Similarity or Diversity Between Fields? The Case of Charity Markets in Türkiye(*)

Alanlar Arasında Benzerlik mi Farklılık mı? Türkiye'deki Hayır Pazarları Örneği

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Abstract

Neo-Institutional Theory assumes that there is homogeneity within and heterogeneity between organizational fields. However, institutional scholars prioritize in-field comparisons more than they do across organizational fields. Moreover, these comparisons have been made between exchange fields, or between exchange fields and issue fields. In this study, we compared charity markets described as interstitial issue fields based on 13 institutional infrastructure elements embedded within them, derived from the relevant theory and prior research findings. We conducted 44 in-depth interviews with experienced charity market organizers from 10 nonprofit organizations. Furthermore, four days of participant observation were conducted with field notes in each market lasted between 7-10 days. Data were analyzed with a directed content analysis technique adopting a deductive approach. Contrary to the basic premise of the Neo-Institutional Theory, we concluded that organizational fields could be isomorphic, just like organizations. This result is expected to present a new perspective on the theory's basic assumptions.

Keywords: Neo-Institutional Theory, organizational field, issue field, interstitial issue field, charity markets

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Özet

Yeni Kurumsal Kuram, örgütsel alanlar içerisinde homojenlik, arasında ise hetero-jenlik olduğunu varsayar. Bununla birlikte, kurumsal çalışan akademisyenler alan içi karşılaştırmalara, örgütsel alanlar arasında yaptıklarından daha fazla öncelik vermektedirler. Ayrıca, bu karşılaştırmalar mübadele alanları arasında veya mü-badele alanları ile mesele alanları arasında yapılmıştır. Bu çalışmada, ilgili teori ve önceki araştırma bulgularından türetilen, yerleşik halde olan 13 kurumsal altyapı unsuru temelinde, arayer mesele alanları olarak tanımlanan hayır pazarlarını kar-şılaştırdık. Kâr amacı gütmeyen 10 kuruluştan 44 deneyimli pazar organizatörü ile derinlemesine görüşmeler yaptık. Ayrıca, 7 ila 10 gün arasında süren her bir pazarda saha notları tutarak dört günlük katılımcı gözlem gerçekleştirdik. Elde edilen veriler, tümdengelim yaklaşımını benimseyen yönlendirilmiş içerik anali-zi tekniği ile analiz edilmiştir. Yeni Kurumsal Kuram'ın temel önermesinin aksine, örgütsel alanların tıpkı örgütler gibi birbirleriyle izomorfik olabileceği sonucuna ulaşılmıştır. Bu sonucun, teorinin temel varsayımlarına yeni bir bakış açısı sunması beklenmektedir.

Anahtar Kelimeler: Yeni Kurumsal Kuram, örgütsel alan, mesele alanı, arayer me-sele alanı, hayır pazarları

Introduction

The interaction between organizational environments and the ways of organiz-ing internal activities has long piqued the interest of organizational scholars of the new institutional perspective. They have been particularly keen to draw at-tention to the similarities between forms that derive from exposure to environ-mental pressures at the collective level of a given *organizational field*—including shared meanings, commitments, ideologies, and particular embedded institu-tions- surrounded by its boundaries (Pinheiro et al., 2016). An organizational field refers to where an organization's activities are structured by the exchange relationships they are a part of (DiMaggio & Powell, 1983). Hoffman (1999) changed the general view towards the field*s*, claiming that organizational fields may form around central issues rather than common technologies or exchange relationships. Such fields are based on significant issues for the interests and objectives of collective organizations. They can be defined analytically by actors interacting and considering one another on specific issues (Wooten & Hoff-man, 2008). Charity markets, forming around particular issues, are located at interstitial positions accessible to actors from different organizational fields. In this regard, the markets exhibit the characteristics of interstitial issue fields, a type of issue field based on Zietsma et al.'s (2017) semantic classification. In such markets, field actors who initially identify themselves as having a stake in

the issue begin to view the exchange as a part of the relevant issue (Geiger et al., 2014).

Earlier studies suggest that organizational fields are typically characterized by growing homogeneity stemming from isomorphic pressures (DiMaggio & Powell, 1983). However, the Neo-Institutional Theory argues that there is heterogeneity between the organizational fields rather than homogeneity among them (Levitsky, 2007; Greenwood et al., 2010; Hinings et al., 2017; Zietsma et al., 2017). However, the extant literature does not include enough field-level research to support this assumption. In other words, institutional academics prioritize in-field comparisons more than they do across organizational fields as they strive to comprehend how organizations of a similar type respond to and are influenced by the same environmental dynamics (Pinheiro et al., 2016). Additionally, these comparisons mostly occurred between exchange fields (Malhotra et al., 2006; Zietsma & Lawrence, 2010) or issue fields and exchange fields (Hoffman, 2001; Logue, 2014).

In this study, we compared only interstitial issue fields, essentially a subtype of issue fields. To do this, we utilized the institutional infrastructure embedded within the fields since it is a structural approach to comprehending the dynamics of a given field (Hinings et al., 2017). It redirects the attention to understanding field dynamics accepted beyond the institutional logic and meanings. Moreover, it enables a comparison among organizational fields as it offers the opportunity to define and classify the conditions of fields. Depending on the degree of its elaboration and relative coherency, institutional infrastructure has crucial impacts on the conditions of organizational fields (Zietsma et al., 2017). To understand the field dynamics and compare the conditions of charity markets, we deductively drew the institutional infrastructure elements from the theory and the prior research findings. We concluded that there might be homogeneity across organizational fields, like isomorphism between organizations within the field. This result challenges the body of knowledge generated by the research based on the relevant theory's assumption and, in this regard, initiates a new discussion.

Conceptual Background

Neo-Institutional Theory

Organizational sociologists have long sought a greater understanding of the relationship between organizations and the environments within which they operate

(DiMaggio & Powell, 1983). In this respect, there has been an increase in the number of studies on the relative de-emphasis of traditional adaptation theories (Zietsma et al., 2017). Accordingly, the Neo-Institutional Theory may be viewed as powerful and distinctive because it explains the relationship between organizations and the environment by explicitly rejecting the traditional adaptation theories and emphasizing the institutional environment rather than the technical one (Kraatz & Zajac, 1996). Thompson (1967) labels the technical environments as task environments, including customers, suppliers, competitors, and regulatory organizations. On the other hand, institutional environments can be viewed as broader since they involve such inclusive social forces as norms, meanings, standards, and expectations common to all actors within the organizational field. Based on the theory, organizations become isomorphic with one another as they are subject to similar institutions embedded within the institutional environment and adopt organizational structures and management practices imposed by these institutions (Meyer & Rowan, 1977). Organizations adopting the institutionalized structures and processes imposed by the institutional environment lead a given organizational field to have a homogeneous structure over time (DiMaggio & Powell, 1983). However, the Neo-Institutional Theory suggests that there is heterogeneity between the organizational fields, notaccepting the assumption of homogeneity among them (Levitsky, 2007; Greenwood et al., 2011; Hinings et al., 2017; Zietsma et al., 2017). Law firms (Sherer & Lee, 2002). For instance, the chemical (Hoffman, 1999), biotechnology (Owen-Smith & Powell, 2008), healthcare (Reay & Hinings, 2005), and fashion (Dolbec & Fischer, 2015) industries have all been defined as organizational fields. The members of the biotechnology field share more practices, norms, common meanings, and identities among themselves than the firms in healthcare to which they sell knowledge or provide consultancy services. This situation leads to homogeneity within the fields and heterogeneity across them.

Organizational Fields and Markets

The organizational field is considered as the central construct of the Neo-Institutional Theory since it is a mid-level construct involving other concepts that feature the institutional explanations of organizational behavior (Wooten & Hoffman, 2008). Many institutional scholars agree with the definition of DiMaggio & Powell (1983) that an organizational field is a group of organizations forming a recognized area of institutional life. These organizations consist of critical sup-

pliers, regulatory agencies, consumers, and other organizations producing similar goods/services. Scott (2014) describes it as a group of independent and various organizations involved in the common meaning system by adopting a more inclusive definition focusing on common culture and networks, meaning shared understandings, and including a broader set of field types.

The existence of the fields is accepted to the extent that they can be defined institutionally. In other words, both theoretically and practically, it is not easy to define the fields that have yet to complete institutional processes and whose institutional infrastructure needs to be elaborated or that do not have the structures required by institutionalization. According to DiMaggio & Powell (1983), fields are institutionally structured by organizational actors' increased interaction, interaction patterns, information exchange, and mutual awareness. Furthermore, the consensus on the institutional logic guiding the behaviors within the field, the similarity among the organizational forms (Scott, 2014), and the clarification of the organizational boundaries (Thornton et al., 2012) are also considered as the elements constituting the institutional definition and the structuration process of fields. As a result of this structuring, organizations in the field experience isomorphic pressures.

Beyond marketing, some institutional researchers have studied the relationship between markets and organizational fields by adopting institutional perspectives (e.g., Anand & Peterson, 2000; Weber et al., 2008). Some other researchers adopted a view that markets might be viewed as organizational fields (e.g., Child & Rodriges, 2011; Geiger et al., 2014; Ahrne et al., 2015). It is impossible to envisage a modern institutional debate that does not include the field in its terminology. Therefore, many researchers have followed this trend in their studies on markets (Mountford & Geiger, 2021). Accordingly, Dolbec & Fischer (2015) define a given market as an organizational field including a range of institutions and actors, guided by institutional logics, and characterized by institutional boundaries. On the other hand, adopting an institutional perspective on consumer quests for greater choice in mainstream markets, Scaraboto and Fischer (2013: 1236) regard them as organizational fields comprising a set of institutions. Here, the term "institutions" describes persistent practices, beliefs, and understandings that members of an organizational field share (Lawrence & Phillips 2004: 692). Similarly, the two concepts have been merged by organization theorists who speak of a "market field" (Sgourev, 2013; Rainelli & Huault., 2016) or have been used interchangeably (Beckert, 2010; Zietsma et al., 2017).

Markets may be thought of as places where people come together to exchange goods and services. They might also be conceptualized as fields generated and distinguished from each other by the mutual orientation of actors towards one another (Beckert, 2010: 609). On the other hand, sociological approaches to markets emphasize the social structure of market relations rather than the idea that markets are formed by anonymous actors who can create stable exchanges based only on their own interests. Considering the markets as fields, the focus of market study may shift from the act of exchange to the structural forces (Fligstein, 2001). Social forces have an impact on the actors that constitute a field, which shapes the agency in the field. These forces include the relational topographies of networks, the institutional norms prevalent in the field, and the cognitive frameworks that structure agents' views. A local order is established by this invisible set of forces (Fourcade, 2007: 1022). This idea of markets as fields includes views of markets as areas of interaction formed by local cultures, institutions, and networks (Beckert, 2010: 609).

These definitions indicate that fields typically form around the focal organizations (DiMaggio & Powell, 1983; Scott, 2014). However, Hoffman (1999) disagreed with this prevailing attitude, asserting that fields are formed around issues, defined as the centers of debate or dialogue bringing numerous actors together, each of whom has or claims a stake in the relevant issue. In this study, we adopt Hoffman's (1999) conceptualization of the field forming issues—not organizations—at the concept's center.

Issue Fields, Interstitial Issue Fields, and Charity Markets

Hoffman's view and that of more organizationally oriented researchers might be reconciled by the semantic distinction made by Zietsma et al. (2017) between the "exchange field" and "issue field." The former is defined as fields within which the shared objective is to stabilize and coordinate the exchange, network membership, and compatible practices. Conversely, the latter is identified by the group of actors interacting with and taking one another into account on particular issues. The extant literature regarding the organizational field has acknowledged that aggregations of actors might form around issues attracting the concerned actors (Mountford & Geiger, 2021). Issue fields include issues and actors identifying with the field with their commitment to the issue at the core of the relevant field. Hoffman's (1999) chemical field has attracted actors from regulatory agencies,

unions, lobbying groups, advocacy groups, professional consultants, law firms, and non-governmental organizations (NGOs) with a stake or claim in the core issue. This field went from explicitly denying that its operations had any adverse effects on the environment to collaborating with NGOs to find solutions to the chemical pollution. Then, the actors' efforts in the field extended into the policy field. Thus, the issue was brought into the market through regulation, which led to an innovative reorganization of the chemical market exchanges (see also Finch et al., 2017a).

Geiger et al. (2014) define the markets formed around the issues influencing multiple actors as "issue-laden" or "concerned" markets. In such markets, field actors who identify themselves as having a stake in the issue begin to view the exchange as a part of the relevant issue. Thus, both the issue and the exchange draw their attention. For example, the "green chemistry" regulation affected the exchange of chemicals, leading to repositioning actors in the chemistry field. Then, environmental issues such as water treatment and recycling are now being treated as mainstream chemical market niches with the consideration of green chemistry (Finch et al., 2017b).

As a type of issue-laden market, charity markets are formed around particular issues such as starvation, poverty, enhancing the quality of life, and environmental protection, which attract multiple actors from different fields. They are defined as oriental marketplaces consisting of ranges of shops or stalls where all kinds of merchandise are offered for sale, and organizations orchestrating these markets use the revenue obtained from the exchange practices for the needy (Shiell, 2014). Furthermore, people visit these markets with diverse motives. While some have pure charitable motives, others may expect to derive personal benefits from their donations. This situation indicates that charity markets include vital exchange elements (Woolf et al., 2013). Accordingly, these markets might be described as hybrid markets forming around issues and including economic and non-economic exchanges. Different logics can coexist in such markets (Scaraboto, 2015). Similarly, Wooten & Hoffman (2008) state that organizational fields might be formed around issues significant for the interests and objectives of particular collective actors rather than exchange relations and can be defined analytically by actors interacting and considering each other on specific issues. Similarly, charity markets include various actors as they are in interstitial positions accessible to actors from different organizational fields. Figure 1 offers an illustration to better comprehend the positions of charity markets.
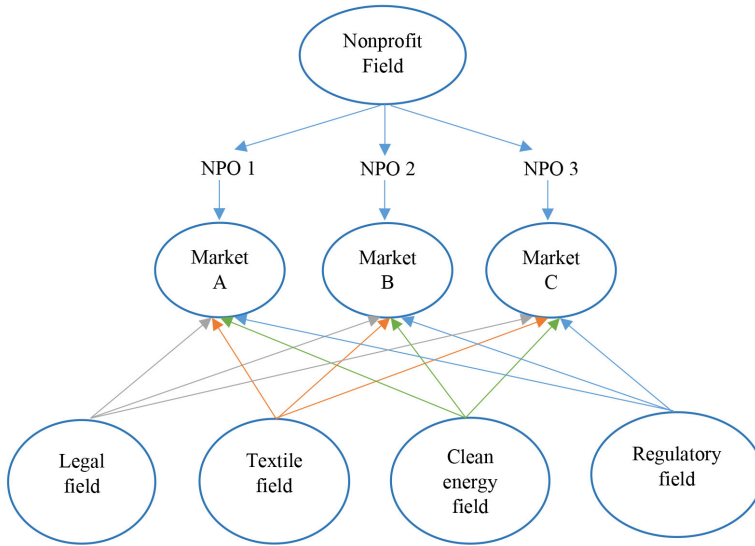
Figure 1. Illustration of Charity Markets' Positions

As exemplified in Figure 1, charity markets are positioned somewhere between the nonprofit field and other exchange fields. On the one side, there are NPOs that come from the same field and orchestrate charity markets. Thus, they have the catalyst role. In interstitial positions, catalysts play a crucial role in the creation, maintenance, and improvement of interactions with others. In other words, they are regarded as both intermediaries and enablers of such interactions (Villani and Philips, 2020: 6). Thus, their main responsibility is to support the convergent interests of multiple organizations that collaborate while enabling the divergent ones to endure (Guston, 2001: 400). They coordinate and energize shared activities to maintain relationships with others and work toward creating shared meanings (Furnari, 2014: 452). They therefore offer continuity across the informal and temporal interactions that take place within the charity markets, while helping actors from different fields interact with one another to develop common meanings (Obstfeld, 2005).

By the nature of charity markets' position, there are various organizational fields from which actors gather around the adhered issues within these markets. Multiple organizations sharing the same field may be involved in the same or different charity markets. For example, a towel manufacturer and a shirt man-

ufacturer from the textile field can come together at the same charity market. The manufacturer of shirts, which gets a commission from each shirt sold, and the firm that donates the towels, with the earnings going to the NPOs, can interact in issues such as product labeling, presentation, storage, and inventory management. In different charity markets, these actors may be replaced by other ones. However, some actors from the regulatory field (i.e., representatives of the directorate of associations, provincial directorate of food, agriculture and livestock, competition authority, etc.) participate in all charity markets. These actors interact both among themselves and with the other actors within the field. For example, if inspectors from the competition authority detect pricing that is well below the market level, which could harm s trade, they interact with the directorate of associations and other regulatory authorities regarding legal sanctions. They may also initiate a probe into brands that donate relevant products to be sold at charity markets. Such a case might require the involvement of actors from the legal field (e.g., law and reconciliation firms) in the relevant charity markets. Furthermore, NPOs can have a solar-powered building constructed for those in need by acting as an intermediary between an organization from the clean energy field and an organization from the construction field, coming together within charity markets.

Given the discussions above, charity markets exhibit the characteristics of interstitial issue fields, a type of issue field defined by Zietsma et al. (2017). Interstitial issue fields are considered small-scale settings. Actors from different fields interact informally and occasionally around joint enterprises or activities to which they devote limited time (Furnari, 2014). In other words, they can be treated as settings intended as particular spaces and times within which actors meet and interact. As such, Sorenson & Stuart (2008) describe these settings as either temporally or physically limited situations of social networks. These fields are micro-level situations of the interaction of actors with each other and are attributed to the here-and-now episodes of interaction (Goffman, 1967). However, every small-scale social interaction space must be described as something other than an interstitial field. At this point, Furnari (2014) denotes that interstitial fields identify a particular type of interaction setting defined by three key features. First, interstitial fields are spaces within which actors from different fields socially interact. They are subjected to various institutions, such as specific "rules of the game" characterizing their fields (Rao et al., 2000). Thus, the actors are likely to have various action patterns shaped by diverse institutions in which they

have already been socialized through their different field positions (Battilana, 2006). In this regard, their field positions are essential in shaping their cognition and actions (Battilana et al., 2009). Similarly, multiple actors from different fields socially interact with each other in charity markets. They are subjected to multiple institutions characterizing their fields. Therefore, they tend to have different templates for the common issue (Villani & Philips, 2020).

Second, interstitial fields are identified by occasional and informal micro-interactions. The notion of occasional is here used to denote social interactions occurring at irregular, infrequent or episodic intervals. The common use connotes spontaneous, unscripted, and is characterized by relatively less formal organization and ceremony (Collins, 2004). Thus, the interactions have the deficiency of frequency, structure, and some formal obligations ensuring their permanence over time, making interstitial fields inherently transitory and fragile interaction locations. At this point, Furnari (2014) notices the existence of two possibilities: (1) Social interactions occurring within interstitial fields are often exposed to fade out. This process leads to the breakup of interactions over time or the absence of follow-up, thus the dissolution of the fields. (2) These interactions can become more stable and cease being interstitial. Charity markets are often characterized by occasional and informal micro-interactions (Shiell, 2014). Furthermore, market social interactions are often irregular, infrequent, or episodic (Gordon, 1998). Also, the interactions are spontaneous and unscripted but might turn into structured patterns over time (Sargeant & Jay, 2004).

Last, interstitial fields identify cross-field interactions around activities to organizations that devote limited time. These part-time activities mainly involve shared hobbies, passions, ideas, and other joint pursuits and include common distastes or dislike toward a third party. In this regard, it is possible to state that the notion of interstitial fields builds on the institutional pluralism perspective (Kraatz & Block, 2008). Thus, actors are conceptualized with their multiple identities, whose centrality depends on the level of cognitive and material resources (i.e., effort and time) devoted to maintaining and developing these identities (Stryker & Burke, 2000). The concept of the interstitial field represents the common interactions developing around activities induced by an actor's more marginal and temporary identities (Furnari, 2014). Charity markets identify cross-field interactions around common issues actors commit for a limited time (Prochaska, 1977). Thus, part-time activities are often weakly or indirectly related to the respective field positions of organizations (Thorne-Murphy, 2007).

Although many different field theoretical approaches exist, most field conceptualizations share a few key components. These include 1) multiple groups of interrelated actors; 2) a shared meaning system; 3) flux and change; 4) borders with other fields, and 5) hierarchies and status. (DiMaggio & Powell, 1983; Owen-Smith & Powell, 2008). All these components might only exist in an institutional infrastructure embedded within a given organizational field (Hinings et al., 2017).

Theoretical Framework

Institutional infrastructure is attributed to the understanding concerning the organizations' embeddedness within fields and the fields' structuration occurring by interactions, networks, and institutional activities among actors (DiMaggio & Powell, 1983). It is defined as the set of prevailing institutions within the field (Hinings et al., 2017). In this study, this approach is expected to provide two benefits. Firstly, it refocuses on comprehending field dynamics accepted beyond the institutional logics and meanings. Secondly, it enables the comparison among charity markets described as organizational fields as it offers the opportunity to define and classify the conditions of fields. Accordingly, the degree of elaboration and coherency of institutional infrastructure within the markets will be considered to understand the field dynamics and compare the conditions of these markets to investigate the isomorphism among them based on the framework outlined in Table 1.

Table 1. Institutional Infrastructure and Organizational Fields

Elaboration/ Relative coherency of institutional infrastructure	Unitary (high coherency) or Settled logic prioritizations	Competing (low coherency) or Unsettled logic prioritizations	Compartmentalized/ Prioritized (coherency within subfields, ordering subfields)
High elaboration (Highly institutionalized)	Established	Contested	Subfields
Low/Limited elaboration (Weakly institutionalized)	Aligned/ Aligning or emerging	Fragmented	Emerging subfields/ fragmented

Source: (Hinings et al., 2017)

Depending on the degree of its elaboration and relative coherency, institutional infrastructure has crucial impacts on the conditions of organizational fields (Hinings et al., 2017). Fields may vary based on their institutionalization level, how complex, and at which evolutionary stage they are (Zietsma et al., 2017). The field conditions may easily affect the nature and number of institutional demands influencing the organizations pursuing their affairs within a field. They also have a significant role in the institutional processes (Greenwood et al., 2011). Organizational fields are established and relatively stable when institutional infrastructure is highly elaborated, and there is a unitary dominant logic. In other words, there are settled logic prioritizations within the fields. Many informal infrastructure elements in these fields considerably reinforce each other. Also, they lead to generating a coherent sense of what is legitimate or not (Hinings et al., 2017). When there are competing logics or low coherency among logics and highly elaborated institutional infrastructure, the fields are described as contested. Similarly, these fields have various institutional infrastructure elements, yet they are likely to conflict. Within compartmentalized or prioritized logics and highly elaborated institutional infrastructure, organizational fields are divided into subfields. Additionally, it is stated that there is coherency within subfields while there is existing incoherency between them. However, they can separately survive without considerable competition. Organizational fields are defined as aligned or emerging, with little elaboration and unitary logics (high coherency).

On the other hand, they are described as fragmented when the institutional infrastructure has a low degree of elaboration and low coherency. Lastly, organizational fields within which compartmentalized coherency and slight exaggeration are described as having emerging subfields (Reay & Hinings, 2005).

At the level of smaller or more local groups, institutional infrastructure is influenced by the societal infrastructure within which the group is embedded (Hinings et al., 2017). Charity markets are relatively small groups embedded in the interstitial positions among organizational fields (Sargeant & Jay, 2004). To identify the institutional infrastructure elements of charity markets, we considered all the dynamics of interstitial issue fields, and institutional pressures prevailing within the nonprofit sector and influencing the conditions and dynamics of the markets. Then, based on the codification from the prior research findings and suggestive theorizing by Hinings et al. (2017) and Zietsma et al. (2017), we determined the main institutional infrastructure elements of charity markets as the *provision of social service* (Prochaska, 1977; Thorne-Murphy, 2007; Shiell, 2014), *innovativeness* (Jaskyte, 2004; Webber, 2004), *technology use* (Qureshi & Siegel, 1998; Nah & Saxton, 2013; McNutt et al., 2018), *cooperativeness* (Guo & Acar, 2005; Galaskiewicz & Colman, 2006; Collins & Gerlach, 2019), *marketing actions* (Marchand and Lavoie, 1998; Andreasen & Kotler, 2003; Knox & Gruar, 2007; Krueger & Haytko, 2015; Liu et al., 2015), *relational channels* (Sorenson & Stuart, 2008; Furnari, 2014; Villani & Philips, 2020; Oliveira et al., 2021), *human resources* (Payton, 1988; Guo et al., 2011), *status differentiators* (Stafford et al., 2004; Coule & Patmore, 2013); *governmental regulations* (Bottiglieri et al., 2011); *performance of legal responsibilities* (Hopkins, 2017), *environmental concerns* (Lounsbury, 2001; Schlesinger et al., 2004; Lombardi & Costantino, 2020); *ethical concerns* (Agarwal & Malloy, 1999; Svara, 2007); and *norms* (Doherty et al., 2004; Powell & Bromley, 2020).

Methodology

Research Method

This study has a thick-descriptive characteristic and was conducted using the general logic of qualitative research. The comparison among charity markets made through the institutional infrastructure elements previously codified from the theory and prior research findings gives this study its descriptive character-

istic. Qualitative research methods are more likely to identify issues related to situations more difficult to obtain by quantitative methods. It makes it possible to reveal the causes or problems and how they happen. This outcome can only be reached using systematic and meticulous qualitative research.

Data Collection

This study used primary data (obtained via in-depth interviews and participant observation) and secondary, i.e., archival data for a comprehensive analysis.

In-depth interviews: Interviews were conducted with four experienced organizers of charity markets from each of the eight NPOs that regularly participate at the national level. Also, six participants from each of the remaining two NPOs working at the international level were interviewed. This is because these markets are divided into two sub-fields. Thus, the interviews were conducted with three participants representing each sub-field. Each NPO at the national level is among the most active NPOs in Türkiye and they work for the benefit of society in various fields. For instance, some work to protect the natural environment, while others focus on students' needs for housing, food, and education. On the other hand, two international NPOs strive to improve health and well-being, strengthen communities, and support those in need through humanitarian services and grants that impact lives globally and encourage peace and international understanding. Both NPOs were founded in the United States and have affiliated organizations across the globe. Türkiye is one of the regions where these organizations perform multiple activities actively and intensively. They differ from national NPOs in many aspects, including membership systems, fundraising tools, and management style. All NPOs (i.e., national and international) commonly orchestrate charity markets to raise funds to be used for the benefit of society. Thus, we decided that it is worth dividing them into national and international groups, which could have different impacts on charity markets. To identify and reach the participants, the snowball sampling technique was used. The interviewed participants were asked to direct the researcher to other participants. In total, 44 participants were interviewed. The interviews lasted between 45 and 120 minutes. When the preliminary data analyses suggested saturation level, it was decided that the necessary number of interviews was reached. In addition, field notes were taken before and after the interviews, and mnemonics about the context and content of the interview were written down.

Participant observation: Four days of participant observation were conducted in different charity markets lasted between 7-10 days. Meanwhile, observation and field notes were kept and integrated into the data analysis process.

Archival data: To determine whether there is a difference between what the participants have done and what they said in the interviews, websites, social media accounts, press news about the relevant markets, and printed and digital brochures of these markets were used as the secondary data sources.

Research Validity and Reliability

Due to the subjective nature of data in qualitative research and the fact that it is collected from a small unit of participants, it is impossible to apply the traditional validity and reliability standards formed by the positivist approach often used in quantitative research. There is ongoing discussions about the difficulty of reaching an 'adequate' level of validity or reliability for qualitative research. Nevertheless, there are a few ways to ensure that qualitative research conducted is valid and reliable (Flick, 2009). Accordingly, to boost the research reliability, we first adjusted the interview questions during the pre-interviews and then took notes following a specific system in the interview transcripts. For the research validity, we strived to follow the strategies offered by Creswell (2013): (1) We utilized experienced field specialists and reviewers to interpret data to address concerns regarding subjective analyses. (2) We included excerpts from the interviews in the text to demonstrate how the results were reached. (3) Two external inspectors with expertise in qualitative research methodologies reviewed the entire research process. They helped decide whether in-depth interview questions were appropriate to comprehend the participants. They also reviewed whether the identified codes, categories, and themes conveyed a common understanding throughout the analysis process. Then, we decided to change or combine some of the codes by discussing the different meanings that emerged. In addition, Gibbs (2008) emphasizes that qualitative research must follow specific protocols to reach a trusted research status. Accordingly, all stages of the process have been written down during the research, and a detailed protocol has supported the information generated to provide better control. The data was checked periodically to avoid significant errors in the analysis of the transcripts obtained during the data analysis process.

Data Analysis

Content analysis is widely used as a qualitative data analysis technique. Based on current applications, Hsieh & Shannon (2005) suggest a combination of three approaches (conventional, summative, and directed) to content analysis. A researcher may use all of those approaches to interpret the data, but they differ based on the origins of codes, coding schemes, and threats towards trustworthiness. The researcher derives the coding categories directly from the text data in the conventional analysis. A summative analysis generally includes counting, comparing the content and then interpreting the primary context. On the other hand, a directed content analysis begins with a theory or relevant research findings. Similarly, this study started with the theory and relevant research findings for initial coding. Potter & Levince-Donnerstein (1999) treat such an approach as their deductive use and state that this approach to content analysis aims to extend or validate a theory or theoretical framework conceptually. This study drew 13 different institutional infrastructure elements from the theory and relevant research findings. With the initial coding, the researcher adopting the directed approach to content analysis tries to define and explain the focused subject, then relate it with the underlying theory (Hsieh & Shannon, 2005). In this study, the theory and prior research findings guided the discussion of results. The current research findings provided evidence for the theory's refinement, extension, or enhancement.

Research Findings

NPOs did not allow their names to be disclosed in the study. Therefore, some letters have been assigned to represent both charity markets and those orchestrating them in alphabetical order to ensure the integrity of the content. We will first share the findings regarding the eight Charity Markets (A), (B), (C), (D), (E), (F), (G) and (H) orchestrated by NPOs performing at the national level, and then the findings of the rest (I) and (J) organized by NPOs performing at international level.

Findings Regarding the First Group of Charity Markets

NPOs perform various significant functions in delivering collective products because government programs are typically uniform and large-scale (Sargeant & Jay, 2004). Thus, they might be treated as the primary service providers within the

places where private businesses and government agencies are not either willing or able to perform. Despite qualitatively differing from other sectors, NPOs can provide some services complementing their service delivery. Moreover, they can supplement similar primary services in case the provision of other sectors is not sufficient in scope or not readily affordable (Thorne-Murphy, 2007). Through charity markets, NPOs also provide numerous benefits for society (Prochaska, 1977). Considering the participants' views, these markets have been orchestrated to provide social services for many years. Accordingly, this aim can be treated as an integral part of these markets. Social service provision has a high degree of elaboration, and there is a unitary logic within the charity markets. Thus, this makes the fields established. One of the illustrative statements is as follows:

> The provision of social service is one of the essential elements of charity markets. Without this thought, this activity would be meaningless. (P5)

> When we organize our market, we never consider individual interests. We carry out stores to benefit society and find solutions to their material and spiritual needs. Think of it as a tax; just as the taxes you pay return as a service to you; the charity did here also return as a service to the society. (P11)

Today, many NPOs are operating for similar purposes and competing. Each strives to attract more funders or donors while maintaining the existing ones. Therefore, they must be innovative in their activities (Webber, 2004). Except for one, all charity markets in our study had a dynamic structure and were open to innovations. Accordingly, innovativeness was highly elaborated, and settled logic prioritizations within the fields existed. Thus, this element made the fields established. One of the explanatory statements is as follows:

> We are constantly trying to keep dynamic and develop ourselves as much as possible. When we compare the charity markets we held today with the previous years; you can see how open we are to innovations. (P13)

In Charity Market (F), innovativeness has recently emerged and was not given so much importance within this market. At this point, participants emphasized that it is unnecessary to make innovation at every charity event and that innovation can only be adopted if needed. This shows that this market was not very change-oriented. Then, we inferred that this element is lowly elaborated and has a high degree of coherency within the field. Hence, this case made the field aligned/emerging. One of the definitive statements is as follows:

...We generally have a standardized structure. However, especially recently, we have been making small innovations. There is no such thing as this will happen at every charity market. (P21)

NPOs are increasingly benefiting from technological opportunities, such as the Internet, social media (Nah & Saxton, 2013), software (Qureshi & Siegel, 1998), and technologically advanced equipment (McNutt et al., 2018) for enhancing their activities. Participants state that they are new to this subject and cannot integrate their charity markets with technology well enough. Accordingly, technology use has a low degree of elaboration, and there is a unitary logic within the fields. Thus, this element makes the fields aligned/emerging. An illustrative statement is as follows:

Unfortunately, we could not use technology so effectively in the past. But now, we see it as a necessity because it provides great convenience. (P17)

It is common for NPOs to cooperate with other organizations to raise funds (Guo & Acar, 2005). Within all charity markets, except one, cooperativeness plays a vital role as a driving force for the process of the markets to be maintained effectively and efficiently. Participants stated that various collaborations were made at every market period. Accordingly, this element is highly elaborated, and there is a unitary logic within the fields. Hence, this makes the fields established and relatively stable. One explanatory statement is as follows:

As an organization, it is challenging to organize a charity market unaidedly. For this reason, we collaborate with other organizations in every market. (P14)

Within the Charity Market (F), it is seen that there is no cooperation with other institutions. Participants emphasize that NPO (F) can unaidedly run the whole process effectively and efficiently due to the small scale of the market. Therefore, it is not possible to talk about the existence of this institutional infrastructure element within the field. An explanatory statement is as follows:

Cooperation may be necessary if we organize a large-scale charity market one day, but I do not think we need such a thing for now. (P24)

To attract more funders or donors and maintain the existing ones, a great majority of NPOs take such marketing actions as strategic marketing (Andreasen & Kotler, 2003), branding (Liu et al., 2015), relationship marketing (Knox &

Gruar, 2007), digital marketing (Krueger and Haytko, 2015) and advertising (Marchand & Lavoie, 1998). We found that these actions have frequently been taken for a long time within all charity markets. Accordingly, participants emphasized that many charity markets have similar purposes and that marketing actions were essential in the competitive environment. Then, marketing actions have a high degree of elaboration and coherency within the fields. Thus, this element makes the fields established. One of the definitive statements is as follows:

> *We definitely apply modern marketing techniques in our charity markets because it is necessary to reach new people while retaining existing visitors in today's competitive environment. (P29)*

Similar relational structures were preferred within all charity markets at every market period. Also, there was an informal relationship both between the visitors and the organization team, and among the visitors themselves. This infrastructure element has a high degree of elaboration, and there is a unitary logic within this charity market. Thus, this element makes the fields established. One of the explanatory statements is as follows:

> *Our charity markets are far from formal as a commercial enterprise. It creates a more family atmosphere. Everybody can informally communicate with each other in our markets. (P31)*

We found that the general structure of human resources has remained similar for years within all charity markets. Participants agreed that similar human resources patterns were used to conduct the whole process at every market period. This element is highly elaborated, and the fields have a high degree of coherency. Then, this makes the fields established. One of the explanatory statements is as follows:

> *We apply a similar system at every charity market. Our members, their families, and their immediate environment work voluntarily. (P26)*

Many NPOs use status differentiators such as symbols, labels, and signals (Coule & Patmore, 2013) to be noticed by people, reflect their identities, and gain a place in society (Stafford et al., 2004). Within all the charity markets, the logo of NPOs has also been used for charity markets they orchestrated for a long time. This element has a high degree of elaboration, and there are settled logic prioritizations within the fields. Thus, this makes the fields established. One of the illustrative statements is as follows:

> *We have been using the logo of our institution in all our charity markets for a long time to be distinguished from other charity markets orchestrated by other institutions and to be permanent in people's minds. (P13)*

As in all institutions, NPOs are subject to governmental regulations in all states with a legal system (Bottiglieri et al., 2011). We concluded that NPOs confronted similar rules at every market period within all charity markets. Governmental regulations are highly elaborated, and the fields have a unitary logic. Therefore, this element makes the fields established. One of the explanatory statements is as follows:

> *We are expected to comply with some legal regulations at every charity market. If we do not comply, we are not allowed to open a market, and other institutional activities may also be sanctioned. (P15)*

Legal responsibilities were followed according to governmental regulations within all markets. To avoid any sanctions, all duties required by governmental regulations were strictly performed at every market period. Then, it is possible to state that this institutional infrastructure element has a high degree of elaboration, and there is a unitary logic within the fields. Thus, this makes the fields established. One of the illustrative statements is as follows:

> *...we perform whatever legal obligations we have in each of our charity markets. Otherwise, it is not possible to orchestrate such a market. (P30)*

Today, NPOs have environmental concerns, and there are various applications such as recycling (Lounsbury, 2001), minimizing and sorting wastes (Lombardi & Costantino, 2020), and saving (Ambati, 2019). Within Charity Markets (A), (B), (C), (D), and (E), we concluded that environmental concerns and efforts to deal with these concerns have recently become prominent. Participants emphasized that environment-friendly practices within the markets have increased as society has become more conscious about the environment, and the encouraging policies of the state to protect the environment have become widespread. Accordingly, environmental concerns are lowly elaborated, and there is a high degree of coherency within the fields. Hence, this element makes the fields aligned or emerging. One of the definitive statements is as follows:

> *...We have always had environmental concerns, but I can say that it has been reflected in the charity markets recently. With the emergence of global*

warming and climate change issues, we have practices that consider the environment within our charity markets in every field. (P15)

Within Charity Markets (F), (G), and (H), environmental concerns have existed for a long time. Participants stated that some environmentally friendly practices and activities are lauded in the marketplace to minimize these concerns. It can be denoted that environmental concerns are highly elaborated and unitary logic within these charity markets. Thus, this element makes the fields established. One explanatory statement is as follows:

Anyone who comes to the charity marketplace can understand that we are responsible for the environment even if we tell nothing. (P30)

NPOs always have ethical concerns in their activities. Thus, they act by the ethical principles they adhere to—establishing a moral working climate (Agarwal & Malloy, 1999) and moral behavior patterns (Svara, 2007). Similarly, we found strict adherence to ethical principles within all markets, and the reflections of these principles can be seen in the fields at every market period. Ethical concerns are highly elaborated, and the fields have a unitary logic. Hence, this element makes the fields established. One of the definitive statements is as follows:

We strive to adhere to our principles in all of our activities. You can see the reflections of our ethical principles in our charity markets at every period. (P27)

Norms are often described as rules and expectations identifying how individuals should or should not behave under various circumstances. Blake & Davis (1964) emphasize their significant role in defining legitimate tools to reach valued ends. Professionalization plays a vital role in forming norms, and there are such mechanisms as training, work roles, specialization, certification, and licensing to promote normative systems. Within all markets, some specific steps were often taken to professionalize. Norms have a high degree of elaboration, and there is a unitary logic within the field. Therefore, this element makes the field established. One of the illustrative statements is as follows:

Before each market, there is a planning process to be more professional. Here, we determine the work roles. Employees who are experienced and skilled in their work give hands-on training to new participants. (P6)

Based on the findings regarding the first group of charity markets, we con-

cluded that Charity Markets (A), (B), (C), (G), and (H) are isomorphic with each other based on the degree of elaboration and relative coherency of all examined infrastructure elements within each field. Innovativeness is aligned or emerging within Charity Market (F) due to the previously mentioned reasons. However, this does not preclude the claim that this charity market has a pretty high degree of isomorphism with others.

Findings Regarding the Second Group of Charity Markets

None of the charity markets in the first group were divided into sub-fields regarding any institutional infrastructure element. However, Charity Market (I) and Charity Market (J), included in the second group, have been divided into subfields(*) due to the impact of some institutional infrastructure elements of the field. This makes them isomorphic among themselves, while it differentiates them from the charity markets in the first group.

Based on the participants' narratives, one of the most important purposes of charity markets is to provide service to the society. The participants stressed that the revenues were used for those who are in need in various ways and social awareness towards these issues was strived to be increased with the help of these markets. It can here be inferred that this provision of social service is highly elaborated and there is a unitary logic within the second group of charity markets. This makes the fields established. One illustrative statement is as follows:

> *These markets actually offer us the opportunity to help those in need. ...We provide scholarships to many students in our country. We work on rehabilitation services for underprivileged children. We are also holding awareness activities about them. (Participant 41)*

Charity markets have a dynamic structure and are open to innovations. Accordingly, participants highlighted that some innovative changes were routinely incorporated at every market period. At this point, the enhancement of product variety and the adoption of well-experienced new practices were the most prevailing innovations. Innovativeness is highly elaborated, and there is a unitary logic about it. Hence, this makes the fields established and relatively stable. One illustrative statement is as follows:

(*)   In the study, we named the subfields of Charity Market (I) as (I_1) and (I_2) and the subfields of Charity Market (J) as (J_1) and (J_2).

> *Today, no entity that does not change and does not renew itself can survive. …and we are always open to innovations. I like to borrow successful new practices that we like at other charity markets. There are important developments for us, albeit in terms of general product diversity. People like to see this variety. (Participant 40)*

Within both markets, technological opportunities have recently started to be utilized. The participants underlined that technology is quite necessary today and that it is a useful tool to reach more people. Accordingly, social media and websites were actively used to interact with people who were likely to donate. Technology use has a low degree of elaboration, and there are settled logic prioritizations. Therefore, this element is aligned or emerging within these fields. One of the illustrative statements is as follows:

> *…Despite [not?] being widespread until recently, we now use technology actively at every market period. In this direction, we use social media very actively. We also share location, date information, and news in the press on our website. (P33)*

It is possible to talk about the existence of cooperation with other organizations for a long time within Charity Market (I). Participants stated that this is a useful way to develop charitable activities. Also, it is emphasized that working with other NPOs was important for making more people become aware of the issue. Cooperativeness has a high degree of elaboration and there is a unitary logic within this charity market. Thus, this element makes the field established. One illustrative statement is as follows:

> *…of course, we cooperate with others at every market period. For example, if we are organizing a charity market for the benefit of people with black lung disease. We are certainly carrying out the process together with the association related to that disease. …thanks to these, people can become more aware of the issue. (Participant 33)*

Some collaborations were also often made with different institutions within the Charity Market (J). Participants state that these collaborations are made with municipalities (Collins & Gerlach, 2019), other NPOs (Guo & Acar, 2005), and firms (Galaskiewicz & Colman, 2006). Then, cooperativeness is highly elaborated. However, there are prioritized logics within this charity market. Thus, this element makes the field arrayed in subfields. The definitive statements of participants from Charity Markets (J_1 and J_2) in this direction are as follows:

Statements of participants from Charity Market (J_1):

> *We cooperate with the municipality on issues such as the allocation of space. …We are also collaborating with other NPOs…(P40)*

> *…It is essential to cooperate with other institutions, especially municipalities and other NPOs. (P41)*

Statements of participants from Charity Market (J_2):

> *We cooperate with firms that are appropriate for our charity market and accept our offer. (P42)*

> *…We often hold meetings with various firms, from glassware to jewelry. We cooperate with many of them to hold stalls at our markets. (P44)*

Within both markets, it can be said that some marketing actions were taken. These are mostly related to the advertisement of charity markets mostly on social media (Nah and Saxton, 2013) and billboards, and advertisements in local press (Kicova, 2020). This infrastructure element is highly elaborated and there is a high degree of coherency within the fields. Therefore, it is possible to state that this element makes the fields established. One illustrative statement is as follows:

> *Marketing actions actually enable us to interact with people at every market period. For example, there are people who visit us thanks to our promotional activities on social media. We sometimes appear in the news in local media, sometimes we advertise ourselves. In this way, we can reach people more easily. (Participant 37)*

There have been similar relational structures within Charity Market (I) for a long time. However, they were clustered as formal and informal relations at two different points. Then, this institutional infrastructure element has a high degree of elaboration, but there are compartmentalized logics within this market. Thus, this makes the field arrayed in subfields. In other words, there is coherency within subfields but incoherency between them. The illustrative statements of the participants of Charity Markets (I_1 and I_2) in this direction are as follows:

One definitive statement from Charity Market (I_1):

> *Since most of the participants in the markets we organize are business people and white-collar employees, formal relations are inevitably more prominent. (P33)*

> *Those who attend our markets are usually our club members. As such, we wear more formal attire. ...we pay attention to interacting with individuals formally. (Participant 34)*

Another illustrative statement from Charity Market (I_2):

> *...here, we interact informally while giving information about the issue we focus on and selling the products. (Participant 37)*

> *It is sincerity that brings people together in these markets. We make the preparations together with our members and their friends. As such, informal relationships become very dominant. (P38)*

Within Charity Market (J), it can be said that similar relational patterns were formed at every period. In this regard, some participants stated that visitors interact informally (Oliveira et al., 2021) and socially (Villani & Philips, 2020) with each other. Others claim that there are formal relations and social networking (Sorenson & Stuart, 2008) within the field. This institutional infrastructure element might have a high degree of elaboration, but there are compartmentalized logics within this charity market. Thus, this makes the field arrayed in subfields. The illustrative statements of participants from Charity Markets (J_1 and J_2) in this direction are as follows:

Statements by participants from Charity Market (J_1):

> *This is a philanthropic event. ...relationships are more informal. ...Everyone socially interacts with each other. (P39)*

> *...Then, we communicate informally with each of our visitors. ...This creates a social and friendly atmosphere. (P41)*

Participants from Charity Market (J_2) stated that:

> *...formal relations are dominant in our relations with them. (P42)*

> *...I can say that we are more formal in our relations with them. (P43)*

The Charity Market (I) processes had a similar human resources structure at every market period. There was also consensus that all employees were volunteers. However, some of the participants stated that women and those over mid-age made up the majority of the volunteers. However, others argue that young people run all the processes, and the number and effort of female and male volunteers

were very similar. While the first group claimed that all volunteers consisted of only institutional members, others maintained that institutional members and their non-member friends had an active role in the whole process. This infrastructure element is highly elaborated, but there are prioritized logics within this charity market. Thus, this makes the field arrayed in subfields. The explanatory statements of the participants of Charity Markets (I_1 and I_2) in this direction are as follows:

Participants from Charity Market (I_1) declared:

> *All of our employees are volunteers. They are our members, and the majority are women. ...Generally, retirees are more interested in these philanthropic works. (P33)*

> *Our women get most excited before organizing the charity market. They work voluntarily. ...Now that they have reached a certain level in their business life, they can allocate more time [to charity activities]. (P35)*

Charity Market (I_2) participants asserted:

> *We are a young team. ...We invite our close friends to work. We do all things together voluntarily. (P36)*

> *...Thus, making a male and female ratio among our employees is difficult. ...Our close friends who are not members of the institution also work voluntarily as much as we do. (P38)*

All processes of Charity Market (J) were carried out by similar human resources structures at every market period. It was declared that all workers comprised volunteers while most were female. It was also emphasized that all the volunteers were members of the NPO. This institutional infrastructure element is highly elaborated and there is a high degree of coherency within this charity market. Hence, this makes the field established. One illustrative statement is as follows:

> *This is not a one-day job. Charity markets have many processes, such as the preparation, logistics, sale of products, etc. This entire process is usually carried out by our female members. (Participant 41)*

Within both charity markets, it is seen that the logo has been used as a status differentiator for a long time. Participants narrated that the use of a logo was im-

portant in distinguishing it from other similar charity markets, as it has associated this philanthropic activity with the NPOs for a long time. It can here be stated that this institutional infrastructure element has a high degree of elaboration and there are settled logic prioritizations within the markets. Therefore, this makes the fields established. One illustrative statement is as follows:

> ...we use our logo to show our identity in every activity, to make people identify our club with the work we do. We also want to be remembered wherever they see the logo. (Participant 41)

Similar governmental regulations related to the opening, running, and closing of both charity markets are encountered at every market period. It is emphasized that the majority of these are regulations on financial matters, with severe sanctions if not followed. It is also stressed that inspections are frequently carried out and the relevant documents must be presented as evidence at the reporting stage. Governmental regulations are highly elaborated and there is a unitary logic within these markets. Hence, it is possible to state that this element makes the field established. One illustrative statement is as follows:

> ...above all, we have to be very careful with the receipt and invoice transactions during the market period. Because they want it as evidence when reporting them. ...Some documents need to be prepared for the opening. There are inspections during the markets. Our receipts and invoices must be complete not to be confronted with severe sanctions later. (Participant 39)

Legal responsibilities are performed in line with what regulations require within both charity markets. Participants reported that the required documents for the opening were precisely prepared, receipt and invoice transactions were meticulously followed, and all revenues were reported with the evidence. The performance of legal responsibilities is highly elaborated and there is a unitary logic within the markets. Thus, it can be said that this element makes the fields established. One illustrative statement is as follows:

> ...It is necessary to get full marks from the inspections as well. For this reason, we issue receipts for the products we sell as much as we can. We invoice the products we buy. Finally, we show them when reporting revenues. ...Oh, and I must say that we hold many stalls in the market area. At the opening stage, we prepare documents including information such as who they are, what their contents will be, etc., and request permission. (Participant 44)

Within both charity markets, it is possible to talk about the existence of environmental concerns and those concerns were addressed in the field at every market period. Therefore, it is seen that environmental concerns are highly elaborated and there is a high coherency within this charity market. Thus, this element makes the field established. One illustrative statement is as follows:

> As the organization, we act with environmental awareness in every activity we do. For this reason, you can see the reflections of this in every charity market. For example, we put recycling bins where people can see them easily to sort waste. ...We have waste collection games for children in the playrooms. They can play with their families or by themselves. (Participant 41)

Within Charity Market (I), the participants emphasized that they acted in accordance with ethical principles that the organization already had during the whole process of the market. They also stated that an ethical working climate is provided for the volunteers, which considered their values and priorities. Ethical behavior patterns towards the visitors were also adopted. This institutional infrastructure element is highly elaborated and there is a high coherency within this charity market. Therefore, this makes the field established. One illustrative statement is as follows:

> We create a work plan so that none of our volunteers will be mistreated. We provide them with the opportunity to work in an ethical climate. ...As with the organization's ethical principles, I think we are reliable and honest in the goods we sell and the services we present. (Participant 37)

In the same vein, there was strict adherence to the ethical principles of the organization, and reflections of these principles on Charity Market (J) at every market period could be observed. In this respect, being honest toward the visitors, being fair and ethical towards the firms and individuals responsible for the stalls and offering them an ethical working atmosphere were among the emphasized issues. Ethical concerns have a high degree of elaboration, but there are prioritized logics within this charity market. This element makes the field arrayed in subfields. The definitive statements of participants from Charity Market (J_1 and J_2) in this direction are as follows:

The following quotes exemplify the statements of participants from Charity Market (J_1):

> *...We do not sell any product we would not use ourselves. It is our ethical responsibility to be honest with [Who?] them. (P39)*

> *...the most important thing is not to lie to people, not to deceive them. (P41)*

Participants from Charity Market (J_2) similarly stated that:

> *We ensure that the firms we deal with in the marketplace work in an ethical climate. ...We treat each other fairly and morally in our agreement with them. (P42)*

> *The most important thing for us is to approach all stalls in the marketplace equally and help the needy. (P43)*

Within both Charity Market (I) and Charity Market (J), there were some specific actions taken for professionalization that is a crucial carrier mechanism for the formation of norms at every market period. Accordingly, participants described how division of labor was created and work roles were assigned to volunteers at the planning stage, and meticulously observed within the fields. We can therefore claim that norms are highly elaborated and there is a unitary logic within these markets. Hence, this element makes the fields established. One illustrative statement is as follows:

> *We carefully create division of work to be more professional every day, to get things done faster, to satisfy people, and most importantly to avoid confusion. Then, we determine the volunteers who will follow them. We do these within the framework of a plan so that there is no complexity (Participant 36)*

In brief, it can be claimed that Charity Market (I) and Charity Market (J) are isomorphic in terms of being divided into subfields. Except for technological use, the elements of the institutional infrastructure are established within the fields. Also, there is coherency within subfields while there is existing incoherency between them. In other words, relevant infrastructure elements are established within the subfields, but there is no unitary logic about the elements between the subfields. The impacts of institutional infrastructure elements on the field conditions of charity markets are summarized in Table 2.

Table 2. The Impact of Institutional Infrastructure Elements on the Field Conditions of Charity Markets

The elements of institutional infrastructure	Charity Market (A)	Charity Market (B)	Charity Market (C)	Charity Market (D)	Charity Market (E)	Charity Market (F)	Charity Market (G)	Charity Market (H)	Charity Market (I)	Charity Market (J)
Provision of social service	Established	Established	Established	Established	Established	Established	Established	Established	Established	Established
Innovativeness	Established	Established	Established	Established	Established	Emerging	Established	Established	Established	Established
Technology use	Emerging	Emerging	Emerging	Emerging	Emerging	Emerging	Emerging	Emerging	Emerging	Emerging
Cooperativeness	Established	Established	Established	Established	Established	Absent	Established	Established	Established	Subfields
Marketing actions	Established	Established	Established	Established	Emerging	Established	Established	Established	Established	Established
Relational channels	Established	Established	Established	Established	Established	Established	Established	Established	Subfields	Subfields
Human resources	Established	Established	Established	Established	Established	Established	Established	Established	Subfields	Established
Status differentiators	Established	Established	Established	Established	Established	Established	Established	Established	Established	Established
Governmental regulations	Established	Established	Established	Established	Established	Established	Established	Established	Established	Established
Performance of legal responsibilities	Established	Established	Established	Established	Established	Established	Established	Established	Established	Established
Environmental concerns	Emerging	Emerging	Emerging	Emerging	Emerging	Established	Established	Established	Established	Established
Ethical concerns	Established	Established	Established	Established	Established	Established	Established	Established	Established	Subfields
Norms	Established	Established	Established	Established	Established	Established	Established	Established	Established	Established

Conclusion

In this study, we compared charity markets based on the framework proposed by Zietsma et al. (2017). We compiled 13 institutional infrastructure elements from the theory and prior research findings. Determining what institutional infrastructure elements are embedded within charity markets is essential, because institutional infrastructure is attributed to understanding the fields' structure formation process through interactions, networks, and institutional activities among actors (DiMaggio & Powell, 1983). This is a structural approach to comprehend the dynamics of the field, which enables comparison across organizational fields through the means used to define them and the typologies the conditions of these fields (Hinings et al., 2017). By doing this, the implications of institutional infrastructure elements on the field conditions have been considered based on the degree of their elaboration and relative coherency. We concluded that eight charity markets orchestrated by NPOs at the national level are isomorphic. We also found that different from those in the first group, two charity markets organized by NPOs at the international level are isomorphic in terms of being divided into subfields. Although there are differences between charity markets at the national level and international levels, it is clear that there is a significant resemblance *within* the groups. This indicates that organizational fields might have homogeneity among themselves.

Theoretical Implications

The Neo-Institutional Theory assumes that organizations become isomorphic since they are subject to similar institutions, and adopt organizational structures and management practices imposed by these institutions *within* organizational fields (DiMaggio & Powell, 1983). It also implies the heterogeneity *between* organizational fields. Institutional scholars prioritize in-field comparisons more than they do across organizational fields (Pinheiro et al., 2016). As mentioned earlier, these comparisons mostly occurred between exchange fields -Professional Service Field (Malhotra et al., 2006) and Forestry Field (Zietsma & Lawrence, 2010), or issue field and exchange field -Impact Investing Field (Logue, 2014) and Healthcare Field (Reay & Hinings, 2005). In this study, we compared interstitial issue fields, essentially a subtype of issue fields. We concluded that there might be homogeneity across organizational fields. This result challenges the extant body of knowledge and initiates a new discussion. Responding to the question of what

leads to the similarity *between* organizational fields makes a significant theoretical contribution to organizational studies.

The isomorphism across organizational fields of charity markets might stem from several reasons. First, there is a pool of standard fundraising events available, tested, and experienced over years of community fundraising across the nonprofit sector (Sargeant & Jay, 2004). The proven implementations are primarily simple, require minimal time and costs, and tend to be diffused among other actors. They can be seen in different shapes and sizes. They are only bound by the imagination of those who organize, and identified by their types and goals (Webber, 2004). Within the charity markets, experienced and successful innovations are adopted. This allows the proven implementations to be diffused rapidly among them, and in this way, they become isomorphic over time.

Second, catalysts facilitating the genesis of shared meanings among parties might lead to an isomorphism between the fields. They are essential for generating, maintaining, and enhancing social interactions within fields located in interstitial positions. In other words, they are treated as mediators and facilitators of these interactions (Villani & Philips, 2020). Their primary role is to foster the convergent interests of diverse organizations that collaborate while allowing divergent ones to survive (Guston, 2001). In this study, NPOs are treated as catalysts serving as organizers and moderators in addition to being mediators and facilitators. They sustain the interactions among other organizations and strive to construct shared meanings by coordinating and energizing common activities. In this way, they provide continuity across the interactions temporally and informally occurring within the markets (Furnari, 2014).

NPOs perform in the same organizational field and confront similar institutional pressures imposed by the same environment. They organize charity markets at the intersection with other organizational fields (Rao et al., 2000). Catalysts sustain the interaction and assist the construction of a shared meaning system among actors from other fields (Furnari, 2014). While doing this, NPOs responsible for almost all the processes within their markets, from procuring products to sustaining relationships with visitors, act with a similar institutional logic. This leads them to adopt similar structures and practices. Thus, the charity markets they orchestrate become isomorphic. The Neo-Institutional Theory assumes the existence of a heterogeneous structure between organizational fields. However, organizational field comparisons made so far are insufficient to support

the theory's premise. The result we obtained from our comparison between interstitial issue fields supports this claim. To enhance the theory, we invite future research to study field-level comparisons.

Limitations and Directions for Future Research

As in every study, we have some limitations, which lead to suggestions for future research. This study has focused on charity markets orchestrated by organizations performing only in the nonprofit sector and excluded the others. The scope of the research can be expanded by including public and private organizations that also organize charity markets. This way, comparisons between the markets organized by various catalyst organizations performing in different sectors can be made. Also, the scope of the research can be expanded by including the markets organized by more NPOs. Additionally, this study utilized snowball sampling, which has the risk of sample bias and margin of error. This technique does not employ random selection and participants are likely to refer people who are like themselves. This may lead to a generalizability problem as the results might not fully represent the population. Furthermore, issue fields are the fields that researchers are reluctant to engage in (Furnari, 2014; Villani & Philips, 2020). One of the most important reasons for this is that issue fields do not have a stable structure. Once its institutional infrastructure is settled, it is difficult to distinguish an issue field from an exchange field. This means that an issue field may transform into an exchange field over time. Then, the field has become an exchange field (Granqvist & Laurila, 2011). Accordingly, we think the issue fields are worth studying, and we invite future researchers to study this subject.

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