

The Development of Hybrid Governance: A Bibliometric-Based Systematic Literature Review

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Hybrid governance is essential to dealing with complicated and evolving governance problems involving public administration, market mechanisms, and social accountability. This paper presents a systematic literature review that fills the fragmented areas of knowledge on hybrid governance between 1995 and 2024. This review is mapped by analyzing the 123 papers from Scopus on hybrid governance and its development, deployment, and influence across various contexts. Results highlight that hybrid governance has had a dynamic path, revealing its growth in academic attention, applications in different cases, and interdisciplinarity. The review outlines major themes such as environmental justice, institutional interactions, socio-economic impacts, and good governance, providing a holistic view of Hybrid Governance. It also shows how emerging technologies and international alliances shape hybrid governance practices. The implications, however, go beyond addressing these challenges to enhancing the adaptability and effectiveness of global governance systems, leading to more resilient, inclusive, and sustainable ones globally.

Keywords: Bibliometric Analyses; Hybrid Governance; Hybridity; Institutions; Public Administration; Systematic Literature Review.

1. Introduction

Hybrid governance mechanisms have become one of the most preferred models of governance, and their influence and use have increased consistently since the end of the Cold War (Mert, 2014). Traditional government governance models face enormous challenges in the governance economy era, leading to the need for innovative government governance models and methods of social organization and management (Wang, 2021). The hybrid governance concept has emerged due to criticisms that state-centric assumptions within

development programming entail public authorities performed by different types of institutions (Cross, 2022). In Western Europe, a case study showed that hybrid governance consisting of elected and appointed governors provides openness and representation of stakeholders besides adding specific skills to the board (Holmyard, 2021). A study reveals that hybrid forms of urban nature-based solutions may either improve justice outcomes or lead to their deterioration depending on different governance choices (Toxopeus et al., 2020). Using proactive governing principles based on purposefulness, commitment to new directions, and various ways of managing them can mitigate some hybrid organizations' difficulties concerning governing (Mair & Wolf, 2021). Hybrid organizations that pursue dual goals face specific governance challenges, such as the risk of mission drift (Mair & Wolf, 2021). Hybrid governance arrangements in state-owned enterprises (SOEs) vary within and across countries, and they combine mechanisms of public administration, informal political interference, and standard corporate governance (Okhmatovskiy et al., 2022). The governance of SOEs is viewed as hybrid, and alternative governance mechanisms such as governance through performance contracts, intermediate ownership structures, and informal influence by politicians exist (Okhmatovskiy et al., 2022).

Hybridity as a concept has been described as the interpenetration and superposition of the public, market, and social accountability trends in modern service provision (Benish & Mattei, 2020). The increasing hybridity of organizations in the public sector has called for more research on hybrid accountability arrangements Benish and Mattei (2020). This is especially so in view of the conditions brought about by the increased relaxation between the public and the private domains, which requires an understanding of institutional processes, social relations, and new actors and user roles in public services (Denis et al., 2015). The emergence of new paradigms in public administration, like the new public governance, indicates constant shifts in paradigms, thus resulting in hybrid states with features of different paradigms (Ingram & Nitsenko, 2021). The implications for third-sector organizations are quite conspicuous, given that shifts in public-sector delivery arrangements are highly significant for such organisations (Pestoff, 2020). Essentially, it deviates from the conventional governance models by being situated conceptually between public and private ownership. Thus, it generates value through business or public utilities and hybrid governance. Hybrid governance entails coordinating both public agents' and citizens' activities in delivering public services, creating a complicated organizational structure (Kusumasari et al., 2024; Pestoff, 2020).

Consequently, the hybrid governance system allows organizations to use new and other advanced technologies that redefine speed, ethics, and fusion in public administration (Kusumasari et al., 2024). Thus, it also generates value in terms of the different forms of governance in configurations that support the development of new administrative systems and the enhancement of public interest in corporate social responsibility programs. Challenges to achieving accountability in hybrid strategies continue to exist, implying the need for a structure that addresses fluctuations in performance outcomes (Sinisterra Rodríguez, 2022). The unfavourable environment especially the increase of the likelihood of unforeseeable ethnicities, such as the pandemic, has challenged the public administration and brought a new and different model of admission that can enhance the organisation to bring new and emerging technologies and redefine speed, ethics, and fusion characteristics

(Kusumasari et al., 2024). From the discussion, hybrid governance fosters the emergence of new administrative systems; it brings a more business-like orientation into national governments and delivers value by promoting public interest related to corporate social responsibility programmes. Incorporating PPPs into the hybrid governance of coastal environment REDD +, there is a dense web of private actors in charge of environmental control and strong cooperation with the state, thus ensuring excellence in environmental governance (Baker et al., 2020). Understanding engagement levels of multiple logics and structures in PPPs shows that the degrees of engagement affect governance and accountability for public money with success on the provision of geographical areas' public services (Stafford & Stapleton, 2022). The growing usage and importance of hybrid governance are evident. Therefore, this particular literature is still quite scattered. Moreover, Despite the growing interest in hybrid governance, the literature still cannot be synthesized satisfactorily. The existing literature is also dispersed in terms of the sectors and regional specialisms that are applied in determining various principles of hybrid governance and their transferability across different sectors and regions. Moreover, the rapid evolution of governance practices and the integration of emerging technologies necessitate an up-to-date review of the field to capture recent developments and trends. Therefore, a systematic literature review is essential to consolidate the diverse knowledge on hybrid governance, identify key themes and trends, and provide a cohesive framework for future research.

2. Method

The purpose of the present study is to provide a scholarly chronology of the field of hybrid governance from 1995 to 2024 with the help of bibliometrics and content analysis. The main research question is to identify the cooperations, key authors, and themes in the field of hybrid governance. The aim of this structured narrative review is based on the systematic literature review and bibliometric analysis of the metadata extracted from the publications (Efendi et al., 2022; Linnenluecke et al., 2020; Shaikh et al., 2021). Following Mantilla & Quinche (2021) and Syahid & Dakir (2022), Scopus, an Elsevier abstract and citation database, was selected due to its inclusiveness of traditional, transdisciplinary, and interdisciplinary research areas. In the case of the first approach, we used TITLE ("Hybrid Governance") and thus obtained 127 records from the search. We restricted the present study to English language documents to make the sources used more contemporary and easily understandable. This refinement brought the number down to 123 documents used in the study's analysis. Based on the selected documents, the metadata, such as the publication year, authors, sources, and keywords, were obtained for further analysis. The dataset was visualised using Biblioshiny, an R package interface to Bibliometrix software (Ali et al., 2022; Aria & Cuccurullo, 2017). The functions of Biblioshiny helped arrange and display data that can be exported to Excel for further graphical manipulation. The analysis focused on four perspectives: annual production, sources, countries, and documents of illegally produced firearms are To. The bibliographic analysis gave an understanding of publication activity, prolific authors, and collaboration structure in hybrid governance. Finally, for the last stage, the data visualization process was elaborated. Data analysis entailed identifying important findings concerning the field of hybrid governance. We defined the most

frequently cited documents, productive authors and sources, and the trends in the country's cocitation. Some of the research topics were identified through keywords and topics, which reflect the main themes of the analyzed papers.



Figure 1. Workflow Methods

3. Results and Discussion

a) Research Output

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	1995:2024
Sources (Journals, Books, etc)	105
Documents	123
Annual Growth Rate %	3,86
Document Average Age	6,99
Average citations per doc	17,01
References	6758
DOCUMENT CONTENTS	
Keywords Plus (ID)	325
Author's Keywords (DE)	339
AUTHORS	
Authors	245
Authors of single-authored docs	44
AUTHORS COLLABORATION	
Single-authored docs	46
Co-Authors per Doc	2,12
International co-authorships %	26,83
DOCUMENT TYPES	
article	84
book	1
book chapter	22
conference paper	6
editorial	1
note	2
review	7

Table 1. Document Details

Searching for “The Development of Hybrid Governance,” we have defined a systematic literature review that includes a detailed long-time analysis from 1995 to 2024. This review has sources its research data from 105 different journals, books, and any other record-oriented published media to attain a total of 123 records. The authors’ contribution observes a consistent general annual increase rate of 3%. Eighty-six percent was considered to increase the scholarly interest in the field. The documents analyzed in this paper are, on average, six years old [2<|reserved_special_token_264|> Thus, the average age of the participants in the WTO as of December 31st, 2004, came out to be 99 years, which indicates the involvement of both young members as well as the long-standing members. The current statistics concerning the average number of accesses per document is 17. This implies that the research area is rather important and frequently cited, as evidenced by 01 citation. The type of research adopted in this work is a literature review, which uses a total of 6758 references to bolster the extensive research that informs the present study.

Drawing this, the content analysis proceeds to investigate the content of the documents, and it comes up with the disclosure that the documents have used 325 Keywords Plus (ID) and 339 Author’s Keywords (DE), all of which point toward the heterogeneous thematic and terminological base of the field of hybrid governance. The authors involved in the study came to 245, and 44 of them became the authors of single documents. The co-working tendency of this research is quite clear – there are 46 documents with single authorship, and the collaboration index is equal to 2. 12 co-authors per document. Notably, 26. 83% of papers contain international participation, which means there is quite a high rate of international collaboration. The above review identified the following document types: 84 articles, one book, 22 book chapters, six conference papers, one editorial, two notes, seven reviews, and the types of scholarly works contributing to the hybrid governance discourse. This variety of documents is quite reasonable as studying in this field involves various methods, approaches, and ways of presenting the investigations' results to the public.

b) Literature Development

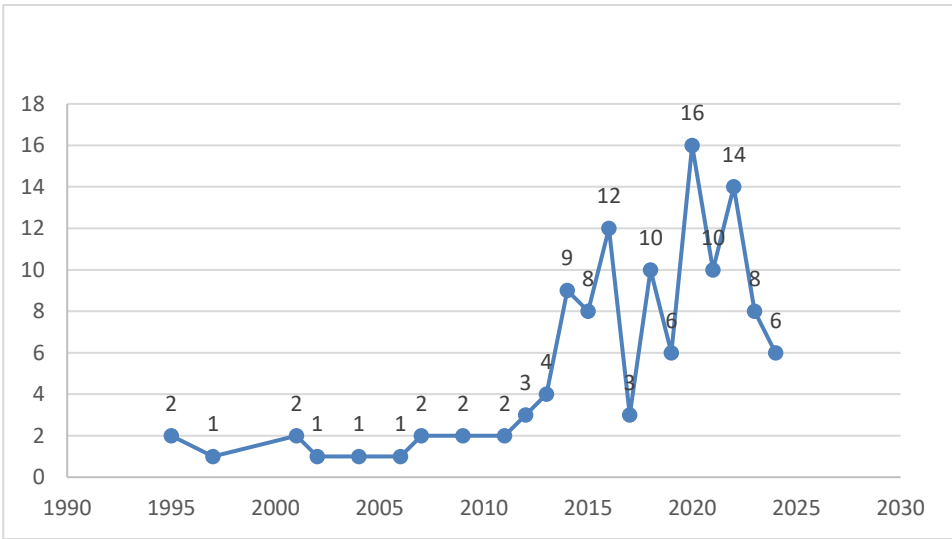


Figure 2. Research Development Year by Year

Figure 2 shows that the topic of hybrid governance has developed as a branch of research in modern years, meaning that its scholarly activity has been a process in recent years. The period between 1995 and 2010 is considered the early years of research productivity, where the output was scattered, and the number of publications ranged from 1 to 2 documents released per year. More specifically, two documents in 1995, 2001, and 2009 were written on the subject, followed by single documents in 1997, 2002, 2004, and 2006.

Genetic linkage is a major sub-discipline, and the groundwork of this research area were set with great early efforts. The first recognised paper (Noorderhaven, 1995) discussed the processes explaining hybrids employing the transaction cost economics and the interaction approach. This study established a dynamic model that combines each approach's aspects, with the transition between the forms as a central point. The same year (Oliver & Anderson, 1995) built on the earlier work by providing a behavior vs. outcome sales control taxonomy. That is why their research proved the presence of a synchronous or 'mixed' philosophy of behavior and outcome control in sales.

A relatively apparent increase in research studies emerged starting in 2011. The year 2011 revealed a slight increase with two documents; the activity continued in the following years with uneven intensity. After 2013, there has been an upsurge in the number of publications, which indicates that the research has shifted to a higher gear. Hybrid governance interest seemed to gradually rise in 2013 with four documents and significantly doubled by 2014 with nine documents. This trend was also revealed in the subsequent years and reached its highest in 2020, publishing 16 documents overall, suggesting an increased amount of research done in this area. The rest of the years, near 2020, constitute moderate levels of research output, with 12 documents published in 2016, 10 in 2018 and 2021, and 14 in 2022. Even though there is a general decreasing tendency, which is also seen for years 2023 and 2024, 8 and 6 documents still demonstrate considerable research. This year-by-year analysis highlights a significant growth trend in the study of hybrid governance, particularly over the last decade. The increasing volume of research underscores this field's growing complexity

and importance, driven by evolving governance challenges and the need for innovative hybrid approaches. The data reveals both the historical foundations and the current vibrant state of scholarly discourse, offering a comprehensive view of the development and maturation of hybrid governance research over time.

No.	Document Title	Authors	Source	Year	Citations
1	The strength of weak states? Non-state security forces and hybrid governance in Africa	(Meagher, 2012)	Development and Change, 43(5), pp. 1073–1101	2012	177
2	Both market and hierarchy: An incentive-system theory of hybrid governance forms	(Makadok & Coff, 2009)	Academy of Management Review, 34(2), pp. 297–319	2009	138
3	Behavior-and outcome-based sales control systems: Evidence and consequences of pure-form and hybrid governance	(Oliver & Anderson, 1995)	Journal of Personal Selling and Sales Management, 15(4), pp. 1–15	1995	114
4	Mechanisms of hybrid governance: Administrative committees in non-equity alliances	(Reuer & Devarakonda, 2016)	Academy of Management Journal, 59(2), pp. 510–533	2016	77
5	Biofuel sustainability and the formation of transnational hybrid governance	(Ponte & Daughbjerg, 2015)	Environmental Politics, 24(1), pp. 96–114	2015	77
6	Contextualising compliance: hybrid governance in global value chains	(Bair, 2017)	New Political Economy, 22(2), pp. 169–185	2017	73
7	“Hybrid Governance” and the Politics of Legitimacy in the Myanmar Peace Process	(South, 2018)	Journal of Contemporary Asia, 48(1), pp. 50–66	2018	64
8	How ‘just’ is hybrid governance of urban nature-based solutions?	(Toxopeus et al., 2020)	Cities, 105, 102839	2020	63
9	Balancing Competing Logics in For-Profit Social Enterprises: A Need for Hybrid Governance	(Bruneel et al., 2016)	Journal of Social Entrepreneurship, 7(3), pp. 263–288	2016	57
10	Hybrid Governance of Transboundary Commons: Insights from Southeast Asia	(Miller et al., 2020)	Annals of the American Association of Geographers, 110(1), pp. 297–313	2020	49

Table 2. Most Cited Documents Details

Scholars have made massive impacts in the field concerning the bibliometric analysis of hybrid governance, as evidenced by The most lifted document by Meagher (2012) entitled “The strength of weak states? Non-state security forces and hybrid governance in Africa,” published in *Development and Change*, totaling 177. This paper analyses the position of non-state security forces in African government structures. Makadok and Coff (2009) follow with "Both market and hierarchy: An ‘incentive-system theory of hybrid governance forms’ published in the *Academy of Management Review* and has 138 citations. Thus, the theoretical contribution of this paper is to develop a combined market and hierarchy model of incentive systems. Oliver and Anderson (1995) contribute with "Behavior-and outcome-based sales control systems: The most popular is ‘pure-form and hybrid governance: Evidence and consequences’”; published in the *Journal of Personal Selling and Sales Management* and cited 114 times. This study focuses on the effectiveness of sales control systems with special attention to hybrid governance. As for the authors with the highest

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number of citations, Reuer and Devarakonda (2016) and Ponte and Daughjerg (2015) indicated similar ratings, which I appreciate – 77 citations each. Lastly, Miller et al. (2020) analyze transboundary commons in "Hybrid Governance of Transboundary Commons: The article by Erni and Van Horen entitled “Popularity and Politics: Buddhism, Barack, and Boot Camp Yoga in Southern Thailand” is the most cited article in the collection with 49 citations coming from the article published as, Insights from Southeast Asia,” in the Annals of the American Association of Geographers. Many of these papers focus on the rich use of hybrid governance and theoretical developments, including environmental issues, political authority, sales and value networks, and global chains.

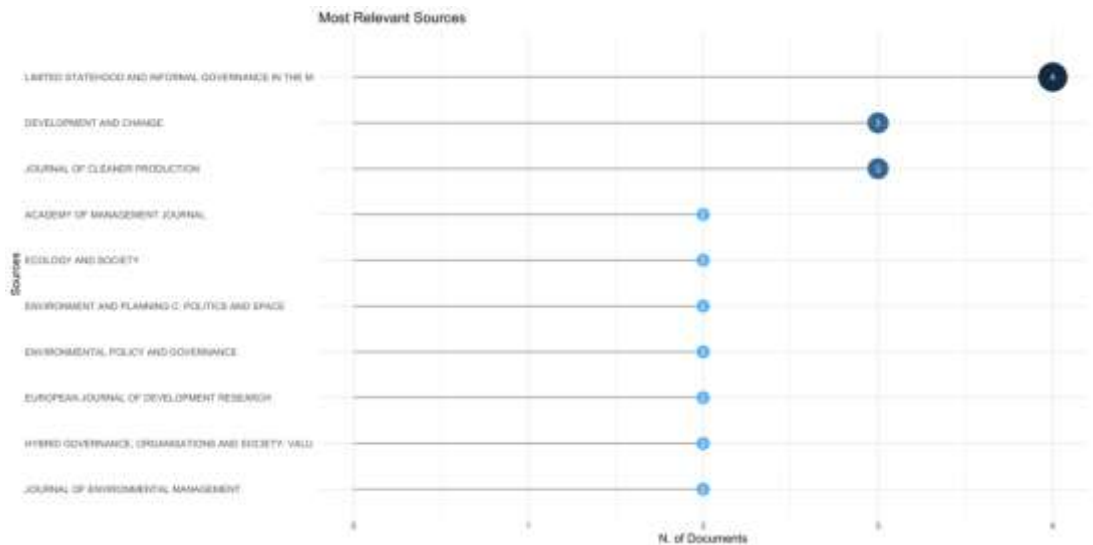


Figure 3. Most Relevant Sources

With regard to Figure 3, reflecting on the analysis of the most relevant sources for research on hybrid governance, it is possible to identify the key journals and publications that have contributed to the development of the field. Of the identified sources, the one titled “Limited Statehood and Informal Governance in the Middle East and Africa” is the most productive, having four articles to its credit in the overall literature. It should be noted that this source pays much attention to the analysis of hybrid governance in various geopolitical settings. Subsequently, “Development and Change” and “Journal of Cleaner Production” produced three articles on hybrid governance. These journals are crucial in promulgating studies contributing to developmental questions and sustainable production systems under hybrid governing structures. Moreover, several other sources have equally contributed, and all have published not less than two articles. These include the "Academy of Management Journal," "Ecology and Society," "Environment and Planning C: These publication outlets are “Politics and Space,” “Environmental Policy and Governance,” “European Journal of Development Research,” “Hybrid Governance, Organisations and Society: Value Creation Perspectives,” and “Journal of Environmental Management. ” The range of topics represented in these publications also reflects the necessary hybridity of the topic: from management and organizational research to policy studies in the environment and urban planning. These tables reveal the spread of articles in these various sources and show the

practical and theoretical use of hybrid governance in institutional state, development, sustainable production, management, ecology, urban planning, and environmental management work. This diverse finding is because hybrid governance frameworks are universal tools and can be applied to most governance-related issues, depending on the domain.

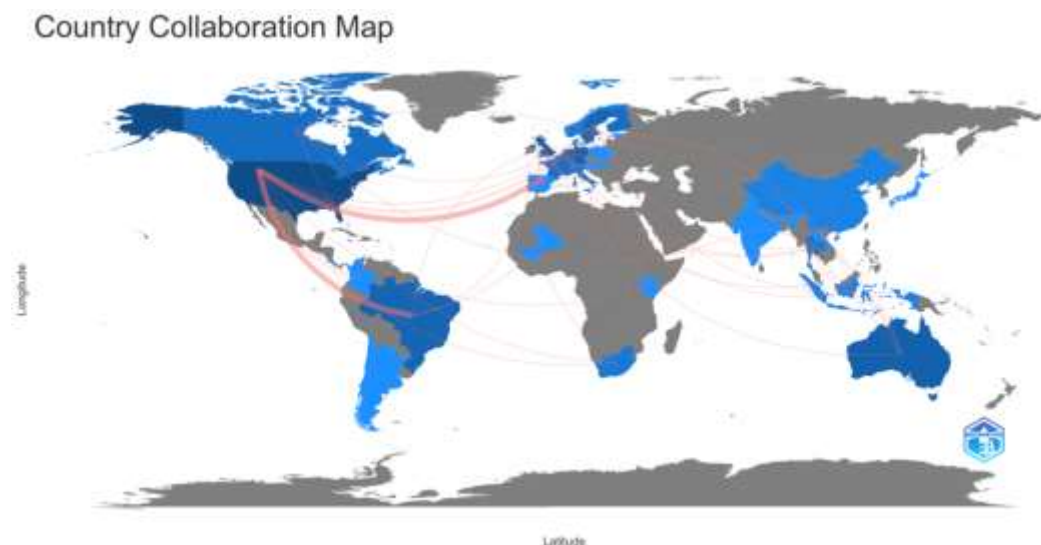


Figure 4. Country Collaboration Map

The Collaborative Map of Study 4 (Fig. undisclosed) shows the international cooperation in empirical research on hybrid governance. This is consistent with the documented collaborations between the United States and Brazil (frequency 2) as well as between the USA and France (also a frequency of 2), demonstrating strong bilateral research links. One of these central hubs is Australia (with a strength equal to 3), which enables collaborations concerning multiple other countries) in Canada, Denmark, India, and Singapore, each having a frequency of 1. This demonstrates Australia's involvement in global hybrid governance research from numerous geographic regions. This map highlights the worldwide nature of global collaboration in hybrid governance research, with major input from participating countries across North America, Latin America, Europe, and Asia. This global network facilitates the exchange of knowledge and ideas, enhancing the development and application of hybrid governance frameworks worldwide.

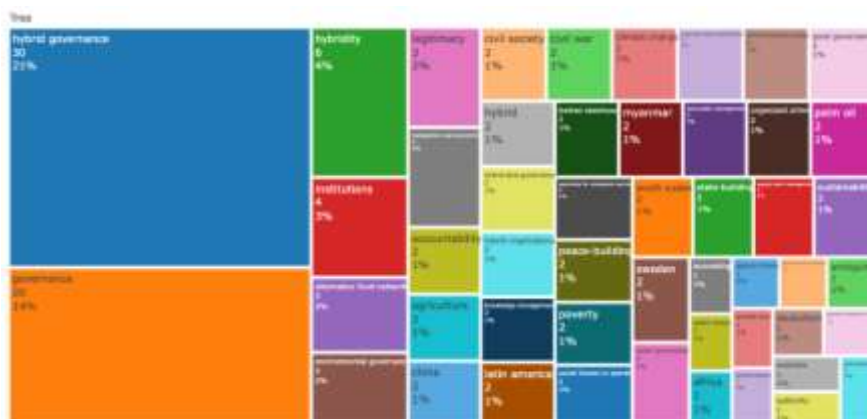


Figure 5. Three-Map of Most Frequent Keywords

Another interesting perspective from the three maps of the most frequent keywords in Figure 5 focuses on the shaded collages describing the environment in which the typical subjects of hybrid governance operate, as well as the themes and focal points of the research. The term ‘hybrid governance’ is the most frequently used term, and it appears 30 times, thus underlining the role played by the concept in the studies. After this, the keyword “governance” is used 20 times, showing the authors' general interest in different kinds of governance and the mechanisms of hybrid ones and other types of governance. The term “hybrid” is used in the text six times, showing debates on the application and interaction of different forms of governance. Prominent institutional topics are represented with the help of the keyword “institutions” used four times. Moreover, it is noted that the ‘field sites and subtopics’ are specified, including ‘alternative food networks,’ ‘environmental governance,’ and ‘legitimacy,’ which are mentioned three times. These terms indicate an extensive emphasis on implementing the hybrid governance models within different domains, such as food governance and environmental governance. Transaction cost economics is also mentioned three times, which shows its importance when examining and explaining hybrid governance. Finally, the term accountability was found twice, indicating the issue and concern or responsibility and answerability within the hybrid governance context. In this keyword analysis, it is possible to observe the general trends and subtopics that have emerged in the field of hybrid governance research and show active and prompt work in various fields and theoretical perspectives.

c) Trend Topics and Evolution in Hybrid Governance Research

Thus, one can detect the mentioned concept’s emergence precisely around 2016, implying interest in more specific approaches and local cases. Such papers cover diverse subjects, so scholars use hybrids in different environments and examine how well they work in these conditions. Starting from 2016, topics such as ‘institutions,’ ‘limited statehood,’ and ‘Myanmar’ point to the fact that their governance problems are observed in particular geopolitical settings while gradually shifting to country-specific research. The subject of “poverty” explored from 2017 to 2021 indicates that hybrid governance models are also being discussed in the context of socio-economic quantitative types of problems, thus pointing to the possibility of using the concept in addressing inequality. Concerns about the

environment, including such terms as ‘climate change,’ ‘environmental governance,’ and ‘environmental justice,’ became more popular starting from 2019 and in the period up to 2022, which might also imply a shift in focus toward sustainable governance practices. Such change implies that multidimensional governance arrangements are steadily being assessed to determine the extent to which they contribute to managing global environmental issues.

New themes “organised crime”, “accountability”, “China” showed up around 2021, meaning the subject is developing newer and broader fields of interest. These newer themes indicate that other archiving governance models are being used to solve current-day problems, thus upholding the flexibility of the frameworks in coping with current-day governance issues. Hybrid governance is a key term that dominates the records as it is the most frequently used term in the last six years, with 30 hits and peaking in 2016 and 2022. This is clearly evidenced by the fact that there is always a continuous desire for enhanced comprehension of hybrid governance models, implying that they are considered a viable solution to the varied complications of governance. These trends of chosen topics confirm that the hybrid governance field was developing from mere economic theory to encompass diverse approaches to civil society and normative governance, as well as regional, socio-economic, and sustainability issues. This evolution reflects hybrid governance's growing complexity and interdisciplinary nature, demonstrating its potential to address diverse and contemporary governance challenges.

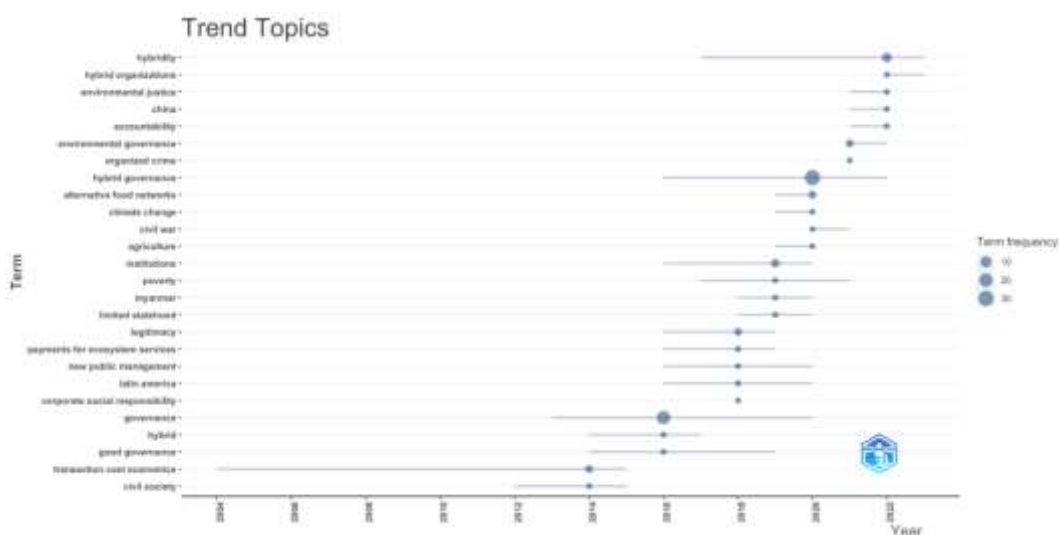


Figure 6. Trend Topics

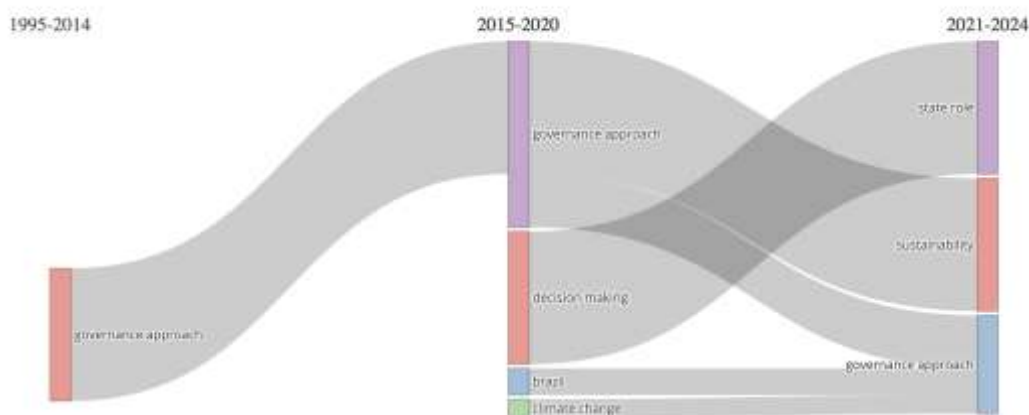


Figure 7. Thematic Evolution

Figure 7: Evolution of themes in hybrid governance literature from 1995 to 2024. From 1995 to 2014, the theme that dominated was the "governance approach," laying the basics for understanding hybrid governance structures. It was a time when core principles and theoretical underpinnings were established for the field. From 2015 to 2020, the thematic focus expanded. While the "governance approach" remained important, other themes emerged that introduced more complexity and finesse into governance processes, such as "decision making." In addition, keywords indicative of geographic or topical interests, like "Brazil" and "climate change," started to leave their mark on the discourse, pointing to a tendency toward contextual and applied research. Again, the thematic landscape changed in the last period from 2021 to 2024. It spotlighted the "state" as a role, carving out contemporary debates around state intervention in hybrid governance frameworks.

Last but not least, "sustainability" emerged as a relevant theme, attesting to a growing interest in environmental and sustainable modes of governance. Yet these new trends did not come at the expense of a continued central place for the "governance approach," which remained an important strand of the emerging literature, combining with topics newer in orientation to create a holistic and subtle understanding of hybrid governance. Figure 7 shows the thematic evolution of the field unfolding dynamically and growingly with new dimensions continually syndicated into hybrid governance, grappling with global challenges.

Discussion : Analysess of Research Clusters in Hybrid Governance

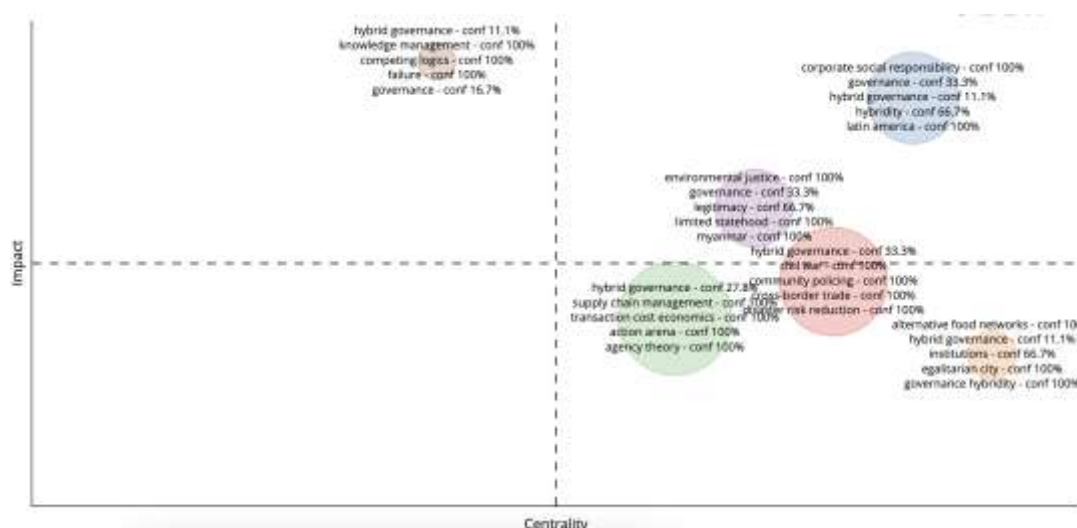


Figure 8. Research Cluster

Figure 8 illustrates the research clusters in hybrid governance, categorized by impact and centrality. In the top left quadrant are high-impact but lower centrality topics, such as "hybrid governance," "knowledge management," and "competing logics." These themes are very influential but have a more limited reach within the field. In the top-right quadrant, denoting high impact and high centrality, we have the themes of "corporate social responsibility," "governance," "good governance," "environmental justice," and "hybridity." The themes plotted in this quadrant are those that, in the current discourse, are both generally recognized and core, thus indicating their broad relevance and significance in hybrid governance research. While ensuring they make a lesser, individually lower-impact contribution, the high-centrality themes remain important within the broader research network: methods or theories concerned with hybrid governance, supply chain management, transaction cost economics, and agency theory. Third and last, the bottom-left quadrant, referring to lower impact and lower centrality, holds purposes or topics of great specialization, such as "alternative food networks," "environmental justice," "governance hybridity," and "urban governance." These themes have a lesser center and impact, even though they increase the richness and diversity of the study in hybrid governance.

Brown Cluster: Organizational Dynamics and Hybrid Governance Failures

The Brown Cluster encompasses discussions on hybrid governance, knowledge management, competing logic, failure, and governance. This cluster evaluates the assessment about the internal and external challenges that the hybrid organization is facing. For instance, in the case of failed social enterprise as a result of an unbalanced seat between social and commercial logics, Bruneel et al. (2016) have shown that there is a need for a governance model of hybridity to drive the tensions properly. It illustrates that an over-emphasis on social employment logic and a lack of respect for commercial market logic brought the firm down, thereby underlining the challenge for governance models to accommodate these rival demands. Therefore, it illustrates that strong social values of entrepreneurs and stakeholder

reinforcement can exacerbate these tensions if not suitably managed within a governance framework. This case thus provides a counterbalance to oft-optimistic narratives in the social entrepreneurship literature by offering an intriguing critical angle on governance problems that hybrid organizations are susceptible to.

On the other hand, Laihonen approached the challenge of hybrid governance with strategic knowledge management, pointing out the need for an extended theoretical basis coupled with new methods of understanding knowledge creation within hybrid structures. The study focuses on the peculiar challenges stemming from collaboration by different types of organizations, for example, for-profit and non-profit ones, under hybrid governance frameworks. Laihonen argues that potent knowledge management in hybrids requires dialogue interaction between actors and the development of new ways to model and understand these interactions. This perspective underlines the need to pull together different theoretical approaches toward addressing the practical relevance of knowledge management in hybrid governance contexts.

Next, the contribution of Khoirunnisa & Almahendra (2022) investigates how hybrid governance can make the most of reverse knowledge transfer in open innovation settings through product adaptation and formalization mechanisms. The empirical results of their study among franchisees in Indonesia have shown that product adaptation positively influences reverse knowledge transfer, and formalization strengthens this relationship. However, this effect is not moderated by socialization, which might suggest that formal mechanisms are more critical in hybrid governance structures for knowledge transfer. The paper offers some practical guidelines concerning managers/governing institutions related to the flexibility and adaptability of the product management process for knowledge transfer and innovation. Pache et al. (2024) provide a model of hybrid governance integrating protective board structures and relational leadership processes to engage in institutional logic management for the organizations. Anchored in the insights of a longitudinal comparative case study in five work integration social enterprises, their findings present how a protective board structure and relational leadership processes enable avoidance of cognitive and emotional conflicts while supporting attentional engagement. In this respect, the protective board structure ensures the representation of diverse logic, while the relational leadership processes facilitate communication and alignment between board members and senior managers. These findings contribute to research on hybrid organizations, board governance, and organizational attention by underlining the need for integrated governance models to manage plural goals and logic efficiently.

Green Cluster: Economic Theories and Inter-Firm Relationships

Hybrid governance, supply chain management, transaction cost economics, action arena, and agency theory are some major concepts that characterize the Green Cluster. The models under this cluster examine how the hybrid governance structures coordinate inter-firm dependencies and control transaction costs. In 2002, Buvik showed that high vertical coordination in industrial relationships can radically curtail transaction costs. This study finds empirically from a survey of 170 industrial supplier-buyer relationships that high vertical coordination significantly reduces ex-post transaction costs when asset specificity reaches a certain level. This research supports the basic TCA assumption that hybrid

governance arrangements depend on substantial inter-firm dependence and specific asset investments for better performance. Makadok & Coff (2009) then develop a theory predicting the efficiency of hybrid governance forms by considering cross-task synergies in principal-agent models. Their formal model suggests that hybrid forms result from an attempt by principals to motivate cooperation among agents through incentives, ownership, and formal authority. This paper contributes to understanding how a mixture of various governance mechanisms can result in efficient hybrid forms. In that line, Sauv   (2013) defined hybrid governance as an institutional combination that maximizes joint value and minimizes organizational cost, contributing conceptually to the chain and network science literature. He argues that hybrid governance integrates authority structures and coordination architectures that guarantee an optimal strategy/structure interplay for those complex organizational forms. Hence, this view elucidates the diversity and peculiarity of hybrid governance arrangements and provides a theoretical underpinning for further research. Reuer and Devarakonda (2016) add another layer of this inquiry with an analysis of formal governance mechanisms within high-technology alliances. In particular, they look into the functions of steering committees in coping with unexpected contingencies. They demonstrate that, in alliances requiring heavy doses of coordinated adaptation within the biopharmaceutical industry, steering committees are more deployed to guide interactions, respond to volatility, and resolve conflicts by partners. The study illuminates the role of formal governance mechanisms in increasing the adaptive limits that emerge from high-technology collaborative partnerships; Evanschitzky et al. (2016) also contribute to it by examining the opportunistic tendencies associated with franchise relationships. They theorize that relational contracting can both increase and reduce opportunism. Their study has found that entrepreneurial characteristics of the franchisee affect their opportunistic tendencies, and relational contracting increases opportunism because it strongly increases the impact of such characteristics. However, this capability exploitation for the franchisees may be constrained by the institutional rigid contractual frameworks; if dissatisfied, they may even consider an exit from the system. This paper, therefore, shows how relational and formal contracting can offset each other to manage the opportunism within a franchise relationship.

Purple Cluster: Governance Challenges and Environmental Justice

Specific themes discussed in the Purple Cluster include environmental justice, governance, legitimacy, limited statehood, and Myanmar. Elsner argues that 2004 necessitates collective action and new institutional coordination against global deregulation and technological issues. His study proposes that sustainable innovation requires effective collective action competence and new forms of institutional coordination that enhance collective learning with emergent governance. This view reveals the potential of hybrid governance in handling the complexities and uncertainties of the "new" economy. Similarly, Viana et al. 2016, assess the hybrid governance arrangements in the Brazilian Amazon, demonstrating how elites can locally use arrangements to further their interests at the expense of smaller stakeholders. Their case study shows how the local landowning elites from Paragominas succeeded in mobilizing hybrid governance to reach certain ends set by federal policies but changed their course and gave the impulse to legalise large-scale agriculture, failing to prevent or

overcome the marginalization of smallholders within this process.

Meanwhile, South, in 2018, considers the political legitimacy of actors in the conflict-affected areas of Myanmar, describing the role and possible potential for hybrid governance arrangements in managing state and non-state actors' multiplicity. It reports that external actors in these settings desire to "think and work politically," hence using more conflict-sensitive approaches, including recognition of governance structures and service delivery functions that ethnic armed organizations have put in place. This paper highlights that learning about local governance structures is necessary for enhancing state-building effectiveness. Others, Toxopeus et al. (2020), investigate the influence of hybrid governance on justice outcomes within urban nature-based solutions and propose transparent decision-making and public control. Their analysis of the empirical material obtained from the urban NBS cases indicates that hybrid governance can lead to either improvement or deterioration in distributional, procedural, and recognition justice—contingent upon choices made in governance. They further propose some policy implications, immediate rectification strategies, and transparent decision-making within the cost-benefit distribution for enhanced justice outcomes and protection of public control, as well as an integration of scientific expertise through bottom-up consultation. Miller et al. (2020) considered transboundary environmental commons in Southeast Asia, covering power relations associated with hybrid governance structures. They define the hybrid governance form in transboundary commons as collaborative partnerships among state, private-sector, and societal institutions through whom common property is continuously remade in dynamic and networked processes. Using this case study, the paper shows the need to recognize power dynamics and the contributory role of hybrid governance in tackling transboundary environmental challenges.

Red Cluster: Security and Local Governance in Conflict Zones

The Cluster focuses on areas of hybrid governance, such as civil war, community policing, cross-border trade, and disaster risk reduction. Meagher (2012) calls for a comparative approach to hybrid governance in the security system of States within Africa. That study distinguishes between what is observed as constructive non-state order and what is observed as corrosive forms. The study placed sharply contrasting cases: RCD-ML case in the eastern part of DR Congo and the vigilante group Bakassi Boys of eastern Nigeria. Meagher further extends this to the developmental promise and negative impact of clandestine economies in Africa. The study indicates that favorable views on clandestine trading activities are better driven by their compatibility with liberal reform agendas than their positive contribution toward local development. The study postulates new discourses of hybrid governance and state-building that frame violent and socially disruptive cross-border trading complexes, washing over the negative implications for local security and development. Others argue about informal cross-border trade in Uganda, putting forth issues about hybrid regulation systems' legitimacy and power configurations. The authors find that illegality or legality in these systems is beside the point; instead, perceptions of legitimacy and power Commissioners of the actors involved dictate their functioning. They additionally contend that hybrid governance arrangements in cross-border trade are premised around the power of strategic groups and their ability to bargain as well as sustain regulatory systems.

Moreover, Reyntjens (2016) advocates for integrating legal pluralism and hybrid governance

research when addressing interactions between state and non-state norms. Noting that the two lines of research can learn from each other and be mutually reinforcing, this study argues this is only possible when scholars integrate findings and methods from both perspectives. This can advance the comprehension of, at times quite complex, dynamics between official and unofficial norms within the hybrid governance context. The work by Colona & Jaffe (2016) on security provision within urban contexts by non-state actors articulates the blurred lines among several governance actors. Drawing on case studies of Kingston, Jamaica, and Nairobi, Kenya, it is discerned that hybrid governance arrangements include mutual entanglement by state and non-state actors within the delivery of security. They, therefore, argue that the approach to hybridity adds value by highlighting the interconnection and interdependence of these actors in governance processes. Conversely, Rolandsen (2019) investigates marketplaces in the Sudan-South Sudan borderlands, showing how hybrid security governance rests on negotiated security guarantee arrangements. His study of the Amieth market in Abyei shows that the impact of border markets depends on the context of hybrid security governance, within which heterogeneous groups bargain over guarantees for security. This study holds that understanding the context should be inherent to any external aid to borderland markets so that such aid furthers peace-building instead of reinforcing violent conflict actors. Specifically, these studies underline the contested nature of hybrid forms of governance in conflict and post-conflict contexts and emphasize the importance of understanding how power dynamics, legitimacy, and state and non-state actors come together to deliver security and governance.

Orange Cluster: Alternative Food Networks and Institutional Interactions

The Orange Cluster includes alternative food networks, hybrid governance, institutions, egalitarian cities, and governance hybridity. Manganelli & Moulaert (2018) apply hybrid governance to analyze the GASAP network in Brussels, identifying key governance tensions that drive self-organization and development. Their study shows that organizational, resource, and institutional tensions play a critical role in the evolution of AFNs, highlighting the importance of understanding these tensions to support the growth and sustainability of such networks. On the other side, Manganelli et al. (2020) further refine the concept of hybrid governance to address governance dynamics in alternative food networks, drawing on institutional theory. They redefine hybrid governance as a dialectical nexus of four basic forms of governance (solidarity-based, networked, hierarchical, market-stirred) that reproduce governance tensions. Their theoretical framework provides a comprehensive understanding of the complexity of AFNs' governance and offers insights into how these networks can manage and resolve governance challenges.

Meanwhile, Letelier et al. (2021) use the hybrid governance framework to analyze small-scale viticulture organizations in Chile, highlighting the socio-environmental governance tensions. Their study shows that the territorial strategies of AFNs shape governance tensions in three dimensions: geographic space, environmental resources, and human relations. They propose a conceptual framework to understand the relationship between scalar dynamics and the socio-environmental core values, strategic objectives, and societal missions of AFNs. Moreover, Paidakaki et al. (2022) investigate post-Katrina New Orleans, examining how social capital can be transformed into institutional capital to guide housing redevelopment

toward an egalitarian city. Their study examines the role of social resilience cells and their partners in activating social capital and shaping new governance hybridities. They find that governance-improving fermentations were mostly driven by pro-equity social resilience cells. Still, the pro-profit political economy paradigm's dominance limited these hybridities' potential to achieve egalitarian socio-spatial effects. These studies showcase the utility of hybrid governance in addressing complex socio-political and environmental challenges in various institutional settings. They highlight the importance of understanding governance tensions, institutional interactions, and the role of social capital in shaping and sustaining alternative food networks and other community-based initiatives.

Blue Cluster: Corporate Social Responsibility and Market Integration

On the other hand, the Blue Cluster includes corporate social responsibility, governance, hybrid governance, hybridity, and Latin America. Bloom refers to the role of NGOs in hybrid governance arrangements, arguing that such roles of market facilitation damage their legitimacy. A study of NGOs working to integrate smallholder farmers into supermarket supply chains in Honduras reveals a situation in which a lack of transparency in the supply chains and commercial and aid-oriented goals at stake pose threats to the organizational legitimacy of NGOs. This article is an acceptable document on the challenge of embedding philanthropic activities in market-based systems and how this may negatively affect NGOs' potential for articulating civil society effectively. Ponte & Daughbjerg, 2015, proceed to examine the articulation of public and private governance of the EU biofuel sustainability directive, where the two sectors are claimed to be interdependent. They report that while the EU relies on a privately run system for compliance and verification, private certification schemes depend on the incentives put in place by the directive. This study evidences the complexity and interdependence of the hybrid governance systems for biofuel sustainability, emphasizing the need to take a coordinated approach to manage these interactions effectively. In addition, Glin et al. (2015) discuss hybrid governance within organic cocoa networks in Ghana and very strongly estimate the state's role despite globalization. Their study shows how state, transnational, and national NGO networks' hybrid governance configurations could be a means to transform state-business-civil society relations and create organic cocoa networks. The next paper witnesses how hybrid governance improves sustainability and market integration in agro-food networks. Next, Symons 2016 explains the civil societal contestation against the gas processing plant in Mozambique based on how hybrid governance works within extractive industries. The study shows that companies' behavior can be influenced by civil society organisations, and also by communities to secure benefits. Still, it is hard to balance rights-based principles against the commercial priorities of businesses. This research provides insights into the governance challenges and opportunities in extractive industries, bringing out the hybrid governance role of mediating these dynamics. Vince & Haward (2017, 2019) address the development and challenges of third-party certification as a specific pathway for fisheries and aquaculture that highlights trust and social license to operate. The same authors, focusing on the Aquaculture Stewardship Council in Tasmania, Australia, underline how third-party certification has been used to affiliate state, market, and community actors together in hybrid forms of governance. They state that market and consumer engagement challenges traditional governance practices and poses main questions about the state's role in sustainable aquaculture. Next, an example

is what Johnson (2022) talks about as shifts at play within the standards of RSPO in Ecuador's palm oil industry, which find manifestation through changes in the structure of governance and power dynamics. The study shows RSPO standard-setting has involved the technicalization of community-company relations, hybridization of governance coalitions, and regionalization of governance efforts. This research underlines the transformative potential of hybrid governance for social and environmental change in the palm oil sector.

Another example is research by Chen et al. (2024) about welfare standards in the chicken meat production process in Australia and the UK that illuminate the different dimensions implied by hybrid governance. Their paper traces the development and implications of private welfare standards in these two jurisdictions and shows how this hybrid governance arrangement shapes animal welfare practices. Regarding the same aspect, they contemplate the likelihood that such hybrid governance would facilitate flexible and diverse answers to devolution. Still, they may also provoke challenges connected with public participation and the threat of capture by vested interests. These studies, taken together, manifest the multi-nature of hybrid governance in corporate social responsibility and market-based regulatory frameworks. They bring out dualities in hybrid governance arrangements with respect to enhancing sustainability, market integration, and the social license to operate but also bring along a host of problems related to legitimacy, power dynamics, and stakeholder issues.

4. Conclusion

The current study traces hybrid governance's evolution and increasing importance from 1995 to 2024. It further outlines its versatility across sectors and regions concerning how it combines public administration, market-based approaches, and social accountability. Though the literature underlines hybrid governance's dynamic nature and broad applicability, it also unearths several limitations. First, the case studies and sector-specific analysis narrow the broader applicability of the insights. Attention to Western contexts opens up lapses in understanding hybrid governance as it is applied in different parts of the global South. An over-reliance on bibliometric and content analysis may further mask subtle insights that qualitative methods would have availed. Because technological changes and governance practices go hand in hand, the literature may not reflect the most updated trends. The limitation then needs future research in several key areas: Comparative studies seeking universal principles adaptations by looking at hybrid governance arrangements across contexts; Longitudinal analysis following changes in models of hybrid governance over time, understanding their evolution and sustainability; embedding qualitative methods, ethnographic studies, case studies, and in-depth interviews to capture nuanced insights and stakeholder experiences. Further, it is necessary to engage in research about developing countries with low state capacity and socio-economic inequalities. The impact of novel technologies like blockchain and AI on governance arrangements through the hybrid model has to be seen. Adopting an interdisciplinary approach by taking and applying perspectives from public administration, economics, sociology, political science, and environmental studies will serve as the whole of a holistic understanding of hybrid governance. In-depth reviews concerning the economic, social, and environment-based outcomes from hybrid

governance setups are needed, with the derivation of evidence-based policy implications to aid policymakers in the design of effective models of hybrid governance.

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