013) are the combined institutional logics, but which institutional logics can be found in a hybridity context? Friedland and Alford (1991) described 6 institutional categorizations that all have different logics. Two decades later Thornton, Ocasio and Lounsbury (2012) adopted and changed these institutional categorizations to come to a clear overview of institutional ideal types. These ideal types contain: Family, Community, Religion, State, Market, Profession and Corporation. A further elaboration of institutional logics can be found in paragraph 2.3.

2.2 Hybrid organization Enexis

Enexis is the chosen organizations wherein this research will be held, therefore an elaboration focussed on their key activities and impacts on society is needed. Enexis is an organization settled in the energy infrastructure industry and is part of the Enexis Holding N.V. They realized a revenue of 1.445 million euros with a workforce of 4.332 employees in 2018. Their key activity is to provide people with a safe and reliable energy and gas network.

Before Enexis existed, their key activities were accommodated within the organization Essent. Because of the electricity law (1998) organizations were forced to divide the production and delivery processes. Enexis was formed to take care of the delivery networks of energy and gas, at the same time Essent went on with producing Energy and gas. This process took over 10 years but was legally official on 1 July 2009 when the Enexis Holding N.V. was founded. Before the electricity law was applicable the part that later became Enexis was focussed on making profit. During the separation process of Enexis it also changed from a traditional for-profit organization to a Non-profit with income generating activities organization, Figure 2.1 (Alter, 2007). Nowadays, the shareholders of Enexis are distributed over five Dutch provinces wherein the organization operates.

Since Enexis operates independently and is financed via government money, their responsibility towards the Dutch society grew. People located in the provinces Enexis is operating in, cannot pick their own energy delivering organizations. Because of this, the quality of the network that is provided for these people depends solely on the performance of Enexis. This monopoly position means Enexis should focus on performing their practices on a socially responsible basis. Which means providing a reliable and save network in the provinces and doing this at the lowest cost to reduce governmental expenses.

When looking at the above-mentioned information about Enexis and their position within the hybridity literature, one can say Enexis belongs to the group of hybrid organizations. Enexis is focussed on combining social and financial factors within their practices, which is in line with the hybridity literature (Battilana et al., 2015; Mair, Battilana, & Cardenas, 2012). Also, the fact that Enexis is a non-profit organization but still has income generating activities makes Enexis a hybrid organization according to the hybrid spectrum (Alter, 2007). The fit between Enexis and previous hybridity literature will be enough for some hybridity scholars, but within this research a broader definition of hybridity is used. Jay (2013) focussed his definition on the combination of institutional logics. For the time being, it is unclear which institutional logics exist within Enexis and how they are related to each other. But it will be valuable for Enexis to find out which conflicting institutional logics exist within the organization, it will help Enexis to improve their internal collaboration. And it can also help them to adjust the hiring and socialization policies in order to reduce conflicting logics.

2.3 Institutional logics

In this research the following definition for institutional logics of Thornton et al. (2012) is used: a socially constructed set of materials, practices, assumptions, values, and beliefs that shape cognition and behaviour. This definition is chosen because it is in line with the above mentioned financial and social factors related to hybrid organizations. The overview of Thornton et al. (2012) is a more extensive elaboration of the financial and social logic. A further explanation of the fit between the overview of Thornton et al. (2012) and the financial and social logic can be found at the end of the paragraph, first an historical overview of institutional logics will be provided.

The term institutional logics was introduced by Alford and Friedland (1985) to describe the contradictory practices and beliefs within different institutions of modern western societies. This introduction was to describe the differences between multiple institutional orders, capitalism, state bureaucracy and political democracy which all shape how individuals handle different political situations. In their further research Friedland and Alford (1991) came up with the idea that each institutional order has its own logic that guides how fundamentals are organized and provides self-identity for individuals, groups, and organizations. They name the capitalist market, the bureaucratic state, families, democracy and religion as their core institutions. A few years later (Thornton & Ocasio, 1999) came up with a really broad definition they described institutional logics as: *“the socially constructed,*

historical patterns of material practices, assumptions, values, beliefs and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality” (1999: p.804). This variety of definitions can cause unclearness that is why a closer look at the core components of institutional logics is needed.

When analysing the different definitions in the literature historical events/streams play an important role within the definitions of institutional logics. As shown in the definition above from Thornton and Ocasio (1999). In more recent literature studies these historical events/streams changed more into the direction of cultural aspect, as a set of socially constructed set of materials, practices, assumptions and values.

Also, a core component of the definitions of institutional logics in the literature is the connection between individual agency, social habits, practices and institutional rules (Thornton & Ocasio, 2008). There is a two-way relationship between these elements, because they all influence each other. First, individuals have certain beliefs, values and assumption which form social practices, interaction and rules within an institution (Thornton & Ocasio, 1999). These social habits, practices and rules thereafter influence the beliefs, value and assumptions of individual actors, so there is a two-way relationship.

Finally, institutional logics are described from three different dimension, symbolic, normative and structural. The symbolic dimension is based on assumptions and beliefs of individual members of the organization and how they look at society (Thornton & Ocasio, 1999). The normative dimension consists of rules and regulations in organizations, but also relate to unwritten expectation and rules within a social context. Ending with the structural dimension which is based on the underlying structures in the organization but also based on the informal social structures.

More recent studies found that organizations are likely to encounter competing institutional logics, which will challenge existing institutional orders (Greenwood et al., 2010; Tidström & Hagberg-Andersson, 2012). According to the research of Thornton (2004), two or more conflicting institutional logics can also impact the route an organization chooses. She explained why a dominant logic will guide the behaviour of the firms as follows:

‘Institutional logics, once they become dominant, affect the decision of organizations ... by focusing the attention of executives toward the set of issues and solutions that are consistent with the dominant logic and away from those issues and solutions that are not.’ (2004: p. 12–13). Townley (2002) found in his research that although the organizations managed to change the dominant logic at the field level, individuals gave the appearance of accepting the new logic but continued acting like the old logic

This study focusses on the indication of these competing institutional logics based on table 2.2 (Thornton et al., 2012). The overview of Thornton et al. (2012) is the basis within this research, it will be mainly used to indicate which competing logics exist in the company.

	<i>Institutional Logics</i>						
<i>Categories</i>	Family	Community	Religion	State	Market	Profession	Corporation
Root Metaphor	Family as firm	Common boundary	Temple as bank	State as redistribution mechanism	Transaction	Profession as relational network	Corporation as hierarchy
Sources of legitimacy	Unconditional loyalty	Unity of will, belief in trust & reciprocity	Importance of faith & sacredness in economy & society	Democratic participation	Share price	Personal expertise	Market position of firm
Sources of authority	Patriarchal domination	Commitment to community values & ideology	Priesthood charisma	Bureaucratic domination	Shareholder activism	Professional association	Board of directors top management
Sources of identity	Family reputation	Emotional connection ego-satisfaction & reputation	Association with deities	Social & economic class	Faceless	Association with quality of craft, personal reputation	Bureaucratic roles
Basis of norms	Membership in household	Group membership	Membership in congregation	Citizenship in nation	Self-interest	Membership in guild & association	Employment in firm
Basis of attention	Status in household	Personal investment in group	Relation to supernatural	Status of interest group	Status in market	Status in profession	Status hierarchy
Basis of strategy	Increase family honor	Increase status & honor of members & practices	Increase religious symbolism of natural events	Increase community good	Increase efficiency profit	Increase personal reputation	Increase size & diversification of firm
Informal control mechanisms	Family politics	Visibility of actions	Worship of calling	Backroom politics	Industry analysis	Celebrity professionals	Organization culture
Economic system	Family capitalism	Cooperative capitalism	Occidental capitalism	Welfare capitalism	Market capitalism	Personal capitalism	Managerial capitalism

Table 2.2 (Thornton, 2012)

The institutional orders of Thornton et al. (2012) are also related to the hybridity spectrum (figure 2.1), in a way that the distinction between For-profit (financially focussed) and non-profit (socially focused) is also shown in table 2.2. Looking at the orders, a spectrum from Left (social logics) to Right (financial logics) can be seen whereby the Religion and State logic lie in between, which can be illustrated as grey area. So, where the Family and Community logics can be clustered as social logics, the logics Market, Profession and Corporation can be clustered financial logics.

2.3.1 Problems with conflicting logics

When conflicting logics occur within an organization it can influence internal and external outcomes, because they may intrude different or conflicting demands (Kraatz & Block, 2008). This will result in organizational tension between members of the organization, who are in the end the ones that define institutional logics (Glynn, 2000; Heimer, 1999; Zilber, 2002). Conflicting logics make it impossible to achieve compliance for the organization because when satisfying one demand it automatically means neglecting another (Pache & Santos, 2010), which may endanger the legitimacy of the organization. Also, a lack of unity will influence how the organizations address tensions and challenges. Unsolved challenges can hold back the organization in reaching its potential or even cause failure in the end. These situations of institutional complexity have been the topic in extant research. Reay and Hinings (2005) have studied the power struggles of the actors of conflicting institutional logics. Others studied how institutional logics can cause resistance regarding organizational change (Marquis & Lounsbury, 2007).

Other research was focussed on how variety among organizational members influences internal collaboration but also organization related measurements. They examine this variety on the basis of educational and functional background, individual characteristics and social interactions. These are comparable to ways individuals are exposed to institutional logics according to Pache and Santos (2010). First, individuals experience institutional logics during their education and work. Secondly, they are exposed to institutional logics by the way of life, with whom they talk and in which social situation. Last, they experience the institutional logics of the society they belong to.

Variety in terms of one's educational background (level, type) compared to their colleagues increases the probability of turnover. This was the case for work groups and top-management teams (Cummings, Zhou & Oldham, 1993; Jackson et al., 1991).

Ancona and Caldwell (1992) found that functional variety had a negative influence on

organizational innovations and team performance. This can be explained due to process losses which delay the decision-making within a diverse group. Often people from different backgrounds or with a variety of ideas find it hard to compromise.

Also, communication problems are one of the issues for diverse groups, members of such groups communicate more formally and less frequently with each other compared to members of other groups (Milliken & Martins, 1996). Zenger & Lawrence (1989) found on this topic that groups with a high variety on age communicate less frequent with each other.

2.4 Collaboration

Collaboration exists within all the layers of our society. It exists between people, organizations and even between countries. Collaboration can be defined as “*Mutual engagement of participants in a coordinated effort to solve a problem together*” (Roschelle & Teasley, 1995, p. 70). According to Chen et al. (2010) internal collaboration consist of two important activities, information sharing and process coordination. Information sharing helps to solve planning complexities within organizations (Hernández et al., 2011). Furthermore, process coordination is also an important aspect of internal collaboration. It helps to bring together employees from different departments, and reduces mistakes made by these employees (Mai, Chen & Anselmi, 2012).

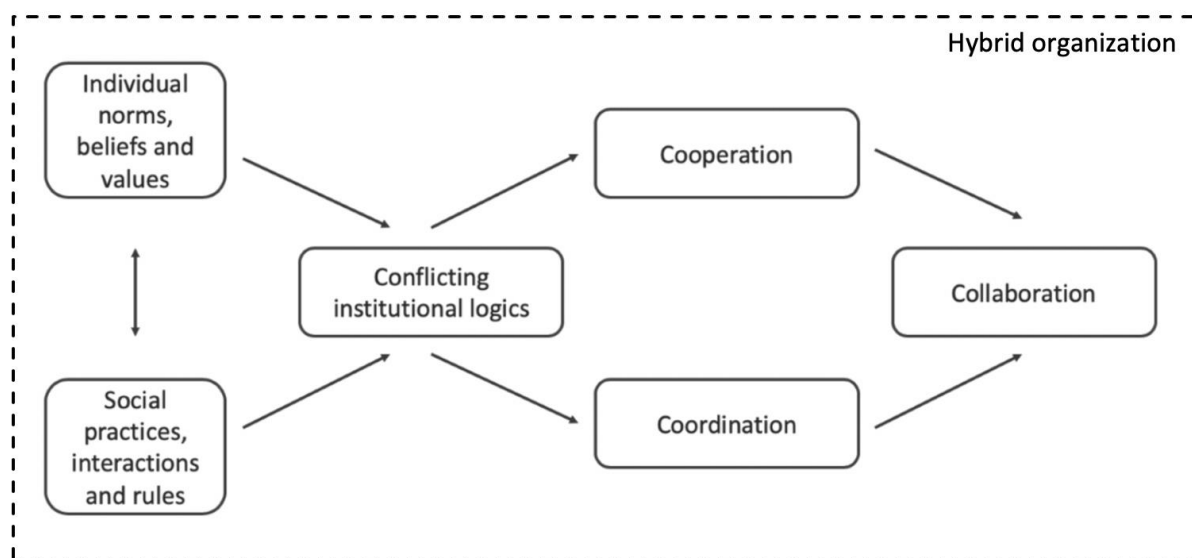
Additionally, another important study from Gulati, Wohlgezogen and Zhelyazkov (2012) which will be central within this research, addressed two important facets within collaboration. They pointed out coordination and cooperation processes and the linkage between these concepts. Coordination within social sciences can be seen as the linking, meshing, synchronization, or alignment of actions (Aiken et al., 1975; Okhuysen & Beckky, 2009). Coordination is focussed to bring order in partners ideas and beliefs and combine their resources in productive ways. Key terms within coordination are information-sharing, decision-making and feedback mechanisms. On the other hand, Gulati et al. (2012) defined cooperation as “*Joint pursuit of agreed-on goal(s) in a manner corresponding to a shared understanding about contributions and payoffs*” (p.6). Coordination herein is focussed on the level of agreement about goals, the contribution of resources and the sharing of benefits among partners. The research was conducted in the context of inter-organizational collaboration, but a great part of the analysis is also applicable in other situations.

There are many causes for coordination and cooperation failures. For example, when focussing on coordination processes bounded rationality can play an important role (March & Simon, 1993). Bounded rationality restricts someone’s ability to see the bigger picture. People

often fail to recognize interdependencies within the organization. *“They tend to apply heuristics that lead them to think too narrowly and crudely about task positioning and specialization among roles and units, and to underestimate the interrelationships between tasks and resulting coordination needs”* (Gulati et al., 2012; p.16). But on the contrary the scholars also provide remedies for coordination and cooperation failures. Repeated partnership can strengthen commitment between partners, by building trust and interpersonal ties (Gulati & Sytch, 2008; Seabright, Levinthal & Fichman, 1992). The linkage between cooperation and coordination can be seen as a two-way connection (Faems et al., 2008). The level of coordination in a relationship is related to its adaptiveness and therefore influences the quality of the cooperation, and the other way around.

2.5 Conceptual model

Current literature indicates that institutional logics in hybrid organizations influence collaboration. However, specific details of how these logics influence the collaboration between different departments are not well described or studied before. In order to visualize the possible relation between the relevant variables for this research, a conceptual model has been developed. The schematic representation is supported below by a short explanation.



The causal relations shown above are studied within the contact of hybrid organizations, more specific within Enexis Den Bosch. The conceptual model is read from the left to the right. Starting with the individual norms, beliefs and values of the employees. Which have a two-way relationship with the social practices, interactions and rules within the organization, and both influence which conflicting institutional logics exist within the organization. Continuing

to the right, conflicting institutional logics negatively influence the cooperation and coordination between departments. Which in the end merge together and determine the collaboration between departments.

3. Methods

3.1 Research strategy

The purpose of this research is to provide theoretical and practical knowledge about the conflicting institutional logics within organizations in the energy infrastructure industry, and to investigate to what extent these competing institutional logics influence collaboration between departments. This is done by answering the following research question: *Which conflicting institutional logics exist in a company within the energy infrastructure industry, and how do these logics influence the collaboration between different departments?* In order to answer this research question a qualitative case study strategy was chosen. By using a qualitative research, opportunities exist to analyse (social) situations more in depth and in a more open manner (Boeije, 2014). A case study investigates how a phenomenon exists within a particular context, whereby the phenomenon lies beyond the limits of influence of the researcher (Vennix, 2011). Also, when using a case study, the researcher tries to get as close as possible to the experience of the research objective, by analysing it in its natural context (Vennix, 2011). Therefore, an important strength of qualitative research is the possibility to notify the particulars of human experience within the social context of the situation (Ayres, Kavanaugh & Knafl, 2003). So, with this research being deductive, existing knowledge will be the basis to analyse a (social) situations in depth in the natural context (Bryman, 2012).

3.2 Data collection

The data of this case study will be collected among middle and department managers within Enexis Den Bosch. Various managers from different departments will be interviewed in order to collect information about the research objectives. This is done by using semi-structured open-ended interviews. Such interviews are made up of pre-defined open-ended questions, but still leave room for the interviewer to adjust the questions to the answers of the respondent. The content of the pre-defined interview questions is created based on previous hybridity and collaboration literature, which makes this research theory-driven. The benefits of this approach are that the subjects that the researcher wants to study are addressed, and any extra information can be gathered about unclear topics. These benefits also improve the validity of the research, because all subjects are structured beforehand. This excludes the risks

of forgetting relevant subjects during the interviews. Also, the adjusted extra questions asked by the interviewer provide extra fit between what is important regarding this research and what is important to the respondents.

The departments within Enexis Den Bosch that are part of the analysis are chosen in consultation with the location manager of Enexis Den Bosch. Beforehand, one would expect some departments within Enexis to be irrelevant. For example, the department “education” which consist of young people learning the technical knowledge of mechanics. Furthermore, looking at the organizational structure of Enexis (appendix 3), it shows three important departments: “Realisatie”, “Engineer & Aanleg” and “Work-force management”. Therefore, these departments are the basis within this research, but the location manager is asked about which departments have a significant collaboration together. When this is clear and no changes should be made, the departments “Realisatie”, “Engineer & Aanleg” and “Work-force management” will be part of the analysis.

The respondents, who will be interviewed within this research are all employees of Enexis Den Bosch. These respondents are contacted via an inside contact. Who also scheduled the interviews based on given criteria from the researcher. There will be 12 respondents in total, conducted from the above-mentioned departments. Appendix 1 shows an overview of the respondents and their departments. In order to prevent misunderstandings during the interviews, all interviews were held in the native language of the respondents.

Before starting the interviews with the middle and department managers, one interview will be conducted with the location manager. He will be asked about collaboration goals, challenges and problems the organization is facing.

3.3 Data analysis

Before the data analysis of this research started, the interview answers are transcribed. These transcribed versions of the interviews are then searched for patterns, and a closer look will be taken in to how these patterns relate to each other. During the search for patterns, codes will be added to fragments that cope with the same topics. This process of coding the transcribed interviews makes sure that the interviewer selects the relevant fragments of the great amount of text available (Bleijenbergh, 2013). As mentioned before, this research is based on existing literature. Subsequently, deductive coding is used, which means the codes are designed based on previous literature.

The first part of the data analysis will be assigned to the identification of which multiple institutional logics exist within the different departments. And is based on the existing literature of Thornton (2012), showed in table 2.2 in chapter two. By using this table this research is using existing literature that has been proved useful by other scholars.

Therefore, this table can be used without any needs for operationalization.

The second part of the analysis is focused on the collaboration between departments within Enexis Den Bosch. Collaboration can be measured on multiple factors and is therefore operationalized in figures 3.1 and 3.2.

This is done based on the previous literature of Gulati et al. (2012) who described the relationship between coordination and cooperation, and the influence of these concepts on collaboration. Figures 3.1 and 3.2 will be

extended after the first interview with the location manager is conducted. Based on his answers the interview questions of the other respondents will be completed, after which the operationalization process will be fulfilled. The results of this process are presented in chapter four. Finally, when

this is done, the operationalized concepts are used as codes within the analysis. By collecting all these codes an overview of the important factors can be provided.

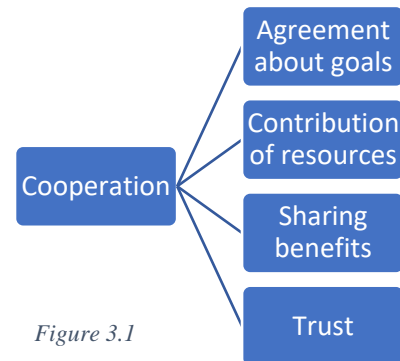


Figure 3.1

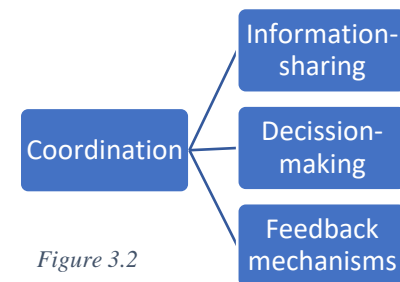


Figure 3.2

3.4 Ethics

This research will be conducted ethical by following various steps during the data gathering. First, respondents will be informed about the research goals and the processing methods of the received data. This will all happen before asking permission from the respondents.

Secondly, the researcher needs to create an environment where the respondents can and will talk freely. This is done by comforting the respondents by clearly describing the protection/privacy of the collected data. At the beginning of the interview respondents are asked for permission to record the interview, and the respondents will be told they are free to withdraw from the research at any moment. Furthermore, the respondents will be asked for permission after the transcription of the interview. Finally, the anonymity of the respondents will be respected therefore the identities of the respondents are protected and replaced with random names/numbers.

3.5 Execution of the research

The research participants were found by the help of the inside contact (Benji Verhoeven, employee of the department Engineer & Aanleg), he contacted the managers and scheduled the interviews. Before permission was asked from the managers, everyone received an e-mail with the research subjects and objectives. First the interview with the location manager was conducted in order to create more fit between the research objectives and the case study. Afterwards, the interviews were held in a quiet and closed area which was reserved specially for this occasion.

Before the interviews started there was some room for “small talk” about for example why Enexis Den Bosch was chosen or about personal information of the interviewer and interviewee. Thereafter the interview started with an explanation of the research objectives and the interview outline. After permission was asked to record the interview, the interviewer started by asked the pre-defined questions. There was no unclarity about the questions but sometimes the respondents answered the upcoming questions in their previous answers. In this situation the respondent was told the original question, and then the interview continued by skipping that question. Also, oftentimes the interviewees were asked clarification or to elaborate on their answers. This was especially done when new subjects came up, or when answers were given about an important topic. After all the interview questions were asked by the interviewer, the interview ended by thanking the participant and providing an opportunity to ask question.

Thereafter, the interviews were all transcribed by the interviewer and uploaded in the software package named AtlasTI 8. By using this program all the interviews were coded and the transcripts were divided in two parts: Institutional logics and collaboration. The coding process was of iterative manner, first all the possibly relevant fragments were coded. After which an analysis was used to delete irrelevant codes. Also, codes that overlapped each other were sometimes merged together in order to keep the research organized. Finally, the coded transcripts were used for the analysis which can be found in chapter four.

4. Analysis

The purpose of this research is trying to explain the influence of conflicting institutional logics on the collaboration between departments. This is done by operationalizing the concept of institutional logics on the basis of Thornton et al. (2012) and the concept of collaboration based on Gulati et al. (2012). Chapter 4 is structured in 2 sub sections related to the concepts which are central in this analysis. Paragraph 4.1 focusses on the presence of institutional logics among the interviewees. After which paragraph 4.2 deals with the analysis of the collaboration between different departments. The collaboration between the departments is partly based on elements mentioned by different interviewees, therefore new collaboration topics are illustrated in table 4.5.

4.1 Institutional logics

This paragraph contains the results of the concept institutional logics. First the existing logics for the individual participants are presented after which the participants and their dominant logics are clustered by department. As mentioned in the theory section, this research will use the dimensions of Thornton et al. (2012), table 2.2.

4.1.1 Existing logics

First, the transcripts of all the interviews were searched for the existence of each individual logic, the results are recorded in table 4.1. It was notable that the amounts of codes differ a lot among the respondents, because of the differences in length and clearness of the answers. Therefore, the analysis focusses on existing and dominating logics, and not on the amount a logic was coded. Also, the transcripts showed that not all logics were equal divided over the interviews, and that some respondents had one clear dominant logic meanwhile others had multiple.

As one can see in table 4.1, it stood out that the religion logic did not exist among the respondents. None of the respondents mentioned religion related activities such as going to church or pray during lunch. At the same time, some respondents spoke about family related feelings but did not clearly describe the family logic:

“When I came here everyone wanted to know my plans for the weekend, and how my weekend had been afterwards. This is nice, you can compare this with having a family, but sometimes it is too much for me”.

While the respondent mentioned to compare colleagues with her family, the family logic was not leading during the interview. Her actions or thoughts were not in line with any family logic categories as, focussing on her reputation within the family or increasing the financial position of the family.

The third logic that only occurred a couple times during the interviews was the state logic. This logic is normally followed up by governmental employees and decision makers within an organization, and they use formal control systems in order to secure the quality of products and goods (Scott et al., 2000). As can be seen in table 4.1 respondents one and eight mentioned state logic related segments during their interviews. For instance, when one of them was asked how he would implement new ideas formulated to improve the organization's efficiency he answered with:

“By management attention and just register if rules and regulations are fulfilled. Doing this makes sure the employees are forced to experience the differences and hopefully they will see the positive effects of it”.

This segment shows the existence of the state logic in a way that the respondent would like to use formal rules and regulations in order to improve the efficiency, which is also in the best interest of the stakeholders of the organization.

The four remaining logics existed almost among all the respondents. The community logic was the one that came forward during all the interviews. Followed up by the profession logic which existed among all employees but did not occur within the answers of the location manager. Almost all respondents recognized the importance of the key activities and the need to organize Enexis to optimize these activities. For example, one of the respondents said:

“I am really enjoying working on a high technical level, it gives me the energy to come to work every day. That's also our core business, and I personally think the whole organisation should be supporting to this. And that's not how I see things go nowadays”.

Further, the market and corporation logic existed almost among all employees. The market logic relates to the situation where competition is unregulated, and success is measured on the choice and preferences of consumers (Freidson, 2001). Applying this on the energy infrastructure industry it means achieving a more effective and efficient way of providing energy and gas to the costumers. Thus, when interviewees talked about

implementation or improvements in order to provide better services to customers it was coded as market logic. On the other hand, the moment respondents talked about improving efficiency with the purpose to increase organizational benefits it was coded corporation logic. So, the difference here is that corporation logic is about seeing the bigger picture and focussing on organizational goals and growth. Meanwhile, market logic is focussed on customer demands.

Overall, a distinction can be made between existing and absentee logics. The Community, Market, Profession and Corporation logics existed almost among all respondents. On the other hand, the Family, Religion and State logic did not occur that often. In the next paragraph a closer look will be taken into which logics were dominant for the respondents and how these differ per department.

	Family	Community	Religion	State	Market	Profession	Corporation
Respondent 1		X		X	X		X
Respondent 2		X				X	
Respondent 3		X				X	X
Respondent 4	X	X			X	X	X
Respondent 5	X	X			X	X	X
Respondent 6		X			X	X	X
Respondent 7		X			X	X	X
Respondent 8	X	X		X	X	X	X
Respondent 9		X			X	X	X
Respondent 10		X			X	X	X
Respondent 11		X			X	X	X
Respondent 12		X			X	X	X

Table 4.1 Existing Logics

4.1.2 Dominant logics

This paragraph is dedicated to the analysis of the dominant logics of the respondents. As described in the previous paragraph the interview transcripts were searched for the existence of the seven logics (Thornton et al., 2012). Subsequently, the same transcripts were analysed again and dominant logics were assigned to all respondents. This process was focussed on the importance, existence and quantity of the codes. For example, the codes of respondent three consisted of 54% Profession logic and 22% Community logic, and therefore assigned the Profession logic as dominant (X) and the Community logic as secondary (x). The results of

this analysis can be found in table 4.2.

Afterwards, the respondents are clustered per department in order to check particularities and compare different departments with each other. Because it is possible that one respondent has multiple dominant logics the analysis used dominant logics assigned to the departments. Table 4.3 shows the substantiation of this process.

As table 4.1 showed little existence of the logics Family, Religion and Market, table 4.2 confirms this by showing none of these logics as dominant. Because none of these logics were found dominant during the analysis, these are of minor relevance within this research. In contrast to the family, religion and state logic, the community logic was present among some respondents. A community logic is characterized by strong, affective and solid ties between members of small and restricted groups (Marglin, 2008). So, in the case of Enexis these groups can occur in the form of teams. When looking at the departments wherein a dominant or semi-dominant community logic popped up, it shows that almost all employees from the department 'Realisatie' shared the community logic as semi-dominant. Further, semi-dominant community logics did also occur among employees from 'Work-force management' and was not represented under employees from 'Engineer & Aanleg' (Table 4.3). In conclusion, we can say that the community logic plays a role within this analysis but is not the dominant logic for one of the departments.

Furthermore, the three remaining logics were dominant for one of the departments (Table 4.4). What stands out is the similarity between "Engineer & Aanleg" and "Work-Force management". They both have the market and corporation as dominant logics within their department. Meanwhile, the department "Realisatie" has only one dominant logic which is the profession logic.

So, the dominant logics that exist within Enexis Den Bosch are the Market, Profession and Corporation logic. They are divided over the different departments whereby the departments "Engineer & Aanleg" and "Work-force management" have a market and corporation logic. Meanwhile, "Realisatie" has a dominant profession logic. Also, the community logic was semi-dominant for the departments "Realisatie" and "Work-force management". How these conflicting institutional logics influence the collaboration between the departments will be analysed in paragraph 4.2.

	Family	Community	Religion	State	Market	Profession	Corporation
Respondent 1		X					X
Respondent 2						X	
Respondent 3		x				X	
Respondent 4					X		X
Respondent 5					X	x	X
Respondent 6		x			x		X
Respondent 7					x	X	x
Respondent 8					x		X
Respondent 9		x				X	
Respondent 10		x				X	
Respondent 11		x				X	
Respondent 12		x			X		X

Table 4.2 Dominant logics

Department	Family	Community	Religion	State	Market	Profession	Corporation
Workforce management		xx			Xx		XX
Realisatie		xxxx			x	XXXXXX	x
Engineer & Aanleg					XXX		XXx

Table 4.3 Logics per department

Department	Family	Community	Religion	State	Market	Profession	Corporation
Workforce management		(x)			X		X
Realisatie		(x)				X	
Engineer & Aanleg					X		X

Table 4.4 Dominant logics per department

4.1.3 Hybridity and institutional logics

In the previous paragraphs the existing and dominant logics within Enexis Den Bosch are described. Interesting here is the presence of multiple conflicting logics. The collaborating departments of Enexis Den Bosch are characterized by different logics, causing people with conflicting logics working together within one organization. Furthermore, what also can be subtracted from the institutional logics results is the fact that the community logic existed among all the employees. Together with the Market, Profession and Corporation logics are these logics presented the most among the employees. These logics belong to the different sides of the social/financial spectrum described in Chapter 2. A further elaboration about how these results relate to the hybridity literature mentioned earlier, can be found in chapter 5.

4.2 Collaboration between departments

This paragraph is dedicated to the analysis of the collaboration between departments within Enexis Den Bosch. Collaboration is influenced by conflicting institutional logics described in the previous paragraph. In order to provide a clear scientific analysis collaboration is divided in two concepts: Coordination and cooperation (Gulati et al., 2012). Likewise, are these concepts operationalized on the basis of the same research as can be found in figure 4.1 and 4.2.

4.2.1 Answers location manager

In order to clearly define which answers related to the concept of coordination or cooperation, it is important to have a closer look at the inclusion criteria of this process. Coordination is focused on bringing order in the ideas and beliefs of different partners in order to use their resources as productive as possible (Gulati et al., 2012). So, when for example the location manager mentioned the importance of understanding each other's situation, this belonged to the concept of coordination. This is because understanding each other's situation can bring partners closer together which may result in consentient ideas and beliefs.

Further, the concept of cooperation is characterized by the level of agreement about goals, the contribution of resources and sharing benefits (Gulati et al., 2012). Which means the answer about convincing people of the positive effects of collaboration belongs to cooperation. This is about positively influencing the mindset of the employees, so they are willing to share resources and benefits with colleagues.

In table 4.5 the answers of the location manager are summarized. His transcript was searched for goals, challenges and points of attention related to collaboration. Subsequently, the answers are assigned to a concept and a dimension. The dimensions trust, culture and formal agreements are added to the operationalization figure, because the location manager mentioned these in his answers. The dimensions trust and culture are distributed under the concept cooperation because these are about shared understandings and a common mindset among employees. Then the dimension of formal agreements is added to the concept of coordination because this is about creating order.

The next step in completing the operationalization figure was combining related answers and using the rest as codes to analyse the transcripts of the other respondents. In figure 4.1 and 4.2 the result of the process can be found. As can be seen in figure 4.1 and 4.2 are some answers clustered under one code because they covered too much overlap. The next

step of the analysis was searching the highlighted parts of the transcripts of the respondents and assigning codes to these relevant parts.

Answers	Concept	Dimension	Explanation
Formal rules	Coordination	Formal agreements	Formal rules are part of the formal agreements.
Knowing what others do	Coordination	Information-sharing	Knowing what others do is belongs to sharing information, of yourself and others.
Make sure it feels like ONE team	Cooperation	Agreement about goals	When all the people within Enexis feel like they are one team, agreement about the goals will be easier.
Finding each other	Coordination	Information-sharing	Finding each other, makes sure there is an opportunity for information-sharing.
Understand each other's situation	Coordination	Information-sharing	Understanding each other's situation brings together employees, to create shared beliefs.
Facilitate collaboration workplaces	Coordination	Decision-making	Collaboration workplaces are there to make decisions together.
Showing interest	Cooperation	Culture	The location manager said that it is not in line with the culture of some departments, to show interest for others.
Don't say untrue things	Cooperation	Trust	Saying untrue things will negatively influence the trust between colleagues.
Division of tasks	Coordination	Formal agreements	The division of tasks is fixed and therefore part of the agreements.
Make sure everyone sees positives effects	Cooperation	Sharing benefits	When people see the positive effects of measures they will share the benefits more easily.
Clear communication	Coordination	Information-sharing	Communication is a form of sharing information.
Facilitate consultation forms	Coordination	Decision-making	Consultation forms are set-up to make decisions, related to all the relevant topics going on in the organization.
Planning	Coordination	Formal agreements	The planning is formally agreed.
Facilitate people seeing each other	Coordination	Information-sharing	When people see each other, they have the opportunity to share information.
Open and fair	Cooperation	Trust	Openness and fairness can increase the trust between colleagues.
Say what's on your mind	Cooperation	Culture	The culture of the organization defines if it is accepted to say what's on your mind.
Open to feedback	Coordination	Feedback-mechanism	Open to feedback, relates to the feedback-mechanisms within the organization.
Open, trust and honesty	Cooperation	Trust	Open, trust and honesty are all parts of trust and a shared understanding.
Knowing each other	Cooperation	Trust	The location managers said the trust between colleagues will increase when they know each other.

Facilitate consultation between managers	Coordination	Decision-making	Consultation between managers has the purpose to make decisions.
Seeing the bigger picture	Cooperation	Agreement about goals	Seeing the bigger picture is about a shared understanding about the goals and agreements within the organization.
Knowledge of the other side	Coordination	Information-sharing	Sharing information is needed to gain knowledge about the tasks of others.
Open for other opinions	Cooperation	Culture	The openness of employees is partly defined by the culture they are working in.
Job-rotation	Coordination	Formal agreements	To which extend job-rotation takes places is part of the formal agreements.
Looking at your own mistakes	Cooperation	Culture	The location manager said that people often do not look at their own mistakes, which is part of how employees handle things within the departments.
Climate where people go see each other	Cooperation	Culture	A climate where people go see each other belongs to a culture wherein this is normal and accepted.
Mandatory meetings	Coordination	Information-sharing	These meetings exist in order to share information about the problems faced within the different departments.
Convince people of positive effects of collaboration	Cooperation	Sharing benefits	Convincing people of the positive effects of collaboration, can increase the shared understanding and the willingness to share benefits with each other.
Control systems	Coordination	Formal agreements	Control systems are part of the formal agreements.

Table 4.5

4.2.2 Analysis of collaboration

Within this paragraph the collaboration within Enexis Den Bosch will be analyzed. The transcripts of the respondents are searched for codes from figure 4.1 and 4.2. From this, one can subtract an overview of how the current situation can be described. The collaboration between departments will be described on the basis of how often a code came up within the interview transcripts. An overview of how many times a code came up during the interviews can be found in appendix 2. During the interviews the respondents were asked about collaboration problems, hereby many codes but also new concepts were mentioned. These new concepts, when mentioned multiple times by different respondents can be considered relevant and are therefore included within paragraph 4.2.2.3.

4.2.2.1 Coordination findings

Starting the analysis of the collaboration between departments with the concept of coordination. As can be seen in figure 4.1 coordination can be described on the basis of multiple codes. The code that stood out the most and was mentioned by many respondents was the “importance of the knowledge of task of others”. Some respondents talked about the differences in background between team-managers whereby some team-managers did not possess a technical education. One respondent for example said:

“Due to my technical expertise I know exactly what’s going on at the work floor, I won’t manage a group of people outside my expertise. But I see the opposite happening within the organization”

Others also indicated to encounter difficulties due to the fact that not all team-managers have technical expertise. They said when other team-managers lack on technical experience they sometimes make decisions that cannot be achieved, which in the end causes problems for me or others. But not all respondents were focused on the technical differences between managers and employees. Some addressed the importance to know what other colleagues are doing to adapt their behaviour to the needs of others. One of the respondents said:

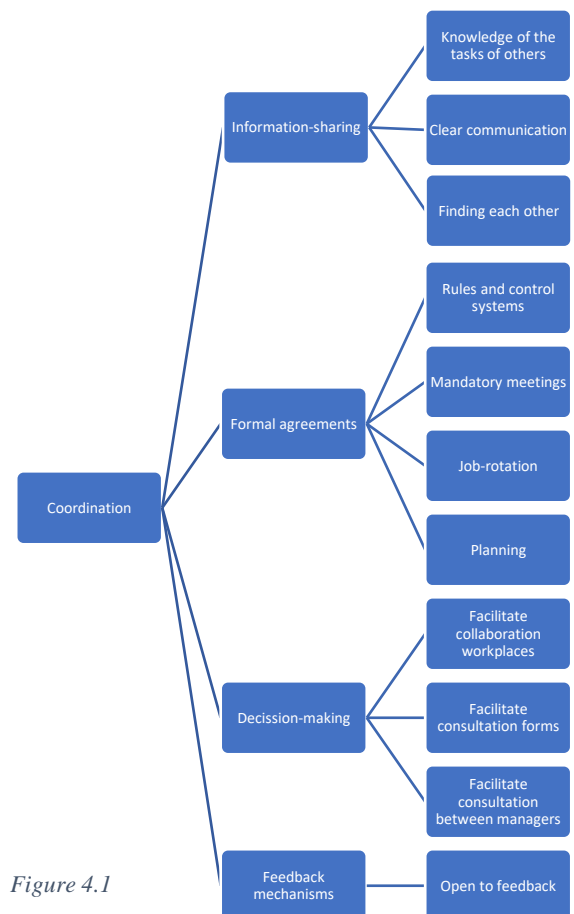


Figure 4.1

“When you know what your colleague is doing you can adjust your behaviour, and in the end find a compromise that suits both sides. We should do this more often”.

Another respondent adds to this that when people do not know what the other is doing, you get separate groups within the organization which will live their own life. Which according to them happens within the organizations.

Continuing with the next codes related to coordination, clear communication and Facilitate consultation forms. Clear communication is also connected to the previous code of improving the knowledge of others. At the moment the communication within Enexis Den Bosch is not optimal. One of the respondents said:

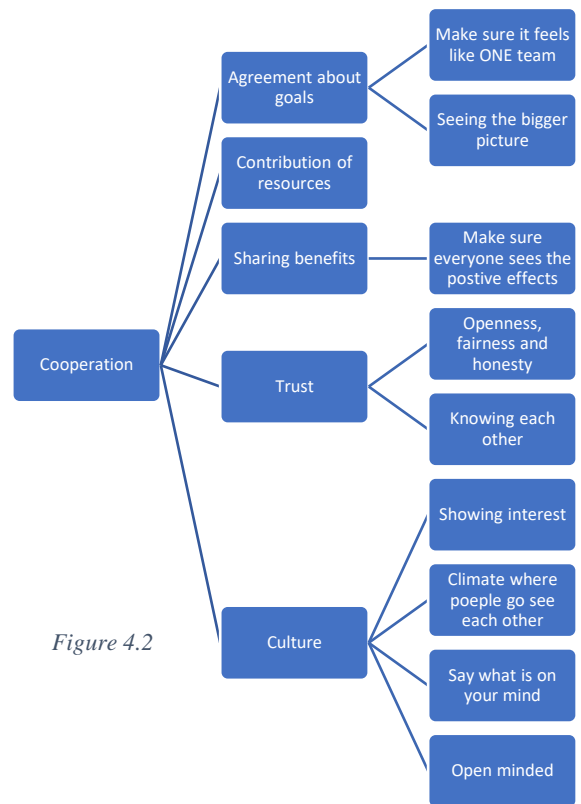


Figure 4.2

“Sometimes two different employees work consecutively on one project but never meet each other. There are no systems where they can write down what they did to prepare the other”.

This situation shows communication difficulties within Enexis. But they also face communication problems between different departments, respondents talked about situations wherein one department outsourced work from their department to another without consultation. Which led to extra work and delay of other projects.

Then, clear communication is also related to facilitating consultation forms in a way that consultation forms provide moments where people come together and can communicate with each other. Within Enexis Den Bosch there are different forms of consultations, but they are focused on the collaboration between team-managers. According to some respondents employees on the work-floor do not have the possibility to say what is on their minds. They often only do what they are told without providing input for improvements. Some said they have the feeling they are not heard, causing a lack of commitment.

“We can still improve the commitment of our employees, we should involve them during consultation meetings. When we do so, they will become more active to come up with solution for the entire organization”.

Furthermore, when looking at the table in appendix 2 some other codes came up during the interviews. Job-rotation and open to feedback are the last codes that were mentioned by multiple respondents. Job-rotation within Enexis Den Bosch is about making sure managers and employees know enough about the departments they are collaborating with. This is done in order to improve the coordination, but also to respond to capacity problems. Some respondents even suggest merging different departments to increase flexibility:

“In times of scarcity it is really important that department work closely together, then employees can easily jump from one department to another. Maybe it is even better to merge the departments, to deal with scarcity problems”.

On the other hand, job-rotation is also important for team-managers. As described before respondents feel there are some team-managers within the organization that lack knowledge of other departments or even of the work-floor of their own department.

Openness to feedback is the last code related to coordination. This occurs in a way that for employees it is hard to look in the mirror. Often times, people first point at someone else before looking at themselves. Therefore, it is hard for others to provide feedback because maybe one will take it personally.

4.2.2.2 Summary of coordination findings

So, the biggest coordination problems within Enexis Den Bosch are related to the lack of knowledge of the tasks of others. Some respondents tend to have problems with team-managers managing teams outside their expertise. Whereby, as they say, “they do not speak the language of the employees anymore”.

Further, due to a lack of communication forms and systems Enexis Den Bosch is facing difficulties with seriated tasks. Frequently employees receive little insight in what has been done by their colleagues, which causes delays of the project. Also, because of a lack of clear communication Enexis Den Bosch is failing to keep the same focus for all the departments. Communication is related to consultation forms, within Enexis Den Bosch employees are practically not involved during the decision-making. This leads to a situation

wherein employees are not committed to the organizations, and to decisions that do not fit the practices on the work-floor.

Finally, some respondents addressed problems focused on job-rotation and openness to feedback. Job-rotation is closely related to the code knowledge of the tasks of others, because when job-rotation will be used more often employees automatically start to increase their knowledge of the task of others. Openness to feedback is the last coordination code that causes issues in the organization. Because people are not open to feedback it is hard for others to confront them with points of attention.

4.2.2.3 Cooperation findings

The concept of cooperation was also operationalized in multiple codes, which can be found in figure 4.2. From appendix 2 one can extract the codes that came up the most during the analysis. Seeing Enexis Den Bosch as one team was the code was mentioned the most. Respondents indicate a gap between the departments but also say they feel a “we and them” situation towards higher management levels. Even, some respondents mentioned cultural differences between departments:

“I think there are multiple cultures within Enexis, and that some teams handle situations different as other teams”.

Later the same respondent also said that he thinks it is in the nature of people to always think about their own tasks first, before thinking about the rest of the organization. And that this will influence the collaboration in a way that it won't be priority number one, but always comes after people complete their own tasks. Furthermore, others also talked about a physical distance between the departments:

“You also see a physical distance between the departments, when you look out of this window you see the other departments. The only thing that connects us at the moment is that bridge over there”.

During the interviews almost all respondents indicated there is not only a difficult relationship between departments, but also with higher management levels. According to the employees and middle managers of Enexis Den Bosch this disconnection is caused by the organizational structure, which will be explained in paragraph 4.2.2.5.

Related to the code “make sure it feels like ONE team’ is the code of “seeing the bigger picture”. Seeing the bigger picture is about looking further than your own department and doing what is best for the entire organization. What can be seen within Enexis Den Bosch is a distinction between departments on what employees think is the most important for the organization. The departments “Engineer & Aanleg” and “Work-force management” are organized to plan the middle/long term activities. Meanwhile, ‘Realisatie’ is focused on short-term operations, this difference can also be found in the transcripts of the respondents:

Respondent 5 E&A: “Within this organization you got some team-managers who don’t know how to manage an organization. They think everything is perfect when the job is done in a safe and reliable manner, but there are so many more tools that influence how an organization performs in a market”.

Respondent 6 WFM: “I think that people who perform the work outside are just very proud of what they are doing, and because of that they do everything to make this a success. Whereby they sometimes end up forgetting other things”.

Respondent 7 Realisatie: “Enexis is getting paid for maintaining an energy infrastructure network, that is our main business. The rest of the organization should support these activities”.

Furthermore, employees within Enexis Den Bosch often do not know each other. A strong relationship with the colleague(s) you are working with improves the effort you are willing to make during this collaboration, according to one of the respondents:

“You don’t know these people from other departments, thereby you automatically make less effort to solve problems. When you know each other you just make more effort”.

Also, within Enexis Den Bosch there are nearly no activities focused on making sure people get to know each other. Which can be seen in the behaviour of the employees who don’t do their best to know their colleagues. But the respondents on the other hand indicate the importance of knowing each other and building a relationship of trust:

“Building a relationship of trust is a condition to facilitate a professional collaboration, when this condition is met people know what they can expect from each other”.

Building this relationship of trust is harder with people who do not fit your personal norms and values. Colleagues from different departments share other beliefs, norms and values and maybe work for Enexis Den Bosch for another reason. One of the respondents points out that he sees colleagues working for Enexis with reasons that do not fit organizational goals. For example, they see Enexis as a way to show their skills in order to find another (better) job.

The last relevant code related to cooperation is “Make sure everyone sees the positive effects”. This code is about involving employees in the decision-making process in order to show them the positive effects of the collaboration between departments. Often employees are mainly focused on their own tasks and do not see the benefits of closely working together with others. Sometimes work takes a bit longer because tasks are performed by students under supervision of employees. But this causes complaints among the employees because they do not see the future benefits. Also, many employees have negative opinions about innovations. A respondent said the following about it:

“At the moment we are implementing a new system which records what has been done by one employee, so the next employee knows exactly where to continue. But people show resistance to this system because they think it will shorten their freedom”.

4.2.2.4. Summary cooperation findings

Thus, within Enexis Den Bosch employees sometimes do not see the organization as a whole but are primarily focused on their own department. This causes cooperation problems in a way that employees prioritize their own tasks and problems first, and only later start looking at mutual problems. Also, there is a lack of connection between Enexis Den Bosch and higher management levels. Among the employees this comes back in the form of us against them mentality.

The second code that stood out during the analysis was about seeing the bigger picture. Employees of the departments have a different view on what is the most important for Enexis Den Bosch. “Realisatie” is focused on the short-time operations meanwhile “Workforce management” and “Engineer & Aanleg” are mainly focused on the middle/long-term operations. Which influences the collaboration between these different departments.

Cooperation within Enexis Den Bosch copes with problems because employees do not know each other personally. Consequently, employees don't make that much effort to solve problems or to help their unknown colleagues. But also personal differences worsen the collaboration between employees and departments. These differences are causing situations wherein employees do not trust each other.

Finally, the vision of some employees is narrowed down to their own tasks and therefore do not see the bigger picture of the organization. They are complaining about innovations and agreements which are implemented in order to improve Enexis Den Bosch as a whole.

4.2.2.5 Extra codes from the respondents

During the interviews respondents mentioned new concepts related to the collaboration between departments. This paragraph provides an overview and explanation of the new concepts that came forward during the analysis. A summary of the newly mentioned concepts can be found in table 4.6.

Concept	Times mentioned
Organizational structure	24 times
Priority	12 times
Goals	11 times
Knowledge at the right place	13 times
Time pressure	8 times

Table 4.6

Organizational structure was mentioned the most by the respondents, this is about how the structure of the organization negatively influences the collaboration within Enexis. Almost all the respondents spoke about an inefficient structure within Enexis. But the structure of Enexis also effects Enexis Den Bosch in a way that when they want to improve something it takes months before it is approved by higher management levels. One of the respondents even said, he does not try to improve things for Enexis Den Bosch anymore, but he only focusses on improving small things for his own team, because he knows it will end up taking a great amount of time.

Time pressure and priority are closely related within Enexis Den Bosch. The code priority is about the situation whereby employees of Enexis Den Bosch prioritize other tasks before thinking about collaboration problems. So, for example team-managers discuss daily issues before talking about improving the collaboration. Time pressure can be seen as one of the reasons for these priorities. In situations where team-managers come together time pressure also causes agreements to become inefficient. During these meetings team-managers discuss relevant issues within the organization and develop solutions for this. But because everybody

is so busy with their daily activities these agreements are forgotten by the time they start working.

Further, respondents miss specific collaboration goals formulated by the organization. The only thing they are working with are general ideas formulated by higher management levels or during team-manager meetings. But often these are forgotten due to the time pressure within the organization:

“There are no formally stated goals about collaboration, what we see is higher management levels telling us to ‘find each other in order to achieve organizational goals’”.

Finally, the last additional code addressed by the respondents is ‘Knowledge at the right place’ which refers to situation wherein managers or employees do not have the right knowledge or expertise to fulfil tasks they are responsible for. In case of Enexis Den Bosch this is relevant on two levels. Firstly, on the level of team-managers, where Enexis is an organization focused on technical expertise there are few team-managers left with this technical expertise according to the respondents. Secondly, this situation also takes place on higher management levels according to the following quote:

“Our management grew seriously last years but I miss people with a technical background who know what is going on at work-floor”.

4.2.2.6 Summary extra codes

In conclusion Enexis Den Bosch has problems with several topics outside the theoretical structure of this research. But because these can still be relevant, they are included within this paragraph. The organizational structure was mentioned the most by the respondents, it is causing a gap between departments and between Enexis Den Bosch and Enexis as a whole.

Then, time pressure and people giving priority to other tasks rather than improving collaboration are the next additional codes. Employees within the organization give priority to tasks closely related to their daily routines and do not focus themselves on collaboration with other employees or other departments. Time pressure can be seen as a reason for this, because employees are so busy with their own daily tasks, there is no time left to think about improving collaboration.

Furthermore, Enexis Den Bosch is lacking on clear collaboration goals. Employees within Enexis Den Bosch only work with general ideas from their team-managers. Besides,

higher management levels have problem narrowing down their focus to some specific goals or ambitions. They try to focus on many topics at the same time, which leads to departments making their own considerations on what is important.

Finally, the last problem that stood out during the interviews was about having the right knowledge on the right place. Team-managers but also higher management levels almost don't have technical experience anymore, which is according to some respondents a disturbing movement within Enexis.

4.2.3 Hybridity and collaboration

As described in chapter 2, Enexis Den Bosch can be seen as a hybrid organization. This chapter also shows hybridity characteristics within Enexis Den Bosch. Employees talked about the different goals Enexis is pursuing. They mentioned the social responsibility of Enexis in a way that they should manage the energy infrastructure as efficient as possible. But on the other hand, they also talked about the financial responsibilities to her employees.

Further, also mentioned by multiple respondents was the fact that Enexis Den Bosch is semi-governmental structured organization. They indicated to notice that Enexis Den Bosch is not completely focused on making profit, such as other organizations are. But, mainly focus their key activities on providing a reliable energy and gas network and that financial incomes come second.

5. Discussion

Within this chapter the results of this research will be discussed, and a closer look will be given at the theoretical and managerial contributions. Followed up by a critical reflection of the research methods, which will be supported by the limitations. Finally, this chapter will be completed with suggestions for further research.

5.1 Institutional logics

In the previous chapter an overview was presented about which institutional logics existed among the respondents, and which logics were dominant per department. These results related to theory and practice, in a way that some results come forward true existing literature.

Whereby others are related to the practical expertise of Enexis Den Bosch.

When looking at table 4.2 the first thing that stands out is the absence of some institutional logics. This situation can be explained from several points of view. First, the non-appearance of family related institutional orders may be due to the fact that Enexis is a governmentally owned organization. Which not automatically excludes the existence of family logics, but when a business is family owned it naturally pursues the family logic (Greenwood et al., 2010; Miller, Le Breton-Miller & Lester, 2011). Also, Miller et al. (2011) argue that family logic is related to the amount of family shareholdings. The organization is assumed to follow a family logic when the most influential shareholder is a family, which is not the case for Enexis.

Secondly, the religion logic in its origins was based on Christianity (Friedland & Alford, 1991), and later broadened by Thornton et al. (2012) to cope with religion in general. The absence of the religion logic within Enexis Den Bosch, may explainable due to the decreasing percentage of people actually adhering a religion (CBS, 2014). Because, this absence occurs especially in the Netherland, the country Enexis is operating in, this can explain the absence of a dominant religion logic within Enexis Den Bosch.

Then, behaviour related to a state logic is controlled by formal procedures and rules from the government (Scott et al., 2000). The actors of a state logic are governmental officials and decision makers (Freidson, 2001). Taking this in mind, the absence of a dominant state logic can be explained by the lack of governmental officials and decision makers within the organization. Governmental officials do not exist within Enexis because it is a semi-governmental organization, so employees are not directly hired by the government.

Furthermore, the absence of decision makers is due to the organizational structure of Enexis appendix 3. Enexis Den Bosch is one of the many semi-autonomous organizations within

Enexis B.V. and therefore decision-making processes take place in higher management levels.

As described in paragraph 4.1.2 a community logic is characterized by strong, affective and solid ties between members of small and restricted groups (Marglin, 2008). But other scholars used different explanations of a community logic, according to Etzioni (2004) it consists the maintenance of universal rights and satisfying individual demands of a community. In order to target shared problems for the common good that are not included within market and governmental mechanisms (Kaghan & Purdy, 2012). Also, an environmental logic belongs to the group of community logics (Ansari, Wijen & Gray 2013). Interesting here is that the above-mentioned distribution between scholars is also present between departments within Enexis Den Bosch. The employees from the departments 'Realisatie' and 'Work-force management' both showed characteristics of a community logic, but with a different motive. Employees from 'Realisatie' mainly showed a community logic as a result of a strong connection with a (small) group within their department. For example, one of the team-managers when asked what he encounters during his job:

“At the moment I am not struggling with anything, I get energy from my team and the activities we fulfil. And that is because we have a small group of highly qualified technical people, and everyone within this group is enthusiastic and extremely motivated”.

Another team-manager said the following when asked what motivated him the most:

“What motivates me the most is taking care of my technical employees who are part of my team. And to make sure these employees can do their work without any disruptions”.

These examples from the department “Realisatie” show the strong connection between members of a small group and are in line with the findings of Marglin (2008). In contrast to the employees from “Realisatie” who focus their community logic mainly on the tiers between group members, are the employees of “Work-force management” more focussed on external communities. In the following quotation, one of the employees from “Work-force management” talks about what should be the main purpose of Enexis:

“The purpose of Enexis is providing a reliable energy-network and cope with external changes. Especially now when sustainable energy is gaining more and more attention and relevance. We should do this as efficient as possible because in the end it is not our money”.

Parts of this quotation indicate a more external community logic outside the organization. Enexis should operate *“as efficient as possible because in the end it is not our money”* this is part of what Kaghan and Purdy (2012) described as targeting problems that are not included within market and governmental mechanisms.

Then table 4.3 and 4.4 showed us the existing and dominant logic per department. Here a distinction was made between department “Realisatie” and the departments “Work-force management” and “Engineer & Aanleg”. To understand where these differences come from it is important to analyse the formation and the tasks of the departments and to which extent this could explain their dominant logic. “Work-force management” is the department that is responsible for the internal orders of the other departments. Their job is to map the capacity of other departments and make sure the work is evenly divided. Also, they form the bridge between “Engineer & Aanleg” and “Realisatie” and between these departments and higher management levels of Enexis B.V. Because no physical work is done here, “Work-force management” is the smallest department based on FTE’s. When linking this information with the dominant logics that occurred during the interviews some relations can be seen. First, due to the fact that “Work-force management” is the link with between the departments and higher management levels it is not surprisingly that the corporation logic occurred. This logic is about doing best for the entire organization and taking in mind the bigger picture. Secondly, the market logic is dominant, which can be explained from the fact that “Work-force management” is in control of the finances and linking different elements within the organization. This in order to create more value for Enexis, which is a key element of a market logic (Rundall, Shortell & Alexander, 2004).

Then the dominant logic of department “Realisatie” is the profession logic. “Realisatie” is the department that performs the physical job at the work floor. They are at the end of the value chain within Enexis and have a strong connection with “Engineer & Aanleg”. The management levels responsible for “Realisatie” are formed by former mechanics who are promoted during the years, and therefore are led by their technical background. Taking this in mind it is no surprise that the profession logic is dominant for “Realisatie”. A profession logic is about being better at your job, and what came out of the interviews was in line with this. The interviewees all addressed the importance of the core activities and for most of them this was also their leading factor. They said for example:

“Other people within the organization do not know what is important for us, we perform the core activities and everything else within this organization should be focussed on facilitating this”.

This shows the view of the respondent who is completely focussed on core activities and does not care about the bigger picture and what is important for Enexis as a whole. It is because of this that the corporation and market logic are missing within this department.

Finally, when looking at the department “Engineer & Aanleg” we see the same dominant logics as for “Work-force management”. “Engineer & Aanleg” is responsible for the preparations and calculations of the projects but is also strongly related with the core activities. One would expect, because of the strong connection with the core activities of the organization, that the logic of “Realisatie” and “Engineer & Aanleg” were more similar. This difference can be explained by giving a closer look at what kind of employees work for the departments. As described above is “Realisatie” formed by former mechanics, who made their way to the management levels of Enexis. But when looking at the composition of “Engineer & Aanleg” there were no employees with technical backgrounds present in the management levels. The interviewees all had different backgrounds, like Sales or change agent. These managers experienced other work environments which are more in line with the market and corporation logic.

5.2 Collaboration

5.2.1 Coordination

As described in the previous chapter, Within Enexis Den Bosch there are some employees and managers who have little knowledge about the tasks of others. This was mainly indicated by people from the department “Realisatie” who are dominated by the institutional logic of profession. The profession logic is about being better at your job and focusing on the key operations of the organization. In the case of Enexis Den Bosch these people are focused on the technical aspects of the job. Which is in contrast with the employees from other departments who driven by the market and corporation logic. Their lack of technical knowledge is causing coordination problems between “Realisatie” and the other departments. For example, a team-manager from “Engineer & Aanleg” with a financial background does not have enough knowledge to estimate how long some technical tasks will take. This is causing a delay of the project which influences the department “Realisatie” in a way that they have to wait to start the next step of the project. Knowledge about the tasks of others is also

important during the collaboration between managers. When you know enough about the tasks of others you can adjust your behaviour in order to find a compromise that suits both sides. At the moment this is missing, people from “Realisatie” are focused on key activities and are not interested in managerial tools. On the other side, people from “Engineer & Aanleg” and “Work-force management” do not have the technical backgrounds they need to empathize with the tasks of others.

Because the communication forms within Enexis Den Bosch are not up to date or inefficient, employees and managers often have no idea where to focus on. In this situation the team-managers from the different departments decide on which concepts or topics his/her team will focus. This results in situations wherein institutional logics unconsciously influence the directions of the teams, and with that also the collaboration between the departments. Managers with a dominant profession logic will unknowingly steer their team to focus on key operations. Meanwhile, managers with a dominant market or corporation logic will focus their team on reducing costs or improving efficiency in order to achieve organizational goals. Which comes back in the following sentence of respondent 4:

“I notice that different departments are focusing on different goals, or that they try to reach the same goals via other ways”.

Clear communication is related to facilitating consultation forms, because during these consultations forms managers or employees have the possibility to communicate directly. But how managers consort these consultation forms partially depends on their dominant logics, which came forward in the way managers from different departments talked about the same meeting.

Manager ‘Realisatie’: *“Apparently tomorrow is another team-manager meeting, we talked about it, but we did not really prepare this meeting. It is so busy, you got lost in the amount of work”.*

Manager ‘Engineer & Aanleg’: *During the next team-manager meeting all the team-managers will present some problems they are facing. Together we will talk about these and try to come up with solutions”.*

These quotes show the influence of dominant logics in a way that both managers look completely different to the same meeting. The manager from ‘Realisatie’ who has a dominant

profession logic, placed the meeting on a second place the moment it got busy. He does this because he is focused on daily operations and probably thinks these are the most important. On the other hand, the manager from 'Engineer & Aanleg' takes the meeting very serious and assumes all the team-managers prepared the meeting, despite the time pressure within the organization.

Job-rotation within Enexis Den Bosch has the purpose to make sure people get to know each other, are flexible employable and learn more about the tasks of others. These goals are all in line with improving Enexis Den Bosch as a whole. Institutional logics indirectly influence these goals because they influence the way employees/managers react to job-rotation. Often times, daily operations take a greater amount of time during job-rotation, because some tasks can be new for the employees. What can be seen within Enexis Den Bosch is that people with a dominant profession logic complain about these situations. They want to fulfil the tasks as efficient as possible, which is not the case when someone performs the task for the first time. On the other hand, employees from the other departments who are dominated by a market and corporation logic do not complain or complain less. They think further than this moment in time and see job-rotation as an investment which will help the organization in a later stage.

5.2.2 Cooperation

During the interviews respondents indicated different groups within the organization. There are cultural differences between the departments and Enexis Den Bosch does not feel like ONE team, but more like different groups that perform their own tasks. Conflicting institutional logics can maintain these differences, because team-managers with conflicting institutional logics will guide their teams different. This leads to disconnections between employees from various departments, and in the end will complicate the collaboration between departments/teams.

The greatest impact from institutional logics within Enexis Den Bosch was shown on the code 'seeing the bigger picture'. It is about looking further than your own department and perform tasks conform organizational goals. What one can see inside Enexis Den Bosch is that many employees priorities their own daily operations above operations related to the Enexis Den Bosch as an entirety. But employees also complain about tasks that are not directly related to their own tasks. When looking to this situation from an institutional logic view, things can be easily explained. The employees that are mainly focused on their own tasks and are complaining, come from the department 'Realisatie'. This department is

characterized by a dominant profession logic. The profession logic is known for its practical view on organizational operations, and a lack of seeing the bigger picture. So, employees from this department see some tasks as extra and distracting from their daily routines, causing them to complain. The departments 'Work-force management' and 'Engineer & Aanleg' are not influenced by a dominant profession logic, but by a market and corporation logic. These logics are more focused on the bigger picture and what is important for the organization to survive and grow. Therefore, they pay attention to efficiency or collaboration goals, which leads to friction with the department 'Realisatie'.

The next cooperation problem that came up during the analysis was about employees not knowing each other. This is due to the organizational structure and culture within Enexis Den Bosch. Institutional logics indirectly influence the individual relationship with colleagues. Employees indicate a healthy relationship with their colleagues is built on trust, and it is harder to build up trust with people that do not fit your personal norms, ideas and values. These norms, ideas and values are influenced by the dominant logic of this particular individual. A respondent said he sees employees within the organization working for personal goals and promotions, and that they are not fully committed to organizational goals. Because this behaviour does not fit with his personal norms, ideas and values he finds it hard to build a relationship of trust with these employees. Which in the end influences the collaboration between them.

Finally, the code 'Make sure everyone sees the positive effects' is related to the code of 'seeing the bigger picture'. Just as for that code, the dominant profession logic of the department 'Realisatie' is causing employees to complain about some tasks that are formulated in order to improve organizational goals. Their view is narrowed down to daily routines and operations, what leads to issues with the other departments, who on their turn see the positive effects of these operations.

5.2.3 Additional codes

As described in paragraph 4.2.2.5 are the codes time pressure and priority closely related. Time pressure can be seen as a reason for people to prioritize daily operations above others. Dominating institutional logics influence both concepts, first a dominant logic will influence the maximum from where time pressure will be felt by the respondent. But also, how they will react to this pressure, people who worked in a stressful environment are more likely to feel less time pressure. Secondly, dominating institutional logics influence the code 'priority' in a way that employees dominated by a profession logic will first focus on their daily tasks.

Meanwhile, employees dominated by a market and corporation logic are more open for extra tasks focusing on for example collaboration.

Employees within Enexis Den Bosch miss formulated goals and ambition focusing on specific organizational topics, like collaboration or efficiency. The dominating institutional logics within the departments do not influence this problem. Only, the dominating institutional logics from departments in higher management levels, but they lay outside the lines of this research.

Finally, 'Knowledge at the right place' is the last additional code addressed by the respondents. This code is influenced by institutional logics in a way that they determine how a team-manager is leading his team. Team-managers from 'Work-force management' and 'Engineer & Aanleg' will lead their teams focusing on overall goals. In the meantime, managers from 'Realisatie' lead their teams with the idea that daily operation are the most important. But there is no good or wrong based on this code, because both groups will contradict each other. Respondents from 'Realisatie' said they see too little technical employees in the management layers. And on the other hand, respondents from the other departments say the managers from 'Realisatie' do not know how to lead a team.

5.2.4 Hybridity within Enexis Den Bosch

During the analysis multiple hybridity characteristics came up, but how these relate to the existing hybridity literature will be discussed in this paragraph. As shown in table 4.1 multiple different conflicting logics occur within Enexis Den Bosch, which is in line with the research of Jay (2013). Who described hybrid organizations as organizations wherein multiple institutional logics are combined to solve complicated problematic situations. To what extend these conflicting logics are used on purpose to solve complicated problems within Enexis Den Bosch remains unknown. But it is sure that people with conflicting logics work together within the organization.

Then, the results confirmed the place Enexis occupied on the hybridity spectrum, as described in chapter 2. The existence of both social responsibilities and financial driven activities confirmed Enexis Den Bosch as a Nonprofit with Income generating Activities, which means Enexis can be seen as a hybrid according to the hybridity spectrum (Alter, 2007).

Respondents also indicated the importance of their social and environmental responsibilities towards the society. This came is also shown by the presence of the community logics among all the respondents. Focusing on these social and environmental

responsibilities can create value for the organizations and is what hybrid organizations differs from traditional for and non-profit organizations.

5.3 Theoretical contributions

The first theoretical contribution of this research is about providing more insights and knowledge about organizations, and more specific hybrid organizations, which was the overarching theme of this research. Because hybrid organizations gained a lot of interest in the past years (Haigh & Hofmann, 2012; Castellás, Stubbs & Ambrosini, 2018), it is important to study hybrids in multiple industries. Enexis Den Bosch is a state-owned enterprise and can be seen as a typical hybrid organization, because it tries to reach different goals (Alexius & Örnberg, 2015). By studying Enexis Den Bosch as a hybrid this research contributes to the existing knowledge of hybrid organizations. It showed that Enexis as a hybrid copes with collaboration problems due to the existence of the conflicting logics.

If this is the only reason for these problems remains unclear and should be studied more extensive. But these results are in line with previous research which was focused on how hybridity influences organizational outcomes (Besharov & Smith, 2014; Jay, 2013; Pache & Santos, 2010; Greenwood et al., 2010).

The second theoretical contribution of this research is about creating more understanding in the field of institutional logics, and which conflicting logics exist within the Energy infrastructure. While previous studies mainly focussed on small spectrum of institutional logics, by only recognizing a social and a financial logic (Battilana et al., 2015; Mair, Battilana, & Cardenas, 2012). This research addressed a broader institutional logic spectrum of Thornton et al. (2012) and applied this on an industry which had not been subject of such research before. This research showed the existence of dominating Profession logics within the more technical department (Realisatie). Meanwhile the other department showed dominating Market and Corporation logics. Interesting here was that the departments with common logics collaborated more easily. Which was also indicated by the employees from both “Engineer & Aanleg” and from “Work-force management”. They indicated to face more difficulties during the collaboration with the department “Realisatie”. Furthermore, there was no evidence found for collaboration difficulties for the departments with common logics. If this is due to the relatively good relation compared to the collaboration with the department with conflicting logics remains unknown.

Thirdly, this research builds on existing institutional logic literature related to competing or conflicting logics. Other studies were focused on solving problems related to conflicting institutional logics (Battilana & Dorado, 2010; Bishop & Waring, 2016; Busco, Giovannoni & Riccaboni, 2017). After which d'Armagnac, Geraudel & Salvetat (2019) studied how conflicting institutional logics influence the cooperation between interfirm project teams. This study addressed the influences of conflicting institutional logics between departments within the same organizations. By showing which conflicting logic exist in Enexis Den Bosch and how these logics influence the collaboration between department. This study contributes to the body of existing knowledge.

Fourthly, the next theoretical contribution of this research is extending the model of collaboration by Gulati et al. (2012). The model of Gulati et al. (2012) divides collaboration in two concepts: coordination and cooperation. Their model describes these concepts on the basis of multiple dimensions. This research analysed these dimensions and added relevant concepts and dimensions to this model. By doing this a contribution was given to the existing model of Gulati et al. (2012).

5.4 Managerial contributions

Where the previous paragraph was focused on the theoretical contributions, this paragraph consists the managerial contributions of this research. According to the analysis of the interviews there are multiple implications relevant to practice. Because this research was conducted within Enexis Den Bosch, but some contributions are also important for other organizations, this paragraph is divided in two parts. The first part deals with the general practical contributions which can also be used by other organizations. Then, the second part is occupied with specific contributions for Enexis Den Bosch.

5.4.1 General contributions

The first contributions relate to other organizations operating in the energy infrastructure industry. These organizations are closely related to Enexis Den Bosch in a way that they perform the same tasks, but in other regions. This research indicates which institutional logics an organization can expect, by showing the existing and dominating institutional logics within Enexis Den Bosch. With this knowledge organizations can easily recognize conflicting logics and respond responsible. For example, adjusting their hiring and socializations policies in order to create a common organizational identity, which is in line with the research of Battilana and Dorado (2010). But this also applies to organizations outside the energy

infrastructure industry, for instance to organizations with a comparable employee base. Enexis Den Bosch consists of many technical employees (profession logic) who must collaborate with people with other logics. This situation of conflict can occur in multiple organizations and therefore this research can be an eye-opener for such organizations.

Secondly, this research provides practical insights on how and why conflicting logics exist within organizations. The results showed which institutional logics conflicted with each other and from the interview transcripts one could subtract several reasons why some logics clash. These insights are important because with this information organizations can predict conflicts and try to resolve them in an early stage. For example, during the analysis came forward that the narrowed view of some employees with a profession logic cause collaboration trouble with people with other dominant logics. So, when an organization knows this beforehand, they can use precautions.

Then, another practical contribution of this research is about the concept of collaboration. During the interviews the respondents were asked about why some (collaboration) agreements do not come off the ground after they were settled. Many respondents mentioned some time pressure related reason for this. That is why time pressure played an important role on collaboration within Enexis Den Bosch. And therefore, it would be a good alternative for Enexis Den Bosch to sometimes lower the time pressure, and with that positively affect the collaboration improvements. Additionally, it is hard to say if such situations also occur in other organizations, therefore more research is needed. But it is a relevant point of attention.

The fourth contribution that came forward within this research includes the influence of the distance between higher management levels and employees on the work-floor. Respondents of Enexis Den Bosch addressed the difficult situation between them and higher layers of the organization. Whereby, they get the feeling they are not heard by higher managers, which results in lower commitment and motivation for their goals. In such situation it would be good to select a delegate group who will be involved in the decision-making process. Knowing this beforehand can prevent multiple difficult situations for all types of organizations.

5.4.2 Specific contributions for Enexis Den Bosch

The former paragraph was focused on the general contributions of this research, of course these contributions also apply to Enexis Den Bosch. But this paragraph will focus on specific contributions and recommendations for Enexis Den Bosch.

Starting with one of the codes that was of great importance during the analysis, the situation within Enexis Den Bosch that colleagues do not possess enough knowledge about the task of others. As described before this causes difficult circumstances among the employees. In order to resolve these problems Enexis Den Bosch can perform solutions. First, by hiring employees with common backgrounds/logics. This ensures a common organizational identity, which is in line with the research of Battilana and Dorado (2010).

Second, because Enexis Den Bosch will always stay an organization wherein technical employees work together with more managerial oriented people, it would be a good idea to use some sort of job-rotation. Right now, sometimes team-managers are appointed their position without knowing what the tasks of others content. By letting them work two or three days within other departments they develop more binding with, and knowledge of the tasks of others. Finally, another solution could be facilitating more consultations forms among employees on the work-floor. Currently, consultation forms are only for team and department managers, but employees from different departments often do not see each other. By facilitating mandatory meetings, they would often see each other and easily indent on the needs of others.

Further, Enexis Den Bosch as a whole can book progress related to the internal communication. At the moment there is a lack of clear communication systems whereby multiple systems are used simultaneously. The moment employees work consecutive on one project there is no system that records what has been done. Employees verbally communicate this knowledge with each other, which leaves a great room for mistakes and misunderstandings. Therefore, formulating formal rules and regulation regarding the transfer of information and the set-up of a clear communication system may solve these problems. Also, facilitating forms where colleagues see and communicate with each other will help improve some communication problem within Enexis Den Bosch. Respondents often addressed it is not in the culture of Enexis to discuss topics with other employees. So, by providing opportunities to see and communicate to each other Enexis can slowly improve these situations.

The third specific contribution for Enexis Den Bosch is about bringing together the departments so the employees get the feeling of one team. Nowadays, according to the respondents, employees from different departments have no connection with each other. They often do what is best for their department without considering the consequences for the rest of the organization. This situation appeared due to differences between teams and departments, whereby institutional logics play an important role. In order to resolve this problem Enexis

Den Bosch can use various tools. First, during the interviews respondents declared that they often times do not know their colleague in person. They indicate a healthy collaboration is build on trust and it is hard to build such a relationship with people you don't know personally. Therefore, Enexis Den Bosch should make sure people get to know each other, which for example can be done by informal activities. Secondly, Enexis Den Bosch is structured in a way that there is no structurally collaboration between departments. The departments work together when they need to, but there are no formal rules or agreements where or how this collaboration takes places. Hence, it would be a good idea to make agreements about how to create a structurally collaboration between departments, which in the end can bring the departments closer together.

Continuing with the fourth contribution, which is about seeing the bigger picture. The analysis showed a situation within Enexis Den Bosch whereby some employees have a narrowed vision on what is important for the organization. To redress this situation Enexis Den Bosch could start hiring people with other backgrounds who are naturally focused on Enexis as a whole. Because the background of people determine their individual norms and social practices, which together influence their personal logics.

But they can also retrain their current managers, so they get more knowledge about managerial tools. This is also in line with the problem that sometimes there is not enough knowledge at the right place. So, by a clear focus on the selection of the team and department managers, or by retraining them some of these problems van be resolved.

5.5 Reflection, limitations and suggestions for further research

This paragraph discusses the reflection and limitations following the assessment criteria for qualitative research.

Starting with the internal and external validity of this research. Internal validity refers to the degree that systematic errors exist during the data collection and analysis (Bleijenbergh, 2013). So, in other words internal validity is about to what extent the researcher found what he supposed to found (Boeije, 2014). The internal validity of this research was increased by using existing literature of Thornton et al. (2012) as basis to analyse institutional logics within Enexis Den Bosch. Besides, the interview questions related to collaboration between departments were also based on existing literature of Gulati et al. (2012). In addition, the interview questions of the respondents were based on the answers of the location manager who was asked to indicate relevant collaboration topics within his

organization. The internal validity was limited by the absence of the triangulation of research methods. This research was based on semi-structured interviews with the middle and department managers, without any analysis of other research methods. In order to increase the internal validity, the researcher could for example analyse different documents or use observations. But also, more extensive literature on how to adequately measure coordination and cooperation. Which is therefore a suggestion for further research. Furthermore, the internal validity can be increased by conducting more interviews among the different employees within Enexis Den Bosch. At this moment the interviews were conducted among middle and departments managers because they consist the best insights in practical and managerial processes. By including interviews with employees from the work-floor within further research the internal validity will increase, and this can lead to different collaboration knowledge within Enexis Den Bosch.

Continuing with the external validity of this research, which refers to what extent the results of the research are generalizable to a population outside the lines of the study (Bleijenbergh, 2013; Boeije, 2014). Normally the specific outcomes of a case study are not generalizable, but patterns may be, which is called analytical generalization (Bleijenbergh, 2013). Important here is that the researcher cannot prove that the results are generalizable to other situations, but within the research attempts are made to provide evidence to generalizations could be possible (Yin, 2014).

Within this research the external validity is limited, because the research only consists of 12 interviews which is not enough basis for generalizing the results outside the scope of Enexis Den Bosch. But, because of analytical generalization the results may be generalizable to other organizations within the energy infrastructure, who also face institutional complexity. In addition, the findings might also be generalizable to other sectors besides the energy infrastructure sector. When a sector is characterized by a strong profession logic which collaborates with other logics such as the market or corporation logic, then the findings might be relevant for these sectors as well. Further, the external validity can be increased by testing the theoretical concepts of this research in other cases outside the organization. This helps to extend the used theories within this research and can check for differences between industries or particular organizations. Therefore, a suggestion for further research is to conduct this research in other situation, within other organizations and other sectors.

Then the third criterion is reliability which is about making sure that the findings of the research are not influenced by random deviations (Bleijenbergh, 2013). The reliability of this research was increased by conforming to the same interview questions for all the respondents, by using a semi-structured interview. This led to providing all the respondents the same base of questions, but still leaving room for topics variable per respondent. What also increased the reliability of this research was the “test” interview with the location manager. He was asked for specific collaboration problems in order to adjust the interview base. But also asked the same questions about institutional logics. So, by testing the interview questions the researcher could see if the questions were interpreted correctly, which increases the reliability of the research. Finally, the choices made within this research are described clearly and are easy to follow. That is why, it is easy for other researchers to repeat this research in other settings which can further increase the reliability of the research.

Additionally, there are also limitations and suggestions for further research which are not connected with the assessment criteria for qualitative research.

First, this research was focused on the collaboration between departments within Enexis Den Bosch. During the interviews many respondents indicated the influence from higher management levels, which felt outside the lines of this research. In order to investigate to which extent higher management levels influenced the results, further research within the entire organization is needed.

A second limitation of this research is that there is the possibility that not all dimensions and concepts were included. Within this research multiple concepts are operationalized based on existing theories and Enexis Den Bosch specific problems. However, these dimensions and concepts were chosen based on existing literature, the possibility exist that other concepts influence collaboration. Therefore, another suggestion for further research is to investigate the additional concepts of collaboration. And then afterwards using these concepts by repeating this research.

6. Conclusion

6.1 Conclusion

The increased complexity of the internal and external environments where organizations are operating in has led to a demand for alternative organizing. Hybrid organizations are an upcoming alternative way of organizing who differ from mainstream organizations. However, many scholars studied hybrid organizations in different forms. There is still no consensus about how to define hybrid organizations. Therefore, a broad definition of hybrid organizations was chosen within this research. Jay (2013) described hybrid organizations as organizations wherein multiple institutional logics are combined to solve complicated problematic situations. These institutional logics are the basis for taken for granted rules and practices within an organization or a group within an organization. It is important for organizations to know which institutional logics exist within their organization. Namely, conflicting institutional logics can influence organizational outcomes and can cause challenges in managing hybrid organizations (Jay, 2013; Mair, Mayer & Lutz, 2015; Radon & Thaler, 2005). Many studies were focused on explaining how conflicting institutional logics influence managerial or organizational outcome, but none were addressed on how conflicting institutional logics influence the collaboration between departments.

The main purpose of this research was to understand and explore how institutional logics influence the collaboration between departments. And how this situation takes places within a state-owned enterprise like Enexis Den Bosch. Organizations often do not know which logics exist among their employees which leads to unforeseen conflicting situations. This importance also came back during the interviews wherein multiple respondents indicated a lack of knowledge from management levels of what happens on the work-floor.

Within this research, institutional logics are assumed to directly influence organizational outcomes. The first chapter of this research was dedicated to the formulation of the central research question. There was also place within the first chapter to create understanding about hybrid organizations and what role institutional logics play within this spectrum. Chapter two was committed to the theoretical framework of the concepts mentioned in chapter one. The institutional order of Thornton et al. (2012) are used to define institutional logics. Further, collaboration is defined by the theory of Gulati et al. (2012) who divided collaboration in coordination and cooperation. Seven dimensions were used to study collaboration within Enexis Den Bosch, which were supplemented with relevant dimensions from the interviews.

This study was conducted in the form of semi-structured interviews among department-managers, team-managers and employees of different departments within Enexis Den Bosch. The first parts of the interviews were focused on finding the dominant logics of the respondents. After which the second part contained questions about the collaboration between departments. Finally, the answers are compared by department and searched for the influence of the institutional logics on collaboration.

6.2 Summary of main findings

This paragraph deals with answering the central research question:

Which conflicting institutional logics exist in a company within the energy infrastructure industry, and how do these logics influence the collaboration between different departments?

Which conflicting institutional logics exist within Enexis Den Bosch was the first part of the analysis. During the analysis almost all logics from Thornton et al. (2012) came up within the organization. However, a great distinction could be made between existing and dominant logics of the respondents. The existing logics were often found due to one or two answers related to that specific logic. Dominant logics on the other hand, influence the norms and beliefs of an individual and are leading in their behaviour. A great pattern was found within the dominant logics of the departments. ‘Realisatie’ was dominated by a profession logic, meanwhile ‘Engineer & Aanleg’ and ‘Work-force management’ were dominated by a market and corporation logic. Furthermore, ‘Realisatie’ and ‘Work-force management’ also had a semi-dominant community logic. These dominant logics also influence the collaboration between departments within Enexis Den Bosch. Most of the collaboration problems addressed by the respondents were between ‘Realisatie’ on one side, and the other departments on the other side. The profession logic which characterizes ‘Realisatie’ is focused on daily operations and will always prioritize their own tasks above collaboration tasks. This is in contrast with the market and corporation logic from the other departments, who are focused on what is important for the entire organization. Also, respondents with a dominant profession logic do not see the bigger picture. Their view is narrowed down to their own department, which leads to collaboration problems with the other departments. So, in the end the purpose of this research is achieved because it has become clearer how conflicting logics within Enexis Den Bosch influence the collaboration between departments. However, a more in-

depth research is needed to find if conflicting logics are the only factor that influence the collaboration, or if there are other relevant factors that influence the collaboration.

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8. Appendix

Appendix 1: Overview of the participants

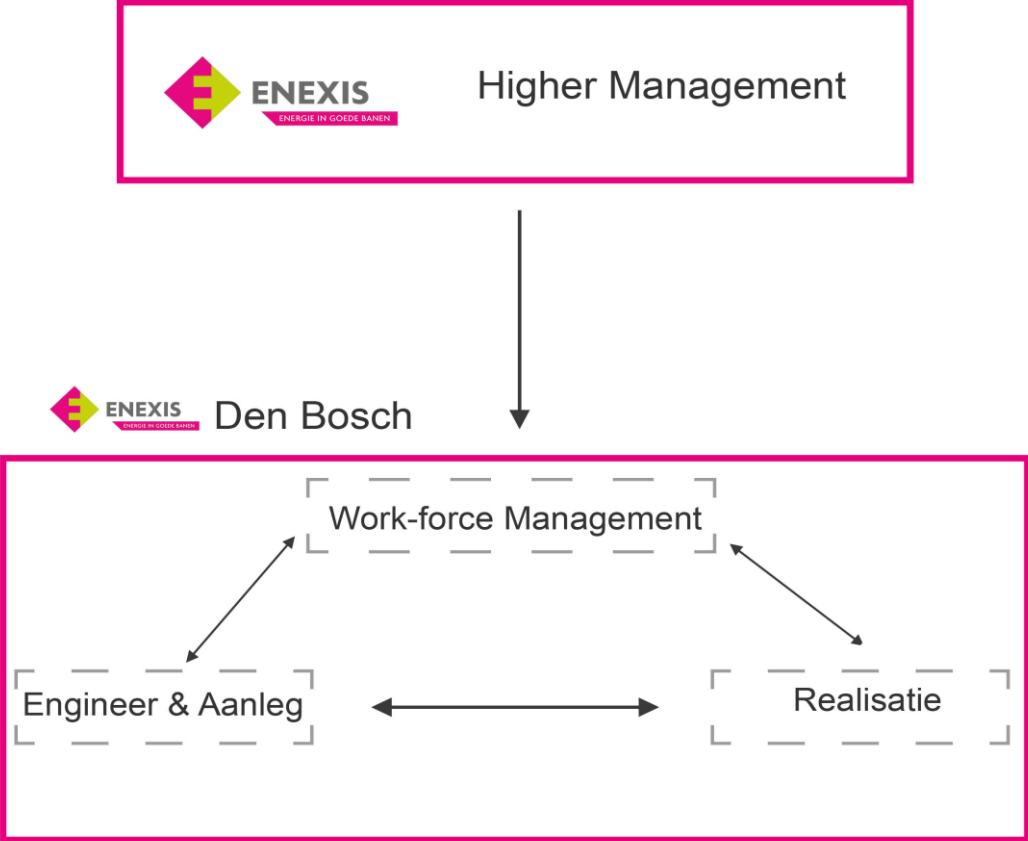
Name	Job description	Location	Duration	Method	Department
Respondent 1	Location manager	Enexis Den Bosch	35:29	Face-to-face	-
Respondent 2	Team manager	Enexis Den Bosch	31:25	Face-to-face	Engineer & Aanleg
Respondent 3	Team Manager	Enexis Den Bosch	33:48	Face-to-face	Realisatie
Respondent 4	Team Manager	Enexis Den Bosch	38:59	Face-to-face	Engineer & Aanleg
Respondent 5	Team Manager	Enexis Den Bosch	53:54	Face-to-face	Engineer & Aanleg
Respondent 6	Department Manager	Enexis Den Bosch	34:00	Face-to-face	Work Force Management
Respondent 7	Department Manager	Enexis Den Bosch	59:52	Face-to-face	Realisatie
Respondent 8	Department Manager	Enexis Den Bosch	31:09	Face-to-face	Engineer & Aanleg
Respondent 9	Team Manager	Enexis Den Bosch	29:31	Face-to-face	Realisatie
Respondent 10	Team Manager	Enexis Den Bosch	21:41	Face-to-face	Realisatie
Respondent 11	Team Manager	Enexis Den Bosch	38:27	Face-to-face	Realisatie
Respondent 12	Planner/Employee	Enexis Den Bosch	39:43	Face-to-face	Work Force Management

Appendix 2: Overview codings

Cooperation (Coding)	Times mentioned
Make sure it feels like ONE team (2.1.1)	32 times
Seeing the bigger picture (2.1.2)	22 times
Contribution of resources (2.2.2)	5 times
Make sure everyone sees the positive effect (2.3.1)	11 times
Openness, fairness and honesty (2.4.1)	6 times
Knowing each other (2.4.2)	15 times
Showing interest (2.5.1)	4 times
Climate where people go see each other (2.5.2)	6 times
Say what is on your mind (2.5.3)	4 times
Open minded (2.5.4)	-

Coordination (Coding)	Times mentioned
Knowledge of the tasks of others (1.1.1)	31 times
Clear communication (1.1.2)	13 times
Finding each other (1.1.3)	2 times
Rules and control systems (1.2.1)	3 times
Mandatory meetings (1.2.2)	-
Job-rotation (1.2.3)	8 times
Planning (1.2.4)	1 time
Facilitate collaboration workplaces (1.3.1)	2
Facilitate consultation forms (1.3.2)	12 times
Facilitate consultation between managers (1.3.3)	2
Open to feedback (1.4.1)	9 times

Appendix 3: Visualization of the organizational structure



Appendix 4: Interview questions

Titel:	Naam respondent:
Date:	Naam interviewer: Twan Passon
Lengte:	Locatie: Enexis Den Bosch

Handtekening:

- **Introductie**

(Interviewer legt uit over de doelen van het onderzoek, en over de opzet van de interview vragen)

- **Opname**

(Voor het starten van het interview wordt de respondent toestemming gevraagd voor het opnemen van het onderzoek)

- **Algemene vragen**

1. Wat voor functie heeft u binnen Enexis? En hoelang zit u al op deze functie?
2. Op welke manier werkt u binnen uw functie met andere afdelingen?
3. Kunt u me wat vertellen over wat voor werk u hiervoor heeft gedaan?
4. Hoe is het om te werken voor een organisatie als Enexis? Wat zijn uw positieve ervaringen? En waar loopt u soms tegenaan?
5. Hoe zou u de organisatiecultuur binnen Enexis het best kunnen beschrijven?

- **Institutional logics**

1. Wat is volgens u het doel van Enexis als organisatie?
2. Wat motiveert u het meest om voor Enexis te werken?
3. Wat is uw rol binnen het maken van beslissingen voor Enexis?
4. Hoe zou u de manier waarop Enexis wordt gemanaged willen veranderen?

- **Samenwerking**

1. Welke afdelingen moeten samen werken binnen Enexis?
2. Wat zijn de doelen en ambities wanneer het gaat over de samenwerking tussen afdelingen?
3. Hoe worden deze doelen wel/niet gehaald?
4. Hoe vaak werkt u samen met andere afdelingen binnen de organisatie?
5. Kunt u mij een voorbeeld geven van zo'n samenwerkingsproces?
6. Op welke manier wordt de samenwerking tussen verschillende afdelingen gestimuleerd?
7. Zou u mij een situatie kunnen beschrijven waarin zo'n samenwerkingsproces niet goed verliep? En waarom niet?
8. Wat is voor u het belangrijkste wanneer u samenwerkt met collega's? (Normen en waarden)
9. Heeft u het idee dat collega's uit andere afdelingen een andere kijk hebben op wat belangrijk is voor de organisatie? (Bijvoorbeeld, dat een gezamenlijk doel anders geïnterpreteerd wordt door verschillende afdelingen) Zo ja, Waarom?

- **Afsluitingsvragen**

1. Bent u tevreden met de samenwerking tussen verschillende afdelingen?

- **Bedankje**

(Interviewer bedankt de respondent, en vraagt naar eventuele onduidelijkheden en of de respondent anoniem wil blijven binnen het onderzoek)