

博士論文(要約)

Hybrid organizations fighting for global health:
can socially motivated for-profits serve the extreme poor?

(国際保健に資するハイブリッド組織: 向社会的モチベーションを持つ企業は
最貧困層に裨益できるか)

徳田 香子

ABSTRACT

Hybrid organizations fighting for global health: can socially motivated for-profits serve the extreme poor?

Kyoko Tokuda

The overall objective of this dissertation was to uncover the impact of individual-level compassion on the inclusiveness of the private sector-led development programmes implemented in impoverished countries. The first aim was to conduct a review of the literature on hybrid organizations—which were defined as organizations driven by traditionally contradictory dual objectives: profit-making and social/environmental value creation — as an emerging development actor who translated the concept of human security into practical measures. The second aim was to uncover a predictor of the inclusiveness of hybrid organizations regardless of their superficial manifestations (e.g. legal forms, structural configurations, scaling strategies) by analyzing cross-level dynamics between the organization- and the individual-level behaviors. The third aim was to conduct a qualitative and quantitative assessment of a sample of Japanese hybrid organizations with the UNDP-administered Business Call to Action (BCtA) membership in the global health field. This case study utilized web-based survey as well as semi-structured interviewing to apply the mixed research method in order to identify how the individual-level compassion shaped the organization-level inclusiveness.

With regard to the first aim, Chapter 2 analyzed the emergence of hybrid organizations as a result of the failures of the public sector-led poverty reduction and

the inefficiency of nonprofits. Another finding is that multinational companies aimed to reset the exhaustive relationship with the regulators and nonprofits through converting into or establishing a hybrid organization and to gear towards a forward-looking relationship. Chapter 3 revealed the potential negative impacts of hybrid organizations from the development perspective and warned that both in-house hybrids and born-hybrids might —either intentionally or unintentionally— widen the gap by excluding the most marginalized populations: hybrid organizations are all exposed to risks of green-washing, mission drift, and financial unsustainability; and, more critically, wrong pricing would significantly undermine not only the development effectiveness but also the financial sustainability of hybrid organizations. The findings included a suggestion that hybrid organizations should pay much attention to the spillover effects and the level of required efforts of their products and services, both of which determine the chargeability regardless of their prosocial scaling strategies. Through delivering a game-changing product and service coupled with an appropriate pricing strategy, a hybrid organization may be able to provide their value as a development actor by ensuring the development effectiveness. Another implication was that the surface-level formality of a hybrid organization including their legal forms and scaling strategies barely allowed us to predict the organizational inclusiveness: and thus, digging into its underlying driver at the individual level should be inevitable for a comprehensive analysis on the potential of the emerging development actor.

The findings from the second aim suggested that the individual and the organizational level determinants should mutually reinforce and frame the resilience and sustainability of hybrid organizations. Based on the agent theory, Chapter 4 unpacked

the selection process of hybrids' target beneficiaries, focusing on the prosocial motivation and behaviors of social entre/intrapreneurs. Echoing previous research on the motivation of social entrepreneurs as a distinguishing driver, the findings elaborated how interpersonal contacts with the vulnerable populations generated compassion, which would turn into other-oriented hope when paired with self-efficacy. Compassionate work based on other-oriented hope reduces risk aversion and stress: thus, it promotes prosocial behaviors by decreasing their perceived costs. Such prosocial behaviors also affect the organizational performance in a positive way when their downside risks are well-managed in a hybrid organization. A case study on Lunapads, a Canada-based born-hybrid certified as a B corporation, demonstrated the cross-level interactions and verified the findings.

Along with the third aim, due to a particular work environment in Japan, Chapter 5 revealed that the inclusiveness of the surveyed Japan-based hybrid organizations mostly depended on the social intrapreneurs' prosocial cost-benefit analysis: interpersonal contacts with their beneficiaries — regardless of the respondents' general compassion levels, risk aversion, age, and gender — strengthened their compassion and then promoted their prosocial behaviors towards the further inclusion of the most marginalized populations. 'Borrowed' self-efficacy, which social intrapreneurs might be benefitted by their parent companies, plays a key role in stimulating their social intrapreneurship and promoting the inclusiveness of their hybrid organizations. Importantly, with regard to the development effectiveness, the surveyed hybrid organizations paid scant attention to the chargeability of their products and services. Their pricing strategies with much emphasis on the financial independency of the organizations would potentially widen the gap by excluding the

most marginalized populations from their value chains. Hybrids' limited accessibility to resources may result in leaving behind the vulnerables with no purchasing power, assets, and/or literacy or delaying the achievement of the higher levels of inclusion, which may further degrade the multiple dimensions of human insecurity of the most marginalized populations. Besides, non-strategic targeting such as random-meeting based selections is another major obstacle to the achievement of a highly inclusive programme led by hybrid organizations.

Additional research on the development effectiveness of hybrid organizations is needed in order to better inform generalizability of these findings and to sophisticate policies towards the acceleration of the private sector engagement in implementation of the comprehensive, people-centered, prevention-oriented and context-specific human security approach.

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION	1
1.1 Background....1	
1.2 Problems....3	
1.3 Approach & research questions....9	
1.4 Significance....14	
CHAPTER 2: HYBRID ORGANIZATION FIGHTING FOR POVERTY ALLEVIATION: BLURRING BORDER BETWEEN FOR-PROFITS AND NONPROFITS	15
2.1 Increasing demands for market-based approach in development –Failures of government and nonprofits–....15	
2.2 Emergence of social entrepreneurs, intrapreneurs, social enterprises, and hybrid organizations....28	
2.3 Mainstreamed market-oriented approach from pure donation to IT millionaires’ philanthropic investments....40	
2.4 Social entre/ intrapreneurship and hybrid organizations in Japan....54	
CHAPTER 3: WIDENING GAP BETWEEN THE POOR AND THE EXTREME POOR: HYBRIDS’ RISKS AT THE ORGANIZATIONAL LEVEL	76
3.1 Typology and legitimacy of hybrid organizations....76	
3.2 Traditional companies’ “green-washing”103	
3.3 Hybrid’s mission drift: balance between social and economic objectives and survival/exit paths....114	
3.4 Financially feasible nor effective: Developmental effectiveness of charging global health-related products/services....121	
3.5 For a good purpose?: Departing from Resource Based View to open source strategy....151	
CHAPTER 4: INDIVIDUALS’ EMOTION AND ITS IMPACT ON ORGANIZATION: INTER-LEVEL ANALYSIS ON ORGANIZATIONAL DECISION-MAKING	165
4.1 Prosocial motivation: What drives individuals for serving the most vulnerable people?....165	
4.2 Prosocial cost-benefit analysis at the individual level....168	
4.3 Cross-level dynamics: Individual emotion influences organizational decision-making and performance....178	
4.4 Case study of the cross-level dynamics in a born-hybrid: Compassionate social entrepreneurs and their organization’s inclusiveness....203	
CHAPTER 5: CASE STUDY OF JAPANESE SOCIAL INTRAPRENEURS	221
5.1 Approach of this study....221	
5.2 Results....233	
5.3 Findings....234	
CHAPTER 6: CONCLUSION	338

6.1 Summary of the literature review....	338
6.2 Findings of the case studies on Japanese hybrid organizations....	341
6.3 Contributions to scholarly and practitioner oriented discussions....	343
6.4 Limitations and future research opportunities....	344
6.5 Policy implications....	346

REFERENCES