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The Evolution of Institution in Institutional Maintenance

Shunsuke Furuta

Waseda University

Yunjeong Kim

Hokkai-Gakuen University

Otsuki Hiroshi

Waseda University

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Title:

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Summary:

This study examined why existing institutions persist despite the introduction and spread of new institutions and practices from the perspective of new institutional theory. Prior institutional maintenance research argued that resistance by organizations is important for existing institutions to persist. However, studies of institutional maintenance assume the heterogeneity of the field, and thus do not sufficiently explain micro-level interactions and institutional maintenance from the perspective of resistance alone. Therefore, we examined one genre of the Japanese film industry, the "special effects film genre," as a case study. This phenomenon is presented as 'the evolution of institution'. As a result, it presented a new theoretical perspective that existing institutions can expand their influence by incorporating new institutions.

Primary Track:

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Secondary Track:

Organisational Studies

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1.introduction

The purpose of this study is to present a non-traditional perspective on the study of institutional maintenance. Since 2010, the study of institutional maintenance has been the focus of attention in neo-institutional theory. The reason for this attention to institutional maintenance is due to the continued existence of existing institutions as an organizational phenomenon. It is usually assumed in institutional change research that existing institutions will decline as new practices and institutions emerge. This is because the emergence of new institutions and practices makes common understanding in the organizational field more difficult. As common understanding becomes more difficult, the influence of the dominant institution weakens, and the organization becomes more active based on the new practices and institutions. As a result, the institutions in the organizational field change significantly.

However, even in the face of the emergence and spread of new institutions, existing institutions continue to exist rather than decline. Taking organizational structure as an example, bureaucratic organizations are still the organizational structure adopted by many organizations, even in the face of the emergence of new organizational forms such as network organizations. In the case of game content, "Pokémon" continues to be a popular game content even amidst the emergence of various other game content. Thus, even as new practices and institutions emerge and spread, existing institutions remain dominant. Institutional maintenance is a concept that focuses on this phenomenon. Prior research has focused only on how organizations resist new institutions and practices and has not adequately explained why existing institutions are maintained. Institutional maintenance is a concept that emphasizes a micro-level perspective and is theoretically based on the interaction between organizations that support new institutions and those that resist new institutions. Therefore, it can be pointed out that organizational resistance alone does not theoretically explain micro-level interactions.

2.literature review

The new institutionalist organizational theory can trace its origins to Meyer and Rowan (1977) and DiMaggio and Powell (1983). What they have in common is the relationship between organizations and institutions under a stable institutional environment. Because the institutional environment is stable, organizations become similar. However, since the introduction of "agency and interest" by DiMaggio (1988) into neo-institutionalist organizational theory, organizations have come to be seen as factors that change institutions, not necessarily as entities that follow the institutions. Oliver (1992) identifies organizations as factors that cause institutional change and that act as social pressures.

The emergence of different groups and practices makes common understanding among organizations in an organizational field difficult (Oliver, 1992; Vaccaro and Palazzo, 2015). For example, Greenwood and Suddaby (2006) found that the internationalization of client firms led five large Canadian accounting firms to expand their business type from traditional accounting services to consulting services related to mergers and acquisitions. This case is studied from the concept of institutional entrepreneurship and may be an example of how the traditional institution has changed significantly.

Unlike institutional isomorphism, the study of institutional change is based on the theoretical assumption of social instability against a background of heterogeneity. Social instability refers to the fact that the emergence of new practices (social pressures) makes it difficult for organizations in the same organizational field to share a common understanding of institutionalized practices (institutions). As research has progressed, the definition of the organizational field has also changed: according to Hoffman (1999), an organizational field 'is not formed around common technologies or common industries, but around issues that bring together various field constituents with disparate purposes' (Hoffman, 1999: 352). While the organizational field exists as a given, it is not stable. Rather, actors with different purposes and identities belong to the organizational field simultaneously. Therefore, the emphasis is on bottom-up perspectives such as micro-foundation and institutional work, rather than institutional change being encouraged by heroes such as institutional entrepreneurs.

In response to the study of institutional change, institutional theory researchers are increasingly interested in understanding how incumbent field members respond to the introduction and diffusion of new institutions. Institutions are "more or less taken-for-granted repetitive social behavior that is underpinned by normative institutions and cognitive understandings that give meaning to social exchange" (Greenwood, Oliver, Sahlin and Suddaby, 2008: 4–5). Institutions are therefore malleable yet firm, somewhat illusory yet recognizable, and fleeting as well as permanent. On an everyday basis, they are maintained through social interaction. It can also be pointed out that incumbent field members may resist the emergence and diffusion of new institutions, since the emergence and diffusion of new institutions may not always be beneficial to incumbent field members. This is because the emergence and diffusion of new institutions may not necessarily lead to benefits for incumbent field members. When new practices emerge, incumbent field members must disrupt their own routines and structures. Thus, in order to understand institutional stability and change, it is necessary not only to focus on change, but also to make an effort to understand institutional maintenance.

Institutional maintenance is defined as "supporting, repairing, and recreating" of

existing institutions by organizations (Lawrence and Suddaby, 2006). Maintaining existing institutions is essential for the stability and coherence of long-lasting semantic institutions and social structures. Although the study of institutional maintenance has only been in full swing since 2010, maintaining existing institutions has been noted since the early studies of institutional transformation. Several studies have pointed out that in a major institutional transformation process, incumbent field members may resist new institutions (Hoffman, 1999; Greenwood and Suddaby, 2006; Zietsma and Lawrence, 2010). While these studies focused on the macro level of institutional change, recent studies, including those on institutional maintenance, have focused on the micro level. Research focusing on the micro level emphasizes the interaction between those who support the new institution and those who resist it.

Much of the research on institutional maintenance has been concerned with the role played by actors in maintaining existing institutions; Dacin, Munir and Tracy (2010), through a qualitative study of formal dinners at the University of Cambridge, found that the role of They found that the role of ritual More research on the role of institutional maintenance has been conducted in recent years, and more research has been conducted on the role of incumbent field members' resistance to the emergence and spread of new institutions. Resistance refers to strategies and actions that are seen as opposition to institutional pressures that lead to institutional isomorphism and obedience. If the focus is on institutional maintenance, incumbent field members could be seen as a means of preventing the legitimization of new institutions. Many prior studies have found that incumbent field members explicitly demonstrate resistance to new institutions. For example, they have used confrontational rhetoric (Suddaby and Greenwood, 2005), boundary setting (Zietsma and Lawrence, 2010), negative behaviors such as downgrading assessments (Lawrence, Suddaby and Leca, 2011), social movements (Kern, Laguecir, & Leca, 2018). These explicitly refer to incumbent field members' resistance to the introduction and spread of new institutions. However, recent research is revealing incumbent field members who implicitly resist the introduction and diffusion of new institutions (Edman and Arora-Jonsson, 2022). Research on implicit resistance, also defined as "quiet resistance," discusses how incumbent field members can reduce the visibility of challengers or obscure their evaluations (Thurre, Gale and Staerkè, 2020). One strategy is that incumbent field members may avoid the possibility of mentioning challengers or new institutions. Without reference to the new institution, the institution and its challengers have difficulty gaining legitimacy. Thus, incumbent field members have explicitly and implicitly resisted the emergence and spread of new institutions.

But incumbent field members are not necessarily resistant to new institutions. Rather,

previous studies have shown that in the organizational field, existing institutions do not replace new institutions, but coexist with them. Therefore, incumbent field members' resistance alone may not be sufficient to maintain institutions. Once again, it is necessary to examine how existing institutions are maintained as a result of the interaction between incumbent field members and challengers, based on the assumption that existing institutions and new institutions coexist. To preempt the conclusion, this study examines a case in which incumbent field members are expanding their power while incorporating challengers. More theoretically, existing institutions are maintained by expanding their influence while incorporating new institutions.

3.case overview

This study relies on the above theoretical framework and conducts qualitative research using historical organizational research. The reason for using historical organizational research is that by analyzing history, we can identify organizational events related to the formation, transformation, and maintenance of institutions (Maclean, Harvey, Sillince and Golant,2014;2018; Maclean, Clegg, Suddaby and Harvey,2020,p.154). Institutional maintenance in this study is a historical event. Therefore, the use of historical organizational research can contribute to the understanding of the institutional maintenance phenomenon.

And as a case study, this study focuses on the special effects film genre, which is one of the Japanese film industries. In the Japanese film industry, the special effects film genre is one of the film genres along with fantasy films, family films, and science fiction films. The term "special effects film" refers to visual expression techniques that make full use of miniature work, stuffed animals, piano wire suspension, gunpowder, and other techniques. Various special effects films in Japan have been produced, including the "Godzilla" series and "Ultraman. These films are characterized by cinematography centered on costumed characters and miniatures. After "Godzilla" became a big hit in Japan in 1954, Toho, Daiei, and other film companies began to focus their efforts on suit construction, which greatly attracted tokusatsu fans. The number of tokusatsu fans was growing rapidly. However, the rise of computer graphics has fundamentally changed the visual field. Much of the craftsmanship, such as filming techniques, was converted to digital, with characters and other elements being generated by computers. A reversal occurred, as CG, which at first was "gorgeous images costing huge sums of money," became less expensive than traditional special effects dealing with miniatures and suits. If we follow the previous studies of institutional maintenance, organizations positioned in the special effects film genre would resist CG technology and shoot films based on

miniatures and suits. However, tokusatsu film production companies such as Toho, Daiei, and Kadokawa will fundamentally reconsider their expression techniques, such as suit construction techniques and cinematography techniques, which have been accumulated over the past 62 years. With the fusion of special effects and CG in mind, they are using CG technology to project a CG Godzilla on a real background, while realizing traditional special effects filming techniques that used miniatures and suits (Nakagawa, 2019). In addition, while using a technique called "hybrid VFX," which skillfully synthesizes CG with miniature sets and explosions using real gunpowder, they are shooting movies. Such cases are phenomena that cannot be captured only by the aspect of resistance to organizations described in previous studies, and are discoveries that lead to the construction of a new theory in which existing institutions expand their influence by incorporating new institutions. This phenomenon is presented as 'the evolution of institution'.

4.conclusion

This study examined why existing institutions persist despite the introduction and spread of new institutions and practices from the perspective of new institutional theory. Prior institutional maintenance research argued that resistance by organizations is important for existing institutions to persist. However, studies of institutional maintenance assume the heterogeneity of the field, and thus do not sufficiently explain micro-level interactions and institutional maintenance from the perspective of resistance alone. Therefore, we examined one genre of the Japanese film industry, the "special effects film genre," as a case study. As a result, it presented a new theoretical perspective that existing institutions can expand their influence by incorporating new institutions. When the environment becomes unstable, the influence of existing institutions may increase. Since this phenomenon cannot be explained by previous studies on institutional maintenance, this research result is a significant theoretical contribution. This study presented this phenomenon as 'the evolution of institutions'. As a future research topic, it will be necessary to examine the relationship between the mechanism of institutional maintenance and 'variation-selection-retention', which has been formulated as an evolutionary theory.

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