

Knowledge Transfer in Hybrid Organizations: A Case Study of Smart Energy Community (SEC)

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Abstract: This paper presents a case study on knowledge transfer within hybrid organizations, specifically focusing on a Smart Energy Community (SEC) located in the Italian internal areas. Hybrid organizations, characterized by their blend of for-profit and non-profit motives, play a crucial role in addressing societal challenges while maintaining economic viability. Knowledge transfer, an essential aspect of knowledge management, becomes particularly significant within such organizations, as they navigate the complex terrain of innovation, collaboration, and sustainability. By examining the knowledge transfer practices within the SEC, this study aims to uncover valuable insights into the challenges, strategies, and outcomes of knowledge transfer in hybrid organizations. The findings contribute to the understanding of knowledge management in hybrid contexts and provide practical implications for organizations seeking to facilitate effective knowledge transfer. These insights result in the attempt to build up a replicable and transferable knowledge transfer model.

Keywords: Knowledge management, Knowledge transfer, Hybrid organizations, Smart Energy Community

1. Introduction

In recent years, the emergence of hybrid organizations has reshaped the business landscape. These entities, operating at the intersection of profit-driven goals and societal impact, face distinctive challenges related to Knowledge Management (KM hereafter). This contribution focuses on knowledge transfer in the context of an Italian Smart Energy Community, which represents a prime example of a hybrid organization and by adopting a qualitative research approach aims to shed light on the intricacies of knowledge transfer within this unique setting.

Hybrid organizations are increasingly recognized for their ability to leverage market mechanisms while addressing societal challenges. The Smart Energy Community (SEC hereafter) is an exemplary hybrid organization that aims to revolutionize the energy sector through sustainable practices and collaborative initiatives. Within such organizations, effective knowledge transfer plays a pivotal role in harnessing expertise, fostering innovation, and promoting long-term sustainability (Vakkuri et al., 2021; Grossi et al., 2022). This paper aims to explore the knowledge transfer dynamics within the SEC, identifying the challenges faced and strategies employed to facilitate knowledge sharing and collaboration.

Hybrid organizations, also known as hybrid ventures or social enterprises, have gained significant attention in recent years due to their unique organizational structure and dual objectives of generating social and economic value (Moore, 1995; Ziruolo, 2016). These organizations combine elements of both for-profit businesses and nonprofit organizations, aiming to address social or environmental challenges while remaining financially sustainable (Kondra & Hinings, 1998; Doherty et al., 2014; Mair et al., 2015). As hybrid organizations operate in complex and dynamic environments, the transfer of knowledge becomes a critical factor for their success (Jongbloed, 2015; Tangaraja et al., 2016). Simultaneously, KM plays a vital role in organizations by harnessing the power of knowledge to enhance innovation, improve decision-making, and foster continuous learning (Maurer et al., 2011; Bacon et al., 2019). By adopting appropriate theoretical perspectives, frameworks, and strategies, organizations can effectively leverage their knowledge assets and create a sustainable competitive advantage in today's dynamic and knowledge-intensive business landscape (Mazloomi Khamseh et al., 2008; Martins et al., 2019).

According to these premises, the present case study is based on the experience of the Smart Energy Community which arose in the first months of 2022 in the "Sub-Equana Valley", a highly depopulated Italian internal area which through the present project aims to increase the attractiveness and resilience of the entire territory. The SEC of the "Sub-Equana Valley" could be considered a hybrid organization because it involves members of the community in the generation, distribution, and consumption of clean energy (Barroco et al., 2021; Ceglia et al., 2022). In particular, hybridity is related to the continuous involvement of subjects and entities of third, public,

and private sectors which, starting from the embryonic stages, imagine and collectively build new models of consumption and active participation (Savelli & Morstyn, 2021). When all the solar panels are fully operational, the SEC will earn 10,000 euros per year, and for the next 20 years the members will be able to lower the bills of the participants or to invest in social projects and public interventions. The goal is to reach 300 kilowatts of photovoltaic panels by leveraging the funds of the "Piano Nazionale di Ripresa e Resilienza" (PNRR). Thus, when fully operational, with a 300 kilowatts yearly production, it will be possible to earn as much as 50,000 euros in incentives per year for the next twenty years.

As regards the methodology adopted in the present case study, it involves a qualitative approach. Data collection techniques include interviews with key stakeholders, document analysis, and observation of knowledge transfer practices within the SEC. The qualitative data is analyzed using thematic analysis to identify recurring patterns and themes related to knowledge transfer.

The novelty introduced by this contribution corresponds with the desire to fill the gap in the KM in hybrid organizations international literature, through the analysis of practical experiences capable of providing a clear representation of the knowledge transfer processes that influence the effectiveness of environmental initiatives.

Thus, the research questions underlying the present investigation are the following:

RQ1. How does knowledge transfer occur within hybrid organizations in the context of a Smart Energy Community?

RQ2. What factors influence the effectiveness of knowledge transfer in hybrid organizations operating in the Smart Energy community?

The relative answers, reported in Section 4 of the present work, could inform academics and practitioners about the state of the art of this KM case study, which is also discussed in Section 5 to trace the trajectories and establish a future agenda within this line of research. Sections 2 and Section 3 describe respectively the theoretical background and the methodologies used.

2. Theoretical Background

This section provides a theoretical foundation for understanding knowledge transfer in hybrid organizations (Billis, 2010; Doherty et al., 2014). It examines relevant concepts such as knowledge management, knowledge transfer processes, and the unique characteristics of hybrid organizations, by providing a comprehensive understanding of hybrid organizations, their definition, and the key characteristics that distinguish them from other organizational forms (Nonaka & Takeuchi, 1995; Nonaka et al., 1996; Mårtensson, 2010). Additionally, it highlights the role of knowledge transfer in fostering innovation and sustainability (Mazloomi Khamseh et al., 2008; Jongbloed, 2015; Tangaraja et al., 2016; Martins et al., 2019).

Hybrid organizations have emerged as a novel and intriguing form of organizational structure in recent years. They represent a departure from traditional organizational classifications, blending elements from both for-profit and nonprofit sectors to create a unique hybrid model (Vakkuri et al., 2021; Grossi et al., 2022). Hybrid organizations are characterized by their dual mission, which combines social or environmental objectives with the pursuit of economic sustainability. Unlike purely for-profit organizations that focus solely on generating profits for shareholders or nonprofit organizations that prioritize social or environmental impact, hybrid organizations aim to achieve a balance between the two. These organizations often strive to generate revenue through their activities, while also addressing social or environmental issues and making a positive impact on society (Vakkuri & Johanson, 2020).

In recent decades international literature promoted several theoretical perspectives, by providing insights into the emergence and functioning of hybrid organizations. One prominent perspective is Institutional Theory, which suggests that hybrid organizations arise as a response to external pressures and expectations (Doherty et al., 2014; Mair et al., 2015). They navigate the institutional environment by adopting elements from both sectors to gain legitimacy and access to resources (Moore, 1995; Ziruolo, 2016). Institutional theory also emphasizes the role of isomorphism, where organizations imitate established practices to conform to institutional norms (Kondra & Hinings; 1998).

Another theoretical lens is the Resource Dependence Theory, which emphasizes the importance of resource acquisition and dependence (Hillman et al., 2009). Hybrid organizations often face resource constraints due to their dual mission, requiring them to leverage resources from both sectors and this theory highlights the

strategic choices that hybrid organizations make to secure financial resources, partnerships, and support from diverse stakeholders (Emmert & Crow; 1998)

Thirdly, the Social Entrepreneurship Perspective emphasizes the role of hybrid organizations in addressing complex social problems through entrepreneurial activities (Ferreira et al., 2017). It highlights the innovative and entrepreneurial approaches adopted by these organizations to achieve their dual objectives, combining market-oriented strategies with social or environmental goals (Doherty et al., 2014). The following Table 1 encompasses these and other characteristics of hybrid organizations.

Table 1. Hybrid Organizations key Elements (adaptation by the authors)

Key elements	Features
Dual mission and values	Hybrid organizations have a distinctive feature of pursuing both social or environmental goals and financial sustainability. They articulate a clear mission and value proposition that encompasses the social or environmental impact they seek to create, along with their economic objectives.
Blended governance structures	Hybrid organizations often adopt governance structures that incorporate elements from both for-profit and nonprofit models. They may have a board of directors responsible for strategic decision-making, but also involve stakeholders representing the social or environmental causes they champion.
Revenue generation and resource diversification	Unlike traditional nonprofits relying heavily on donations and grants, hybrid organizations aim to generate revenue through various means. They may adopt a mix of market-oriented activities, such as product sales or fee-based services, alongside seeking philanthropic support or grants. This diversification of resources enables them to achieve financial sustainability while pursuing their social or environmental objectives.
Impact measurement and accountability	Hybrid organizations recognize the importance of measuring and demonstrating their impact on both social or environmental outcomes and financial performance. They often employ hybrid performance metrics that capture the dual bottom line, assessing their success in terms of social, environmental, and economic indicators.
Stakeholder engagement and collaboration	Hybrid organizations actively engage with a diverse range of stakeholders, including individuals, communities, businesses, government entities, and nonprofits. Collaboration and partnerships are crucial for hybrid organizations to leverage resources, expertise, and networks to address complex societal challenges effectively.

According to these hybridity premises, knowledge has become one of the most relevant intangible assets for economic and non-economic entities in order to achieve long-term advantage in the current high-turbulent competitive environment (Nevis et al, 1995; Hicks et al, 2007). Hence, point the following basis of KM have been considered as a starting point by part of international literature.

KM has emerged as a crucial field in modern organizations, recognizing the value of knowledge as a strategic asset for achieving competitive advantage and organizational success (Berardi et al., 2022). With the rapid pace of technological advancements, globalization, and increasing complexity of business environments, organizations are constantly faced with the challenge of effectively managing their knowledge resources to support decision-making, innovation, and overall performance. Knowledge can be broadly defined as a combination of information, experience, insights, and expertise that is valuable to an organization and its members (Chow et al, 2000; Zahra and George, 2002). It encompasses both explicit knowledge, which is codified and can be easily articulated and documented, and tacit knowledge, which resides in individuals' minds and is challenging to capture and share. In this light, KM aims to facilitate the creation, acquisition, organization, sharing, and utilization of knowledge to enhance organizational learning, problem-solving, and decision-making processes (Scarbrough et al., 1999)

Several theoretical perspectives and frameworks have been proposed to understand and guide KM initiatives within organizations. One prominent framework is the Nonaka and Takeuchi's SECI Model, which emphasizes the socialization, externalization, combination, and internalization processes involved in the creation and transfer of knowledge (Nonaka & Takeuchi, 1995; Nonaka et al., 1996). This model recognizes the dynamic nature of knowledge, highlighting the importance of interactions, dialogue, and collaboration among individuals and teams to facilitate knowledge creation and sharing.

Another influential perspective is the Knowledge-Based View (KBV) of the firm, which posits that knowledge assets and capabilities are critical determinants of a firm's competitive advantage and long-term success (Felin

& Hesterly, 2007). According to KBV, organizations need to actively manage their knowledge resources by investing in knowledge creation, acquisition, and retention, as well as establishing effective mechanisms for knowledge sharing and utilization. This perspective underscores the role of organizational culture, leadership, and infrastructure in fostering a knowledge-friendly environment that supports learning and innovation (Grant, 2013; Jongbloed, 2015).

Finally, we *land* to the *trait d'union* that merges the previous wide and complex research strands, Knowledge Transfer in Hybrid Organizations, looking for answers to RQ1. Knowledge Transfer refers to the process of sharing and disseminating knowledge from one individual or group to another (Mazloomi Khamseh et al., 2008; Martins et al., 2019). It involves the transmission, adoption, and application of knowledge within an organization, across organizational boundaries, or between organizations (Jongbloed, 2015; Tangaraja et al., 2016). Knowledge transfer is vital for hybrid organizations as it enables them to leverage internal and external knowledge resources, improve performance, enhance innovation, and fulfil their social mission effectively (Maurer et al., 2011; Bacon et al., 2019). Hybrid organizations face unique knowledge transfer challenges due to their dual nature. On one hand, they need to transfer knowledge related to traditional business practices, such as marketing, finance, and operations, to ensure their financial viability. On the other hand, they must also transfer knowledge related to their social or environmental mission, including best practices for addressing social issues, community engagement strategies, and impact measurement techniques. Balancing these two dimensions of knowledge transfer is crucial for hybrid organizations to achieve their hybrid goals (Jongbloed, 2015; Berardi et al., 2022).

3. Methods

The research methodology adopted for this case study involves a qualitative approach. The research employed a qualitative case study design to explore the phenomenon of knowledge transfer in hybrid organizations, focusing on the context of a Smart Energy Community. A case study approach was chosen to gain an in-depth understanding of the processes and dynamics involved in knowledge transfer within this specific organizational setting. After careful consideration, a specific SEC was identified as the primary case for this study. The community was chosen for its innovative and collaborative approach to sustainable energy practices, which provided a rich context for investigating knowledge transfer processes, especially due to its embryonic states. The reference literature included contributions published in the period 1997-2022, excluding duplicates and conference proceedings (Christofi et al., 2021).

Firstly, the data collection process involved the collection of primary and secondary data, in the period between January and May of this year. These methods were chosen to capture multiple perspectives and sources of information related to knowledge transfer within the SEC (Tellis, 1997; Merriam, 1998). Data collection techniques include interviews with key stakeholders, document analysis, and observation of knowledge transfer practices within the SEC. The interviews were carried out in 2 rounds in the period between January and May 2023, by interviewing twenty pivotal members of the SEC. Structured and Semi-structured interviews were conducted with key stakeholders involved in the smart energy community, including community leaders, employees, and external partners (Secinaro et al., 2021). The interviews focused on understanding their experiences, perceptions, and practices related to knowledge transfer within the organization. Afterwards, participant observation was employed to gain insights into the daily operations and interactions within the SEC. The researchers spent considerable time within the community, attending meetings, workshops, and other events, while taking field notes and recording observations. Then, several documents, such as reports, project plans, and internal communication materials, were analyzed to complement the interview and observation data (Seale et al., 2003). These documents provided additional context and background information related to knowledge transfer processes and strategies.

Secondly, the collected data underwent a rigorous process of analysis to identify key themes and patterns related to knowledge transfer in the SEC. The interview transcripts, field notes, and documents were systematically coded using qualitative data analysis software (NVivo) (Jackson & Bazeley, 2019). The codes were then organized into broader themes and sub-themes that captured the main ideas and patterns within the data (Gioia et al., 2013). The themes were constantly reviewed and refined to ensure their coherence and relevance to the research objectives. Finally, the themes were interpreted and synthesized to generate a comprehensive understanding of Knowledge Transfer processes in the Smart Energy Community. Connections and relationships between the themes were identified, and theoretical frameworks and models were used to support the analysis (Mazloomi Khamseh et al., 2008; Grossi et al., 2022). The deriving research design is reported in the following Figure 1.

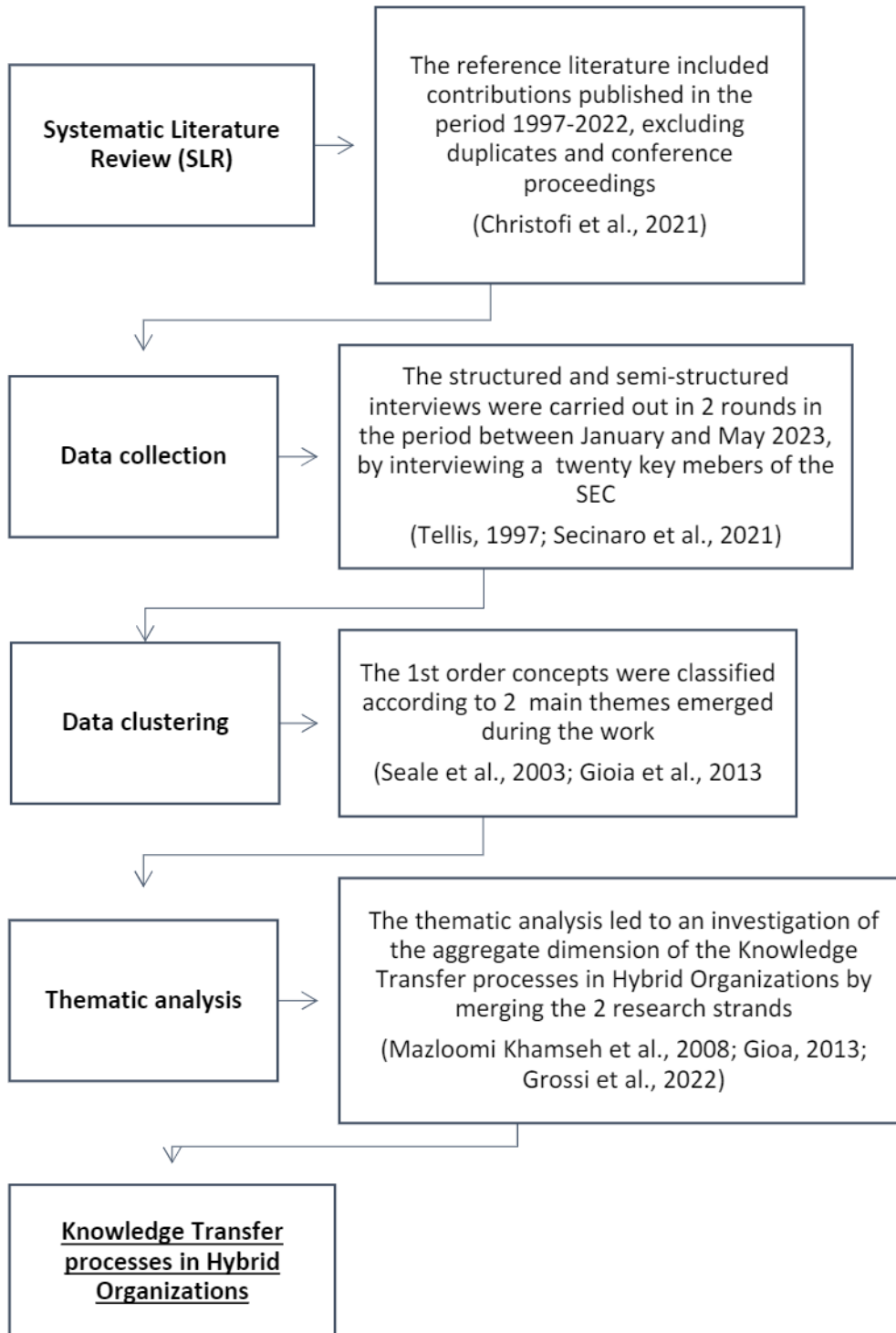


Figure 1: Research Design (adaptation by the authors)

The aforementioned research was carried out to address the RQ2. What factors influence the effectiveness of knowledge transfer in hybrid organizations operating in the Smart Energy Community?

First, the researchers considered first-order concepts starting from evidence of knowledge transfer mechanisms within the SEC. Appropriately, these are strictly connected with the Knowledge-Based View (KBV) perspective, which posits that knowledge assets and capabilities are critical determinants of a firm's competitive advantage and long-term success (Felin & Hesterly, 2007). Furthermore, this challenge must be met by municipalities using nonstandard governance models. As demonstrated in the literature sections, new challenges require public entities to adopt a new approach that allows the collaboration of several private, private, and third sector actors (Vakkuri et al., 2021; Grossi et al., 2022). Finally, as a first-order concept, we also denote the role of operational

initiatives in fostering effective knowledge sharing. For the second-order concepts, we need to refer to Hybrid Organizations models to explain if a complex network of actors could be able to easily transfer knowledge and best practices. Finally, aggregating the previous concepts and themes makes it possible to create a unique aggregate dimension that combines the previous approaches and relies on “Knowledge Transfer processes in Hybrid Organizations”.

4. Results

This section examines the outcomes and impact of knowledge transfer within the SEC. It assesses the tangible and intangible benefits resulting from successful knowledge transfer, such as improved decision-making, enhanced innovation capabilities, increased stakeholder engagement, and positive environmental and social impacts. Based on the above, Table 2 summarizes the thematic analysis of this contribution.

Table 2: Summary of the Thematic Analysis (adapted from Gioia et al., 2013)

1 st order concepts	2 nd order themes	Aggregate Dimension elements
Factors Influencing Knowledge Transfer in the Smart Energy Community Organizational culture and climate Leadership and governance Social Networks and relationships Knowledge sharing mechanisms Learning and training Initiatives Knowledge sharing and collaboration Knowledge transfer strategies	Hybrid Organizations Knowledge Transfer	Findings and Analysis for the “Knowledge Transfer processes in Hybrid Organizations” aggregate dimension through Barriers and challenges to Knowledge Transfer Facilitators of Knowledge Transfer Practical implications and recommendations

Several key themes emerged from the data analysis. The first theme that emerged from the analysis is the importance of knowledge sharing and collaboration within the SEC. The interviews revealed that the community members (priorly major and researchers) actively engage in sharing expertise, experiences, and best practices. This knowledge sharing was facilitated through various mechanisms, such as regular meetings (“Comunitas Gagliani”), workshops, and online or onsite information campaigns. The stakeholders emphasized the significance of collaboration in addressing complex energy challenges and leveraging the collective intelligence of the community (Newman et al., 2004; Jongbloed, 2015).

The second theme that emerged from the analysis is the influence of organizational culture and values on knowledge transfer within the Smart Energy Community. The interviews revealed a strong culture of learning and knowledge sharing, where community members were encouraged to exchange ideas and experiences openly. The community’s values, such as sustainability, innovation, and inclusivity, played a crucial role in shaping knowledge transfer practices. The stakeholders highlighted that a supportive and inclusive organizational culture fostered effective knowledge transfer among members (Branden & Karré, 2011). Afterwards, from the analysis emerged the presence of barriers to knowledge transfer within the Smart Energy Community. The interviews and document analysis identified several challenges that hindered effective knowledge transfer (Doherty et al., 2014). These barriers included time constraints, lack of resources, and limited access to external expertise. The stakeholders expressed the need for dedicated resources, better communication channels, and efforts to overcome these barriers to enhance knowledge transfer within the community (Secinaro et al., 2019). Simultaneously, the interviews and observations identified several strategies employed by the community to facilitate knowledge transfer. These strategies included mentoring programs, knowledge exchange events, and the planning of using digital platforms for sharing information (Milton et al., 2007; Jongbloed, 2015). The stakeholders emphasized the importance of tailoring knowledge transfer strategies to the specific needs and characteristics of the community members.

The final theme that emerged from the analysis is the impact of knowledge transfer on the Smart Energy Community. The findings indicated that effective knowledge transfer had several positive outcomes for the community. These included increased innovation and creativity, improved decision-making processes, enhanced problem-solving capabilities, and the development of new energy solutions. The stakeholders highlighted that

knowledge transfer played a vital role in driving the community's overall growth, sustainability, ability to address complex energy challenges, a new community-based tourism thinking (Blackstock, 2005; Okazaki, 2008).

Overall, the thematic analysis revealed the significance of knowledge transfer in hybrid organizations such as the Smart Energy Community. The findings emphasized the importance of creating a collaborative and inclusive organizational culture, overcoming barriers to knowledge transfer, and implementing effective knowledge transfer strategies for creating public value (Ziruolo, 2016; Pereira et al., 2017; Burns & Andrucki, 2021).

5. Discussion

This contribution provides valuable insights into the dynamics of knowledge transfer in hybrid organizations, specifically focusing on the case of the "Sub-Equana Valley" Smart Energy Community. In the literature the debate about KM in hybrid organizations is ongoing, however, these findings contribute to the field of knowledge management by offering practical recommendations for practitioners and policymakers to enhance knowledge transfer in similar hybrid organizational settings.

In particular, this section focuses on the valuable insights gained through the thematic analysis, starting from the report on the challenges faced during knowledge transfer within the SEC. These challenges may arise due to the diverse nature of stakeholders, the integration of profit and non-profit motives, organizational culture, and resource constraints. By understanding these challenges, organizations can proactively address them and enhance knowledge transfer effectiveness (Jongbloed, 2015; Tangaraja et al., 2016). Despite the potential benefits, knowledge transfer in hybrid organizations is not without challenges. Common barriers include organizational culture clashes, resistance to change, lack of clear knowledge transfer strategies, limited resources, and the absence of well-defined performance metrics for hybrid goals (Maurer et al., 2011; Bacon et al., 2019). Overcoming these challenges requires a comprehensive understanding of the unique dynamics and context of hybrid organizations and the development of tailored strategies to promote effective knowledge transfer.

Concretely, the strategies employed by the SEC could facilitate knowledge transfer. The development of mechanisms such as communities of practice, mentoring, and technology-enabled platforms promotes collaboration, learning, and knowledge sharing among stakeholders, thereby fostering innovation and sustainability and reducing the reluctance and fatalism of the participants. And all this was possible through two fundamental levers: social capital and organizational learning.

Social capital plays a significant role in facilitating knowledge transfer within hybrid organizations. Social capital refers to the network of relationships, trust, and norms that exist among individuals and groups (Inkpen & Tsang, 2005; Walter et al., 2007). In this particular hybrid organization, social capital acts as a bridge between the profit-oriented and mission-oriented aspects, enabling the transfer of knowledge across these boundaries and enhancing communication, collaboration, and the willingness to share knowledge among individuals with different expertise and backgrounds. On the other hand, organizational learning is another relevant concept for understanding knowledge transfer in hybrid organizations. Organizational learning involves the acquisition, interpretation, and integration of knowledge to improve organizational performance (Bierly et al., 2000; Rhode et al., 2008). In hybrid organizations, learning processes are essential for reconciling the diverse goals and practices inherent in their hybrid model. Effective knowledge transfer mechanisms can facilitate organizational learning by capturing and disseminating valuable insights and experiences across the organization.

Finally, based on the findings, we could point out some practical implications and recommendations for hybrid organizations seeking to improve knowledge transfer. It highlights the importance of creating a supportive knowledge-sharing culture, implementing effective communication channels, investing in technology infrastructure, and fostering collaboration among diverse stakeholders. Moreover, various mechanisms can support knowledge transfer in hybrid organizations. These include formal processes such as training programs, mentoring, and communities of practice, as well as informal mechanisms like storytelling, peer-to-peer interactions, and social networks (Jongbloed, 2015; Tangaraja et al., 2016; Bacon et al., 2019). In this sense, the SEC adopted a combination of these mechanisms and strategies to address the diverse knowledge mechanisms considered the organization's unique context, culture, and resource constraints.

Lastly, hybrid organizations often collaborate with external stakeholders, such as government agencies, nonprofits, academic institutions, and private businesses, to achieve their social and economic objectives. In the present case study, external knowledge transfer and collaboration have brought in valuable expertise, resources, and networks that are essential for addressing complex social issues. The SEC should better and better leverage partnerships, joint projects, and knowledge-sharing platforms to facilitate the exchange of knowledge with

external stakeholders, fostering mutual learning and innovation. All and other of these concluding remarks are graphically reported in the following Figure 2, in the attempt to build up a replicable and transferable knowledge transfer model for hybrid organizations.

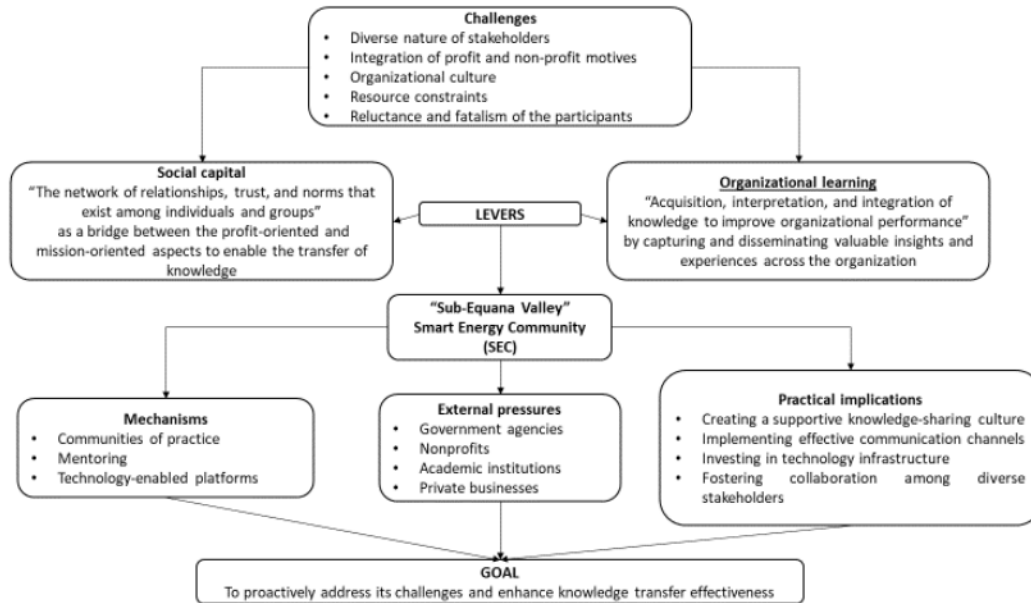


Figure 2: The SEC Knowledge Transfer Model for Hybrid Organizations (adaptation by the authors)

6. Conclusions

By studying the knowledge transfer practices of the SEC, this research provides valuable insights into the complexities of knowledge management in hybrid organizations. The findings contribute to the existing literature on knowledge transfer, expand the understanding of hybrid organizational dynamics, and offer practical guidance for organizations operating in similar contexts. Ultimately, effective knowledge transfer can drive innovation, collaboration. These insights can inform policymakers, managers, and practitioners in similar contexts, providing valuable guidance for fostering knowledge transfer in hybrid organizations and advancing sustainable energy initiatives.

It is important to acknowledge some limitations of the study. Firstly, the research focused on a single smart energy community, which may limit the generalizability of the findings. Secondly, the study relied on self-reported data from participants, which could be subject to biases or selective recall. Nevertheless, the findings contribute to the existing literature on knowledge transfer in hybrid organizations and offer valuable insights for practitioners and policymakers in the smart energy sector. By answering the RQs, this work aims to fill the gap of such a very specific research strand: it must be emphasized the significance of knowledge transfer in hybrid organizations and underscored the importance of effective knowledge management practices for achieving sustainable development goals. All and other of these concluding remarks are graphically reported in the previous Figure 2, in the attempt to build up a replicable and transferable knowledge transfer model.

In conclusion, knowledge transfer is a critical process for hybrid organizations aiming to achieve their dual objectives of social impact and financial sustainability. By understanding the concepts and theories related to knowledge transfer in hybrid organizations, researchers and practitioners can develop strategies and mechanisms that facilitate the exchange and utilization of knowledge within and beyond the organization, ultimately contributing to the success and long-term sustainability of hybrid organizations in addressing social and environmental challenges.

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