

CROSS-SECTOR PARTNERSHIP FROM THE PERSPECTIVE OF VARIOUS SCIENTIFIC THEORIES - TOWARDS CONSOLIDATING THE PHENOMENON IN MANAGEMENT SCIENCES

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Purpose: The cross-sector partnership (CSP) is an increasingly more frequently and widely described phenomenon presented in various areas and perspectives. This variety of approaches causes conceptual chaos, so it is worth creating a systematic review of scientific theories that categorize this phenomenon. This paper aims to synthesize knowledge about theories to describe CSP and to show their location in management sciences.

Design/methodology/approach: The article uses a systematic literature review based on the SCOPUS literature database. As a result of the terms and synonyms search, 8317 articles regarding the concept of CSP have been identified. After applying specific search restrictions, e.g., article type, year of publication, business, management, accounting, etc., 392 articles were identified. The above considerations indicate a significant, disordered research gap in this area. After reviewing the content, 194 referred to the CSP. After reviewing the content, 194 articles referred to the CSP, while the analysis of abstracts of mentioned 392 articles brought 194 which were strictly related to the CSP. Then, in the course of the above analysis, the author noticed that 36 items in the database reference to scientific trends, of which 34 articles are widely available after analyzing the content of 34 available after analysing their content relating to the location of CSP within the selected theories. There is no clear indication of which theories describing the CSP phenomenon are the broadest and the most reliable, complete, appropriate, etc.

Findings: This article identifies the following conclusions. All authors in the analyzed articles agree that there is no one "universal" theory describing CSP. The next conclusion is most of the "applied" theories through the prism, which described the phenomenon, are in scope of the management science (MS) (28 articles out of 34 analysed). The most common theories cited by the authors are Resource based view theory, Agency theory, Resource-Based theory, Institutional theory, Effectuation theory, and Value Creation Theory. In the author's opinion, the scientific achievements in this area should be constantly monitored, as this may facilitate the description of the CSP phenomenon.

Originality/value: A systematic review of the literature and analysis of its content enabled the creation of a scientific trends review, using the phenomenon of CSP included. Moreover, the most common scientific trends are distinguished, and efforts have been made to consolidate these approaches in management sciences. These activities will probably allow the researchers to direct the perspectives of perceiving CSP phenomenon. They could also qualify for the identification/definition of one's approach, as well as organize/categorize the conceptual chaos.

Keywords: cross-sector partnership, scientific trends, management sciences.

Category of the paper: literature review.

1. Introduction

A cross-sector partnership is a partnership between institutions and organizations from various sectors, including public sector institutions (especially local government authorities) established to achieve common goals, usually social goals (Henry et al., 2022; van Tulder et al., 2016; van Zanten, van Tulder, 2018).

For the course of considerations, it is essential to explain the concept of partnership as a platform for cooperation between the partners involved, which is built either to solve identified problems or organize initiatives aimed at socio-economic development and revival of the local community. A characteristic feature of the partnership is the undertaken activities bring mutual benefits to partners that could not achieve through the implementation of these activities on their own. Moreover, it assumes all partnership partners are equal, despite the lack of this equality outside its structures, which influences the level of their involvement. Partnership requires mutual acceptance and work in the conditions of various styles of action, different decision-making, and the pace of work. The developed principles of cooperation in partnership enable all parties to fulfill their mutual obligations, contribute to the implementation of undertaken projects and participate in making decisions necessary for the development of the local and regional community (Rama Murthy et al., 2021).

An explanation of the concepts closely influencing the shaping of the idea of partnership, which is cooperation, coordination, and collaboration, is essential for implementing the considerations undertaken in this article. These concepts underlie inter-organizational activities/relationships (IORs) such as alliances, buyer-supplier relationships, and cross-sector partnerships (Castañer, Oliveira, 2020; Galaskiewicz, 1985).

As a result of the definition analysis of these three concepts, it can conclude that the shaping process is influenced by two of the concepts presented: cooperation and collaboration. Organizational collaboration describes dynamic relationships involving coordinated activity based on mutual goals (Gray, 1989).

However, another approach describes the definition of collaboration as somewhat incoherent, elusive, and theoretical. In the face of abuse, cooperation has become a slogan for almost any kind of inter-organizational or interpersonal relations (Gajda, 2004). Collaboration is a mix of activities (e.g., information sharing) and procedures shared among organizations (e.g., joint performance measures); thus, it includes behavior and IOR infrastructure. Unfortunately, such defined cooperation does not emphasize the importance of defining the intersectoral partnership. It would be more appropriate to say that collaboration refers to both cognitive and psychological aspects (Gazley, 2017).

It sums up that the research on the etymology of these concepts referred to many levels (organizational and individual). Despite this, it was impossible to work out differences in defining these concepts or their mutual relations. As a result, this led to the conclusion that collaboration and cooperation can, in this case, be described as substitutable concepts, i.e., collaboration is cooperation (Castañer, Oliveira, 2020).

Based on the above analysis, the author of this study identified the need to define intersectoral cooperation, which, in the author's opinion, may assume the existence of mutual relations between the public authority sector and non-public entities. The tools of this cooperation may be social participation, social dialogue, civic dialogue, socialization, etc. Cooperation may be the initial stage on the way to partnership.

The above considerations show that the definition and description of the phenomenon of intersectoral partnership are ambiguous, disorderly, and not uniform. Moreover, it is not grounded in one dominant scientific theory. And it is known that the apparent truth is that theory is the means of understanding anything in science because it gives us a scientific way of answering the question "why?" in concluding that any goal of any science is, therefore, to develop a plausible theory (Zięba, Bieleń, Zajac, 2015). Some authors even claim: *No single theoretical perspective provides an adequate foundation for a general theory of collaboration...* (Wood, Gray, 1991, p. 3); *Cross-sector partnership research is characterized by widely dispersed and multi-disciplinary theoretical as is the case with its methodological approaches employing a multitude and mixture of methods, which has resulted in a toolkit that has grown large and heavy to carry* (van Tulder et al., 2016, p. 2); *Theoretical lenses vary, somewhat predictably depending on whether the authors had set out to contribute to one of the three key themes in the literature: emergence (how cross-sector partnerships come into being), evolution (the unfolding and growth/decline of cross-sector partnerships) and governance (how resources are allocated and activities are coordinated and controlled within cross-sector partnerships* (Branzei, le Ber, 2014, p. 239).

The above considerations indicate a significant, disordered research gap in this area. It considers the above scientific gap, and it is essential to systematize theories describing the phenomenon of cross-sector partnership using a systematic review of the literature and, at a later stage, to consolidate this concept in ideas within MS. Therefore, the first research question is: How is the CSP phenomenon perceived in the literature on the subject? The second

research question is: How is the CSP phenomenon described through the prism of scientific theories? And the third one is: How can the identified theories be consolidated/integrated in the MS?

The considerations in this article should be backed by a careful analysis of the etymology of the concept theory. It is vital because many authors (e.g., (Branzei, le Ber, 2014; Clarke, MacDonald, 2019; DiVito et al., 2021; Watson et al., 2020) whose papers will be analyzed using the term *theory* in the context of the phenomena, e.g., resource theory, institutional theory, network theory, resources dependence theory, institutional economics theory, corporate social performance theory, strategic management theory, social ecology theory, microeconomics theory, negotiated order theory, political theory, etc. The question arises whether the word theory is only a particular linguistic manner and concerns the words: current, paradigm, school, etc., or are these concepts treated synonymously, or are they different definitions? The differentiation of categories of the forms of scientific statements is most appropriate. However, observing the trends in the descriptions of intersectoral partnerships, one can notice that most authors (Babiak, 2009; Sotarauta, Heinonen, 2016; van Tulder et al., 2016; van Tulder, Keen, 2018) refer to the theory as a system of theorems with the highest level of completeness, certainty, and scientific maturity of a set of statements. The theory is thoroughly verified and falsified by the following sources: analytical research, empirical research, creating analysis (creative, heuristic), benchmarks, analogies, and mixed approaches. A theory usually formulates based on the applicable scientific doctrine, with given goals, limitations, and the context of conditions (Awal, Mollah, 2019; Surman, 2017; Witczak, 2014).

Another critical assumption of this article is the "transfer" of the known theories describing the cross-sector partnership phenomenon to the management sciences (MS) field. Achieving this assumption requires explanation for the theory-making process for MS and the conditioning factors (Hambrick, 2007). The creation, or rather the description of phenomena through the prism of theories that organize them, still dominates in MS. To summarize theories for MS are typically triggered by tensions that exist between what we know and what we observe. The next set of activities presented that facilitate the conceiving and constructing of theories involves developing the main characters (or constructs), constructing the context, or setting, and actively engaging the audience's imagination through the introduction of plots and themes. The management theorist needs to select the story elements that build the narrative arc of a theory, that is, justify and evaluate the theory (Awal, Mollah, 2019, p. 29; Byron, Thatcher, 2016).

2. Methods

This paper is based on systematic literature studies. The Author analyzed articles with the main use of such academic databases as Scopus.

In recent years, the practice based on scientific evidence (evidence-based practice) has gained popularity, which makes the card with ever better novelties and new, reliable methods of checking knowledge in the field of science (Whittemore et al., 2005). The participant has a large amount at his disposal, and each science is available to choose from, each set to the appropriate competencies of a given person, even in a narrower research study, and in them, an unambiguous answer to the research question. Such an answer can seek a solution in systematic literature reviews, i.e., they focus on a formulated research question and use thoroughly described scientific methods of identification, evaluation, and synthesis of all sources adequate to the research problem (Mazur et al., 2018). An up-to-date and adequately conducted systematic review fairly summarizes the current state of knowledge, informing about gaps in the literature and the need for new research. These features make systematic reviews useful in many sciences and practice areas, including medicine, education, psychology, management, and organization. At the same time, conducting a systematic review of the literature requires a lot of effort and knowledge about the specifics of this method (Arai, 2006; Mazur et al., 2018, pp. 235-236; Wright et al., 2007).

Following the procedure described in the literature for the creation of a systematic literature review, including the steps in writing a systematic review (research question, research protocol, literature search, data extraction, quality appraisal, data analysis and results, interpretation of results) (Wright et al., 2007), the author proposed the model for a systematic literature review (fig. 1).

The first step was the general recognition of the literature on the subject, articles, and books (about 200 items found in various databases), Scopus in the area of describing the CSP issue analysis. It is the first research question: How is the CSP phenomenon perceived in the literature on the subject?

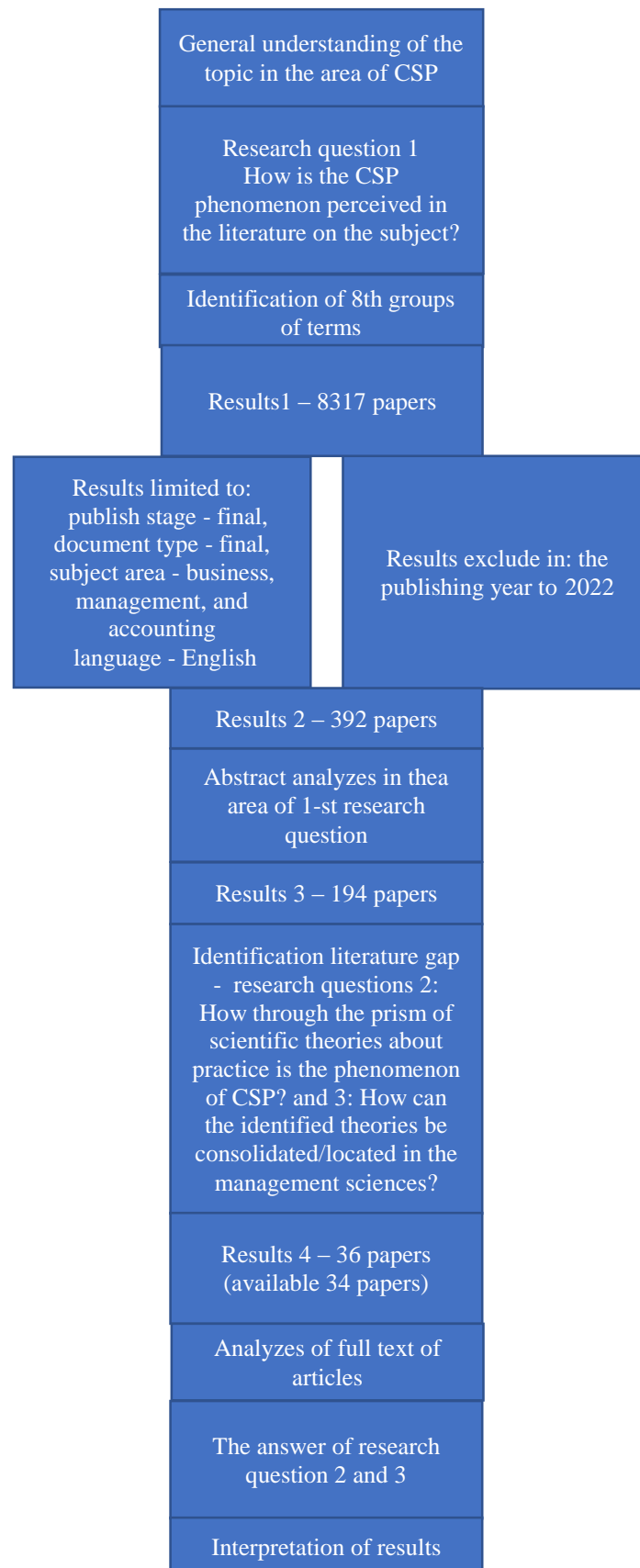


Figure 1. The steps in writing a systematic review.

Source: own source.

The analysis of the literature at this stage made it possible to distinguish the following terms: 1. cross-sector partnership, multi-sector partnership, inter-sector partnership, inter-sector partnership; 2. cross-sector relationship, multi-sector relationship, inter-sector relationship, intersector relationship; 3. cross-sector collaboration, multi-sector collaboration, inter-sector collaboration, intersector collaboration, 4. cross-sector cooperation, multi-sector cooperation intersector cooperation, inter-sector cooperation; 5. cross-sector initiative, multi-sector initiative, inter-sector initiative, inter-sector initiative; 6. cross-sector coalition, multi-sector coalition, inter-sector coalition, inter-sector coalition 7. cross-sector alliance, multi-sector alliance, inter-sector alliance, intersector alliance; 8. cross-sector network, multi-sector network, inter-sector network, intersector network. The literature search strategy was based on the area of Article title, Abstract, and Keywords. As a result of using the search in Scopus database, the result of 8317 documents was obtained. The following limit was applied to organize the search results:

- publish stage - final,
- document type - final,
- subject area - business, management, and accounting,
- language - English.

And exclude the publishing year to 2022. The second result of the analysis is 392 papers. After a successful analysis of the abstracts of these articles, and the result was 194 articles answering the first research question. During the analysis of abstracts, a research gap appeared. As a result, the Author formulated research question 2: How through the prism of scientific theories about practice is the phenomenon of CSP? And 3, How can the identified theories be consolidated/located in the management sciences? At the earlier stage of abstract analysis, 36 articles on the CSP phenomenon were distinguished through the prism of scientific theories. The study of their content brought the results presented in the next section of the article entitled results, shown in table 1. The interpretation of the results will be presented in the Discussion section.

3. Results and Discussion

The author has studied the CSP phenomenon for several years, both in the scientific and practical areas. Describing this phenomenon is very difficult in science, as many authors adopt increasingly different scientific theories to identify the specificity of CSP. Apart from the fact that there are various applications of scientific theories, the authors also use their unverified terminology of the theory (Branzei, le Ber, 2014). Browsing through the diversity of theories and methods is necessary, but not sufficient. There are a few precedents for theorizing relationality - critically (le Ber, Branzei, 2010) and communicatively (Koschmann et al., 2012),

and with complexity (May Seitanidi, Crane, 2014). But none is sufficient. Each offers but a promising beginning for theory elaboration. But neither is enough. Each of them offers a promising start to theory development. Hence the considerations in this article are so important and, at the same time, difficult to carry out. After analyzing the identified scientific theories, the author attempted to propose applying one theory, O. Williamson, modified to meet the needs of explaining the CSP phenomenon. Perhaps this is an imperfect proposition and applicable only to a general description of the phenomenon. However, in the author's opinion, this proposal somehow puts the defined chaos in order.

As a result of the content analysis of 34 articles, the following results were obtained, presented in Table 1.

Table 1.
Theories describe of phenomenon CSP

No.	Authors	Title	Theory
1	Ordonez-Ponce E., Clarke A., MacDonald A.	Business contributions to the sustainable development goals through community sustainability partnerships	<i>Resources based view theory</i>
2	Clarke A., MacDonald A.	Outcomes to Partners in Multi-Stakeholder Cross-Sector Partnerships: A Resource-Based View	<i>Resources based view theory</i>
3	Quélin B.V., Kivleniece I., Lazzarini S.	Public-Private Collaboration, Hybridity and Social Value: Towards New Theoretical Perspectives	<i>Two theoretically complementary yet distinct dimensions: hybridity in governance and hybridity in organizational logics</i>
4	Weißmüller K.S., Vogel R.	Sector-Specific Associations, Trust, and Survival of PPPs: A Behavioral Experiment Based on the Centipede Game	<i>Combining classic theoretical concepts on the development of interorganizational trust and administrative behavior. Agency theory</i>
5	Babiarz K.M.	Criteria of effectiveness in multiple cross-sectoral interorganizational relationships	<i>The Effectuation theory</i>
6	DiVito L., van Wijk J., Wakkee I.	Governing Collaborative Value Creation in the Context of Grand Challenges: A Case Study of a Cross-Sectoral Collaboration in the Textile Industry	<i>The Value Creation Theory</i>
7	Watson R., Wilson H.N., Macdonald E.K.	Business-nonprofit engagement in sustainability-oriented innovation: What works for whom and why?	<i>Agency theory, resource-based theory, institutional theory, institutional logic theory, theory relating</i>
8	Shimbo A., Javed A., Kohda Y.	The O-Bento Principle for Successful Multi-sector Collaboration: A Case Study of DMO Roppongi	<i>The Effectuation theory</i>
9	Pittz T.G., Intindola M.	Exploring absorptive capacity in cross-sector social partnerships	<i>Decision making theories</i>
10	Herlin H., Pazirandeh A.	Nonprofit organizations shaping the market of supplies	<i>Resource Dependency Theory</i>
11	Lin H.	Government–Business Partnership Formation for Environmental Improvements	<i>Resource Dependence Theory</i>

Cont. table 1.

12	Lenz T., Shier M.L.	Supporting Transformational Social Innovation through Nonprofit and Local Government Relations: A Scoping Literature Review	<i>Social innovation theories</i>
13	Nahi T.	Co-creation for sustainable development: The bounds of NGO contributions to inclusive business	<i>Practice theory</i>
14	Page S.B., Bryson J.M., Crosby B.C., Seo D., Stone M.M.	Ambidexterity in Cross-Sector Collaborations Involving Public Organizations	<i>Organizational ambidexterity, Advance theory</i>
15	Morse R.S.	Integrative public leadership: Catalyzing collaboration to create public value	<i>Public value theory</i>
16	Huybrechts B., Nicholls A., Edinger K.	Sacred alliance or pact with the devil? How and why social enterprises collaborate with mainstream businesses in the fair-trade sector	<i>Institutional theory</i>
17	Marano V., Tashman P.	MNE/NGO partnerships and the legitimacy of the firm	<i>Institutional theory and Transaction Cost Economics</i>
18	Oskam I., Bossink B., de Man A.-P.	Valuing Value in Innovation Ecosystems: How Cross-Sector Actors Overcome Tensions in Collaborative Sustainable Business Model Development	<i>Innovation ecosystems with sustainability goals often consist of cross-sector partners</i>
19	Wadham H., Warren R.	Inspiring action, building understanding: How cross-sector partnership engages business in addressing global challenges	<i>Habermas' theoretical ideas about communicative action and deliberative democracy</i>
20	Herlin H.	Better Safe Than Sorry: Nonprofit Organizational Legitimacy and Cross-Sector Partnerships	<i>Corporate Social Responsibility</i>
21	Ashraf N., Ahmadsimab A., Pinkse J.	From Animosity to Affinity: The Interplay of Competing Logics and Interdependence in Cross-Sector Partnerships	<i>Resource dependence theories</i>
22	Arslan A., Golgeci I., Khan Z., Al-Tabbaa O., Hurmelinna-Laukkanen P.	Adaptive learning in cross-sector collaboration during global emergency: conceptual insights in the context of COVID-19 pandemic	<i>Adaptive learning theory</i>
23	Barinaga E.	Coopted! Mission Drift in a Social Venture Engaged in a Cross-Sectoral Partnership	<i>Fligstein's and McAdam's theory of Strategic Action Fields (SAF)</i>
24	Vestergaard A., Murphy L., Morsing M., Langevang T.	Cross-Sector Partnerships as Capitalism's New Development Agents: Reconceiving Impact as Empowerment	<i>Empowerment theory</i>
25	Dentoni D., Pinkse J., Lubberink R.	Linking Sustainable Business Models to Socio-Ecological Resilience Through Cross-Sector Partnerships: A Complex Adaptive Systems View	<i>Sustainable business model/theory</i>
26	Persson E., Granberg M.	Implementation through collaborative crisis management and contingency planning: the case of dam failure in Sweden	<i>Collaborative public management (CPM) and crisis management (CM).</i>

Cont. table 1.

27	Hedberg L.M., Lounsbury M.	Not just small potatoes: Cultural entrepreneurship in the moralizing of markets	<i>Institutional theory</i>
28	Pittz T.G., Adler T.	An exemplar of open strategy: decision-making within multi-sector collaborations	<i>Stakeholder theory</i>
29	Dentoni D., Bitzer V., Schouten G.	Harnessing Wicked Problems in Multi-stakeholder Partnerships	<i>Theories of Change (ToCs) and Complex Adaptive System (CAS) theory</i>
30	Moshtari M., Vanpoucke E.	Building Successful NGO–Business Relationships: A Social Capital Perspective	<i>Social Capital theory</i>
31	Hahn T., Pinkse J.	Private Environmental Governance Through Cross-Sector Partnerships: Tensions Between Competition and Effectiveness	<i>Institutional theory, The Resource-Based View</i>
32	AbouAssi K., Bowman A.O.M., Johnston J.M., Bauer Z., Tran L.	Relations, resources, and costs: exploring cross-sectoral collaboration at the local level in a developing country	<i>Institutional theory, resource dependence, and transaction cost perspectives</i>
33	Wang Y., Guan L.	Mapping the structures of international communication organizations' networks and cross-sector relationships on social media and exploring their antecedents	<i>Alliance theory and the collective action theory</i>
34	Anwar N., Rahab	Inter-organizational collaboration to develop Batik Banyumas SMES competitiveness	<i>Resource-based theory</i>

Source: Own source based on - Arslan et al., 2021; Ashraf et al., 2017; Babiak, 2009; Barinaga, 2020; Clarke, MacDonald, 2019; Dentoni et al., 2018, 2021; DiVito et al., 2021; Hahn, Pinkse, 2014; Hedberg, Lounsbury, 2021; Herlin, 2015; Herlin, Pazirandeh, 2012; Huybrechts et al., 2017; Jones et al., 2018; Lenz, Shier, 2021a, 2021b; Lin, 2014; Marano, Tashman, 2012; Medel et al., 2020; Morse, 2010; Moshtari, Vanpoucke, 2020; Ordóñez-Ponce et al., 2021; Oskam et al., 2021; Persson, Granberg, 2021; Pittz, Adler, 2016; Pittz, Intindola, 2015; Shimbo et al., 2021; van Tulder, Keen, 2018; Vestergaard et al., 2020; Wang, Guan, 2020; Watson et al., 2020; Weißmüller, Vogel, 2021.

The table above shows that the authors clearly define the perspective of the description of the CSP phenomenon concerning scientific theories. Six articles are not grounded in MS, and 28 refer to MS in their descriptions.

The following conclusion draws from a systematic review of the literature, the content of the article, and table 1:

1. The authors describe CSP through the prism of scientific theories. They do this through an in-depth analysis of the phenomena occurring in the CSP, with the help of which it is possible to get to the genesis, core, and essence of phenomena. With scientific theories, a specific "translation" of the principles of the organization's functioning takes place based on a challenging partnership to implement in a broad sense. It is the answer to the second research question.
2. The most common theories cited by the authors are Resource based view theory, Agency theory, Resource-Based theory, Institutional theory, The Effectuation theory, The Value Creation Theory.

3. The analysis of the content of the articles shows that in 28-th theories established in MS were used, 6th (Institutional theory, Transaction Cost) in other sciences, most often in Economic Sciences - this is the answer to the 3rd research question.
4. No single, proper scientific theory "explaining" the CSP phenomenon exists. The authors, describing them through the prism of scientific theories, analyze them in the context of functionality, situationally, human resources, etc. Only then does the author "locate" the CSP in scientific theories functionally and processively in time. Summing up, there is no one "correct" scientific theory. The actions, situations, people, etc. determine the "assignment" of the CSP description to a specific scientific theory.
5. Most authors use the notion of theory, few methods, system, no scientific idea, scientific current, or scientific paradigm.
6. Most identified theories are known and widely used, the so-called mainstream: *Resources based view theory, Agency theory, Resource-Based Theory, Institutional theory, The Effectuation Theory, The Value Creation Theory, etc.*; however, some authors use theories in their descriptions so far little or no described *Complex Adaptive System (CAS) Theory, Fligstein's and McAdam's theory of Strategic Action Fields (SAF), Organizational Ambidexterity.*
7. It is puzzling that the description of the CSP phenomenon based, in fact, on connections, and relations between entities from different sectors, i.e., networking, is described in only one case through the prism of the alliance theory.

In conclusion, in the connection with 1-st RQ: How is the CSP phenomenon perceived in the literature on the subject? Based on the analysis of the results of literature research, it can be concluded that CSP is described through the prism of other phenomena and/or in combination with them, most often such as sustainable development, CSR, eco-energy, global emergency, etc (e.g. Morse, 2010; Moshtari, Vanpoucke, 2020; Oskam et al., 2021; Vestergaard et al., 2020). Few authors consider CSP in the context of describing and explaining the essence of the phenomenon itself (e.g.Hahn, Pinkse, 2014; Marano, Tashman, 2012; Wood, Gray, 1991). The 2nd RQ How, through the prism of scientific theories in practice, describes the phenomenon of CSP. Authors describing CSP through various theories often "adopt" the application to the actions, activities, and operations in the CSP. The literature analysis shows that the authors explicitly state that it is impossible to describe the CSP concerning one scientific theory (Branzei, le Ber, 2014; van Tulder, Keen, 2018; Wood, Gray, 1991). And 3rd RQ How can the identified theories be consolidated/located in the management sciences? The literature analysis showed that most authors when describing CSP, place their considerations in theories derived from MS (28 articles from 34 analyzed papers) (e.g. Ashraf et al., 2017; Herlin, 2015; Lenz, Shier, 2021a).

Summarizing the content of this article regarding the author's discussion in the RQ areas, and in the author's opinion, when describing the essence, genesis, and philosophy of CSP functioning, it will be most appropriate to base it on the theory of O. Williamson's transaction

costs. O.E. Williamson (Williamson, 1975) distinguishes markets and hierarchies as different types of co-management structures. According to O.E. Williamson the increase in transaction costs is, on the one hand, the result of the individual's limited cognitive abilities and, on the other, the growing complexity and uncertainty resulting from the tendency towards opportunistic behavior combined with a small number of potential exchange partners.

O.E. Williamson observes that market incentives are based on competition, whereas business incentives are based on administrative procedures and cooperation within which trust is essential.

The description of various structures of co-management (market vs. hierarchies) can thus be explained by a kind of a continuum, in which the analysis can be carried out starting from the total absence of correlations between individual market players (enterprises) and finishing with the existence of a hierarchically organized enterprise. Between these extremes, there are indirect forms of co-management structures (loose cooperation networks, cooperation agreements, joint ventures, etc.), the so-called organizational hybrids (Figure 2).

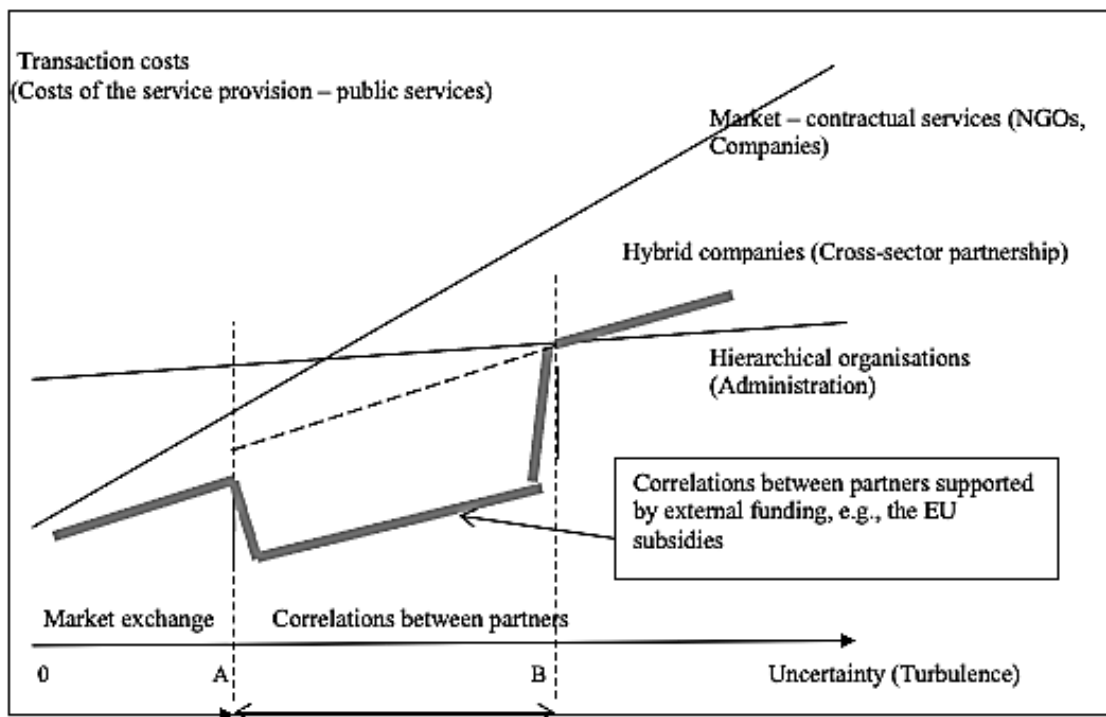


Figure 2. The theory of cross-sector partnerships establishment.

Source: Author's compilation based on: Koppelman, 2000, p. 70.

The above figure presents the effectiveness of the functioning of such forms of organization as: an enterprise managed by a uniform management, trade and hybrid forms such as cross-sector partnerships, but also other such forms, such as supply chains, logistics networks, clusters, etc. The effectiveness of these organizations is measured here (axis of ordinates) by transaction costs as indicated by O.E. Williamson or the comparable costs of management in terms of hierarchical organizations such as companies or administration. Following this approach, in the case of partnerships, the costs of handling public services implemented within

their framework can be defined as transaction costs. However, as turbulence and uncertainty increase in the environment, transaction costs are growing more dynamically in the organizations based on trade than in the ones managed top-down. Nevertheless, in some areas of this uncertainty (on the graph it is the area between points A and B), the highest efficiency, and thus the lowest transaction costs, or the costs of public services are recorded by hybrid forms – i.e., cross-sector partnerships based on specific forms of partner correlations. It is also of particular interest that in the case of establishing such partnerships external support in the form of subsidies from EU, EEA or national support programmes can be expected. This means that the efficiency of such hybrid organizations (including external support) may be definitely greater than other forms of cooperation organization (market, hierarchical organization). This is illustrated on Figure 2 by lowering the graph showing the hybrid forms between points A and B defining the minimum and maximum limits of uncertainty within which partnerships are formed.

4. Summary

The article aimed to synthesize knowledge about theories describing CSP and show their location in MS. The author, after a thorough analysis of 34 articles distinguished according to the above-described search strategy, describes CSP through the prism of scientific theories, resulting from complete scientific freedom, and with the lack of systematization of accurate theories to characterize the CSP. The authors use the same creative space in the terminology of the theories adopted for analysis. The author has attempted to organize this scientific "disorder" incl. by proposing the theory of O. Williamson, which, in the author's opinion, describes the general essence of the CSP most broadly and appropriately. It is only the author's opinion resulting from many years of literature review and practical experience in creating, shaping, and functioning the CSP.

The author encountered some difficulties while writing the article and literature review, mainly due to the ambiguity of concepts, challenges in accessing scientific studies, the changing approach of the authors to the phenomenon, to describe it through the prism of other phenomena and not as the central area of research. Hence, some directions arise, mainly concerning the attempt to organize theories describing CSP. Maybe in the form of joint articles by authors dealing with this area, the result of which would be to create a specific toolbox containing recommendations, postulates, and instructions facilitating "placing" CSP in specific theories

The author knows her considerations are one of many opinions regarding the area under consideration. However, any attempt to consider this area is valuable and worth trying to explain it.

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