



# Integrated Public Service Development, Social Businesses, and Specific Organisational Logics

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## DESCRIPTION

Growing demands for health and social care combined with severe resource restrictions faced by public sector organisations have sparked interest in creative solutions to these problems. In particular, since innovators must juggle the norms, practises, and logics of the public, private, and civil society sectors, public service innovation is poorly understood. We add to the knowledge of how innovative hybrid organisations might inventively blend already-existing logics. To examine how innovations are shaped by an incumbent state or public sector logic and two "challenger" logics relating to the market and increasing competition and civil society, emphasising social value and democratic engagement with employees and service users, case study evidence from recently established social enterprise providers of health and wellbeing services in England is used. The analysis demonstrates how, in connection to particular tactics and practises, a more fluid and inventive interaction of logics can be seen. These organisational tactics deal with knowledge exchange and protection, financial management, and staff creativity empowerment. Relationships with important stakeholders, particularly public sector funders, service users, and service delivery partners, reveal the interplay of logics influencing social innovation. There are implications for creativity in hybrid organisations and public services more generally.

There is a lot of interest in the potential for innovation to assist address these challenges at a time when the public sector is dealing with complicated societal issues caused by rising demand mixed with severe resource constraints. It is widely believed that state personnel lack incentives to be innovative and are risk-averse, which contributes to the relatively low understanding of public sector innovation. This essay demonstrates how various institutional logics shape innovation as it occurs in a variety of organisational and service environments. We look at the instance of hybrid social enterprise organisations that provide health and social care services and investigate how the logics of the public, market, and civil society sectors coexist to influence

their innovative actions. Using the idea of institutional logics as the cultural ideals, objectives, standards, and practices that govern cognition and behaviour in making decisions are capable of advancing knowledge about innovation that aims to meet social and public service needs.

Explores the ways in which various players might creatively blend logics and deal with conflict. We provide a paradigm for comprehending the interaction of logics in connections involving various external players and within hybrid organisations. In other words, goal is to clarify how various logics join in the operations of creative hybrid organisations. To answer the central query, we use case study data from eight social entrepreneurs in the health and wellness sectors in England. How can approaches to public service innovation in hybrid organisations take into account coexisting logics? We have three specific research questions in mind to address this. How do the innovative efforts of public service hybrid organisations reflect the logics of the state, market, and civil society? What organisational tactics and policies support the interaction of various logics in innovative public service work?

As government agencies and delivery organisations deal with rising demand and resource limitations, there is growing interest in public service innovation and social innovation. Social innovation is seen as a "essentially contested concept" and a "hybrid concept" that has emerged from dissatisfaction with the "mainstream" understanding of innovation, which tends to focus on technology- and market-led innovation. The concept of social innovation calls for more cooperation amongst numerous players operating in various fields to spark novel approaches to resource mobilisation for beneficial purposes. Concentrate on the creative potential of recently founded hybrid Social Enterprise (SE) organisations that cross the conventional divides between the public, private-for-profit, and civil society sectors by recombining logics that are typically thought of as unique to each of these three spheres. SEs primarily uses civil society sector legal structures and pursues a fundamentally good cause through commercial activity and public sector contracting. They provide

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a useful context for examining how plural logics affect innovation because they have been supported by governments along with public sector reforms that are leading to the creation

of new quasi-markets for public provision and a greater involvement of private and civil society sector organisations.