

## Abstract

Marshall & Rossman (2016) suggest that the curiosity that inspires research often comes from observations of the real world. The 5<sup>th</sup> largest sector in the Indian economy is healthcare. Despite the advances made in the sector the bed density in India is 0.67 per 1000 people, which is well below the global average of 2.6 and the WHO benchmark of 3.5 (McKinsey & Company, 2012). This implies that there is a lack of infrastructure in the healthcare market. This should imply that hospitals in India have enough patients to survive. However, this is not observed in the case of Christian mission hospitals. In the past decade these mission hospitals have been shutting down. This is a paradox that seems interesting. In order to explain this paradox I use the lens of institutional logics.

Literature on institutional logics suggests that organizations adhere to logics to gain access to resources. If the logic does not provide resources organizations may substitute the logic. However, I argue that certain logics are core to the organization and these will not be substituted. In order to gain access to resources an organization may adhere to a combination of logics. This raises the question which combinations work? Additionally, combining multiple logics may also lead to tensions within the organization because the goals of the logics may be conflicting. Therefore, it is important to also understand how organizations deal with multiple logics.

In this study I use a multiple case study method to answer these questions. I find that Christian mission hospitals do not get resources by adhering to the logic of religion. However, they adhere to this logic since it is central to their identity. I also observe that adhering to the logic of market helps the organization gain economic sustainability. However, adhering to the logic of market does cause tensions within the organization. The organizational structure and governance structure can be used to mitigate these tensions.

I also observe that organizations use multiple response strategies such as translation, blending, selective coupling simultaneously to deal with conflicting logics. This study has importance not only for literature but also for practice; specifically, for social enterprises.