

Instrumental Character of the Concept of Sustainability Focusing to the Institutional Theory

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Abstract

In organizations, we seek to adapt to the good practices of a relationship with nature, transforming technologies, processes and structural and productive redesign. Reflections such as these motivate

research supported by the Institutional Theory and the assumptions of sustainability. The general objective here is to carry out a theoretical-conceptual study on the instrumental character of the concept of sustainability in focusing to the of institutionalist theory; and to the results, the specific objectives of contextualizing the concept of sustainability (1), addressing the main concepts raised in the face of institutionalist theory (2), and analyzing the approach of the conceptual perspectives considered in this research (3). The question to be answered in this study is: what is the instrumental character of the concept of sustainability in the face of institutionalist theory? The Content Analysis Method and data analysis techniques are applied in qualitative research, such as cleavage and categorization. As a result, it brings a virtuous circle of conceptual relation in evidence; points out inequality of behavior in organizations, making it difficult to achieve sustainability; Criticism points to the lack of employee awareness of the rules. We also look at organizational levels that reflect on sustainability. Conceptual applicability converts the commitment to protect and conserve natural resources, while at the same time channeling real benefits to all who are around the institution that promotes the activities. These concepts will result in a balance between the constraints that lead to scarcity and progress on the sustainability tripod; are isomorphic measures that are somehow beneficial in the relationship between the environment and the social and economic.

Key words: Institutional Theory, Sustainability, Organizations, Management, Environmental Practices.

1. INTRODUCTION

The demands for economic efficiency and productivity were disregarded in sustainable organizations of the past. The new scenario predominates the emergence of sustainable development, now with cultural paradigmatic changes, with the objective of impacting social tensions, environmental degradation and other effects that demand desirable practices as a priority in this context. In order to meet good environmental, social and economic practices, organizations seek to adapt, transforming their technologies, processes, redesign of production, structure; for this, they continue to redirect their mission, vision and corporate goals. Such reflections motivate this empirical research, supported by the Institutional Theory and the assumptions of Sustainability, in an attempt to reconstruct perspectives that serve as instruments in organizational studies. For this, the general objective is to carry out a theoretical-conceptual study about the instrumental character of the concept of sustainability in the face of institutionalist theory; and as specific objectives to contextualize the instrumental character of the concept of sustainability (1) to deal with the main concepts raised in the face of institutionalist theory (2), and to analyze the approach against the conceptual perspectives considered in this research (3). The question to be answered in this study is: what is the instrumental character of the concept of sustainability in the face of institutionalist theory?

The study contributes to the discussion of how institutional concepts can contribute to explain behavioral changes in organizations in face of social demands in relation to sustainable practices. It allows the confrontation of diverse and sometimes antagonistic positions in the Sustainability debate, and can be an argument in public and private institutions committed to sustainable development and corporate social responsibility.

2. THEORETICAL-CONCEPTUAL REVIEW

Faria and Marques (2017) report that organizations behave according to environmental influences, their concrete variables, such as the use of technology in processes, as well as shared values, beliefs and myths among its members. With regard to sustainability, there is a growing behavioral equality in organizations, considering their reports and their disclosure with elements demonstrating the inherent interests of environmental issues that concern society, especially compliance with regulatory standards.

According to Pereira (2012), the new organizational structures are adapted to the recent management models, which is characterized by the opening to new trends and standardized behaviors, among other characteristics that demonstrate a transition or rupture in the face of accelerated unpredictability or complexity incident to the institutions. The Institutional Theory starts to gain space in organizational studies, especially for providing different interpretations on how to understand implicit standards, in addition to supporting the significant diversity in organizations.

According to Jacometti et al. (2016), in Institutional Theory, social practices are determined by institutions, as they confer certain probabilities of action to the detriment of others. One does not have the understanding about the uniformity in precepts, that is, it does not depend on the will of those involved; but they arise from the institutionalized reality, with concrete typifications about how phenomena are revealed in the organization. However, the subjects' passivity is not deduced, or that these subjects are positioned in different realities, since the prism comes from the same pressure that causes them to manifest themselves by similarity of behavior.

Faria and Marques (2017) report on Meyer and Rowan's view of institutional theory, pointing out that it addresses the influence of institutional dynamics on companies, as well as their need to legitimize themselves before the social, institutional and economic agents. In this way, the process of institutionalization creates myths that cause individuals in organizations to respond, now adopting the best models and practices that are usual in the market where they operate. Thus, the institutionalist theory was chosen in this study because it proves to be a valid instrument to explain the behavioral change in the organizations, in face of the social demands with respect to the sustainable practices. In addition, the influence of its precepts on organizations, results in the projection of changes in the behavior of its members, in several aspects, which drives improvements in the compliance with procedures, rules, laws, values, certificates, norms, beliefs and meanings.

2.1. Concepts and definitions of sustainability in view of its instrumental character

Silva (2013) discusses the concepts of variables to be considered in studies related to the environment, sustainable development and sustainability; this author makes it clear that the conceptual strands hitherto exposed have not yet been consolidated, which implies generating new academic records in order to provide references in this approach. So much so that Amador and Faustino (2016) and Boff (2017) affirm that the concept of sustainability has been gaining ground in modern society, and has come to mean the commitment of economic exploitation in a conscious way. Therefore, this concept, coupled with the concept of development with conservation and preservation of resources, for future societies, allows full reflections that satisfy social, economic, environmental, cultural and institutional interests.

Boff (2017, p.4) defines that real, true, effective and global sustainability combined with the preservation of natural resources. For him it is the only way to provide care for the planet and human and animal life, thus overcoming the risks of extinction. The author also conceptualizes sustainability as a set of processes and actions that aim to maintain the life and integrity of the planet, the preservation of ecosystems and its range of physical, chemical and biological elements that allow the existence and proliferation of life, continuity, the enlargement, the concretization of the human capacities in its various faces.

According to Munck, Bansi, Galleli, (2016), the definition of the Triple Bottom Line (TBL), involves the achievement of sustainability, when organizations should invest in their economic, social and environmental capitals, because these pillars are interrelated, in this way a relation of cause and effect between them. Philippi Jr., Sampaio and Fernandes (2017) remind Marrewijk (2003) to conceptualize corporate sustainability through the tripod of environmental responsibility, social responsibility and economic responsibility; these record that corporate sustainability assumes five levels of commitment and integration of the company with society, namely, legality, investment, responsibility, synergy and integrated sustainability.

Cassar (2013) reports that sustainability can be considered as a process of transformation, and the limitations of sustainable development are in the management, improvement of new technologies, and social organizations, linked by educational criteria that start with awareness. Thus, according to Dias (2015), learning for sustainability is introduced, which always results in the incorporation of organizational strategies. This scenario minimizes economic, social and environmental risks, as well as providing change in the organizational culture and in the minds of the individuals involved. Through existing concepts in the literature, it is possible to affirm that sustainability brings the prospect of a promising future, including in the productive sector, as long as it essentially includes rational values, which benefits the whole society.

2.2. Main concepts of Institutional Theory valid for the instrumentalization of sustainability

Institutionalization is a process of organizational structuring that takes place over time, reflecting on the particular history, the staff working in the organization, the groups that operate for different interests, as well as how everyone adapts to the same environment. The degree of institutionalization of an organization depends on the level of personal and group interaction. Thus, it is observed that the more specialized and technical the operations in an organization are, and the more precise the purpose of the organization, the less likely the internal and external agents will negatively affect organizational development. In this way, it is possible to consider that awareness for sustainability implies the institutional diffusion of this concept of value of the organization, adding this to the technical requirements in the task environment, following the prescriptive approach in Quinello and Nascimento (2009).

Casagrande and Lavanda (2015) concluded an analysis of the relationship between corporate governance and sustainability, based on the legitimacy and approach of institutional theory. They produced the definitions in Table 1 below.

Table 1: Theoretical convergences between institutional theory and the approach of legitimacy, corporate governance and sustainability.

Term	Definition
Institutional Theory and legitimacy	Institutional theory works with the concept of social construction, and considers social processes, schemas, rules, norms and routines. Seek to deal with authority guidelines for behavior. It allows the central view that legitimation takes place through a collective construction of reality, in which the elements of a social order are seen in line with norms, values and beliefs that people share.
Corporate Governance	The adoption of corporate governance precepts has been widely recognized as essential for access and acceptance of market structures. Corporate governance also acts as a catalyst for sustainability action as it addresses the importance of value creation and balance between economic, social and environmental issues in decision-making.
Sustainability	The organizational changes that bring to legitimacy in environmental and social issues have been shifting towards greater responsibility in the organization. Thus, sustainability studies began to approach transparency in a systemic way, in the economic, social and environmental dimensions, influencing significantly in the corporate decision making.

Source: Adapted from Casagrande and Lavanda (2015).

As Rezende (2013) explains in Institutional Theory, organizations function as a system of rules and incentives to behavior, in which individuals seek to maximize their usefulness by constructing procedures to simplify the interaction process. And the studies in Piaia (2013) point out that institutions must structure political, economic and social interactions in the conformity of informal rules, such as sanctions, taboos, customs, traditions and code of conduct; formal rules such as constitutions, laws and norms are also imposed there.

2.3 Definition of the doctrinal perspective located in the environment of sustainability in the contribution of the instrumentalization in the organization

In the institutionalization is adopted actions for sustainability that become habitual in the scope of the organizations. They are, as a rule, referring to the behaviors adopted by individuals or groups, sometimes objectifying resolution of common interests. When there are efforts to resolve conflicting issues, organizational problems are indeed solved. However, there are several conflicts that can be solved through categorization of actions, considering the adoption of measures conventionally practiced in the organization to contemplate logical arguments, such as those related to sustainability. Issues such as those related to socio-environmental issues, problems related to the recycling of waste, or those related to the extraction of raw materials in the environment, or displacement of residents for economic purposes.

Pereira (2012) refers to Clegg and Hardy to affirm the constant of Table 2 below. There, the process of institutionalization can be measured in stages to be advanced by the workers, in order to establish strong social relations and normative rules to be understood in an objective way. It is in this way that the organizational identity diffuses among the employees, through a certain fluidity.

Table 2: Stages of institutionalization and comparative dimensions

Dimension	Pre-institutional internship	Semi-institutional internship	Internship of total institutionalization
Processes	Habitualization	Objectification / generalization	Sedimentation
Characteristics of adopters	Homogeneous	Heterogeneous	Heterogeneous
Impetus for diffusion	Imitation	Imitation / normative	Normative
Theorizing activity	None	High	Low
Variance in implementation	High	Moderate	Low
Structural Failure Rate	High	Moderate	Low

Source: Adapted by the authors from Pereira (2012).

A search carried out in Munck, Bansi and Galleli (2016) indicates the existence of several divergences on the responsibility of practice aiming at sustainable development, which gives rise to new thematic conclusions. What was the responsibility of the rulers was now the responsibility of the organizations. However, organizations deplete environmental and social resources daily, leading managers to rethink their processes. Thus, Santos (2013) affirms that society began to consider the environment as a new element in the support of relations and decisions; as a consequence of this fact debates and studies on the environment, sustainable development and sustainability are added, as an instrument for measuring these elements in the institutions. This premise guides the researchers and consultants in the search for and understanding of the necessary changes, in order to meet the principles that emerge from this relationship. The definition of Silva (2013) on sustainability deserves attention. For this author, the term means the dynamic balance between the social, economic, ecological, geographic and cultural dimensions, in the way of the encounter of systemic solutions that allow an articulation of equity, justice and freedom, through the rights of individuals.

3. METHODOLOGY

This interdisciplinary study is based on the Content Analysis Method which, as suggested by Bardin and treated in Cavalcante, Calixto and Pinheiro (2014); this method involves several techniques of organization and data analysis in qualitative research. It gathers techniques used to describe a content in a communication, either by means of speech or texts; this task uses communication by selected texts. Systemic procedures are supported to assist in the collection of theoretical-conceptual codes and, in this way, provides inference of content treated in the format outlined in this methodology.

Cavalcante, Calixto and Pinheiro (2014) show that the choice of method can be explained by the need to overcome the uncertainties caused by assumptions, or by the need to enrich reading using the understanding

of meanings; includes generating transparency in the hidden relationships that can be brought to context, and then interpreted in the light of the subjectivity of the researcher committed to the critical analysis of the content under treatment.

A study in Oliveira (2008) allowed to know that several authors define different techniques that can be used to elaborate a Content Analysis, such as the thematic or categorical analysis applied in this task. For the present study we opted for this technique of Discourse Analysis by Category, following the prescriptions of Cavalcante, Calixto and Pinheiro (2014) and Oliveira (2008); and this task is divided into three stages, and subdivided into nine (9) sub-steps, as shown in Figure 1 below.

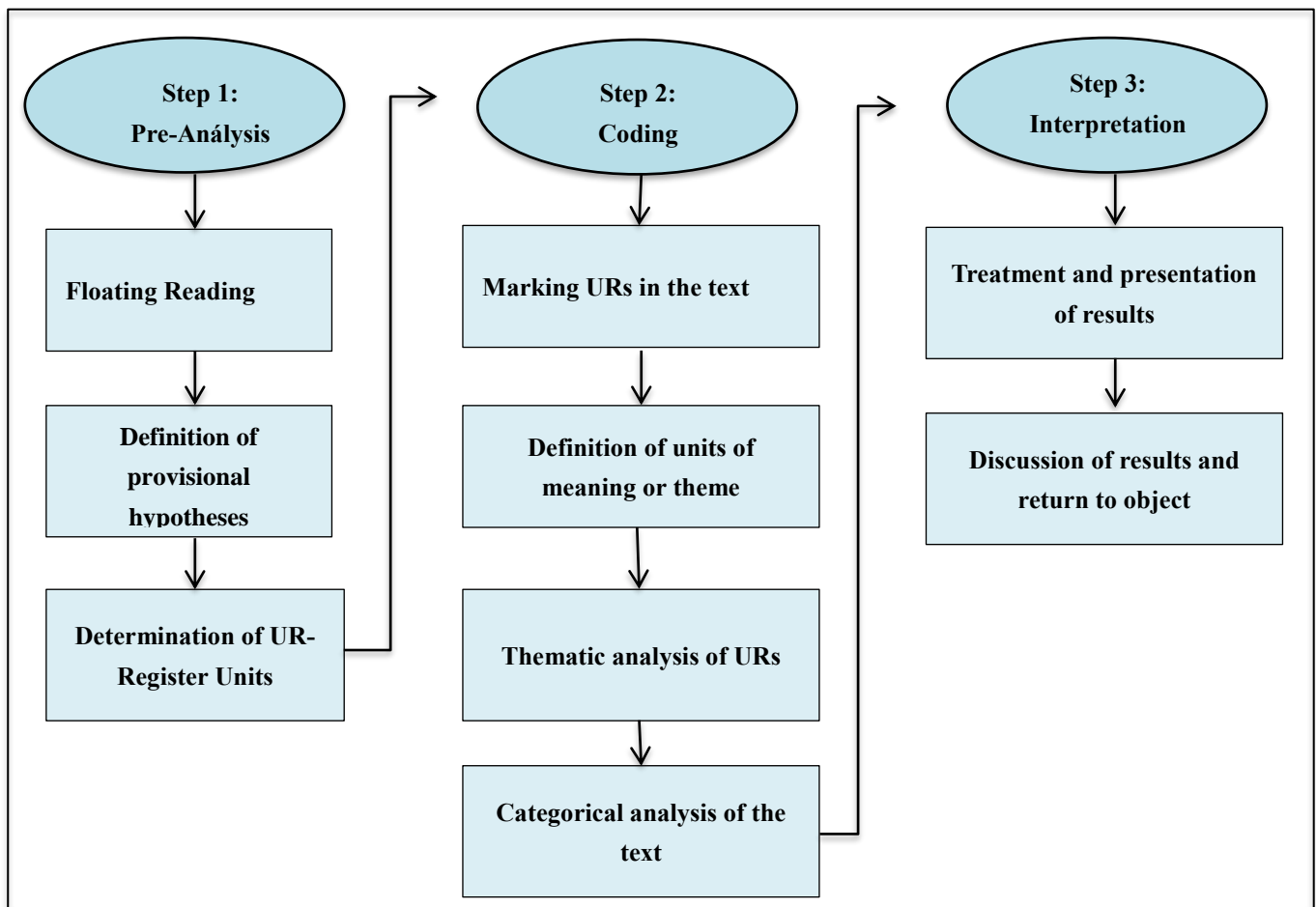


Figure 1: Stages and sub-steps of the Content Analysis Method based on Cavalcante, Calixto and Pinheiro, (2014) and Oliveira, (2008).

Source: created by the authors.

Cavalcante, Calixto and Pinheiro (2014) define the steps, and Oliveira (2008) defines the steps and sub-steps of the Content Analysis Method, by categorization, as discussed below. In the pre-analysis stage are chosen the documents or studies that will be used in the analysis of content; here also the hypotheses are formulated, the objectives of the analysis; it also defines the indicators that will inform the final interpretation of the research work. According to Oliveira (2008), the floating reading deals with the exhaustive interpretation of the texts to be analyzed, so that the researcher allows himself to be freely

involved with the content; allows the construction of hypotheses, always provisional, about the object under study or the contents of analyzed text. The determination of the units of registration (UR) refers to the choice of the type of words, phrases, paragraphs, themes, object or reference, character, event, document; will be used throughout the analysis, in order to allow the application of quantification or frequency rules. It is at the stage of coding or exploiting the material that the raw data are systematically transformed and aggregated into units; such units provide an exact description of the characteristics relevant to the content expressed in the text. The marking must be carried out from the beginning to the end of the text of each observed UR; most of the text must be transformed into UR. Next, the association of RUs with units of meaning or themes must be carried out; that is, each theme will consist of a set of UR. That said, the thematic analysis of URs must be carried out; here the quantification of the themes in number of UR, and then the categorical analysis of the text is carried out, based on the determined themes and their quantification; the dimensions in which the themes appear must be defined, grouping them according to the theoretical or empirical criteria, and the hypotheses of analysis obtained from the context.

In the interpretation phase, the information provided is explained, the results can be presented in the form of descriptions, accompanied by an example of significant registration units for each category, or in the form of tables and graphs, tables followed by descriptions and others. Finally the discussion of the results and return to the object of study is made, since the categories follow in the logic printed by the researcher; represent the reconstruction of the discourse, its intentionality to re-present the object of study, besides allowing a specific theoretical view. This logic applied to the object of study and the derived theoretical constructs need to be pointed out, in terms of the object reconstructed by the analysis in a work after the application of the technique.

4. STUDY ON THE INSTRUMENTAL CHARACTER OF THE SUSTAINABILITY CONCEPT

In this result will be treated on the contextualisation of the instrumental character of the concept of sustainability in the face of Institutional Theory. For this, the treatment of the collected notes is entered following an analysis of the approach and perspectives considered in this study. The rules of preparation are those outlined in the previous topic and the task has the scope delineated in the virtuous circle as in Figure 2 which follows.

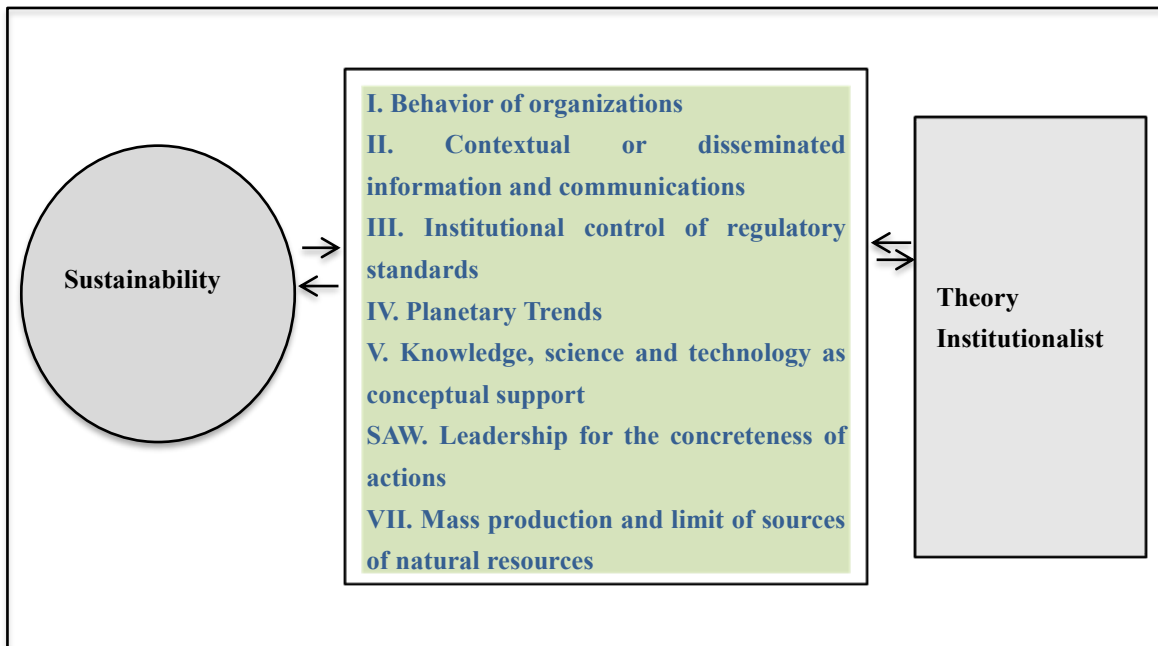


Figure 2: Virtuous circle of conceptual relation.

Source: created by the authors.

Bibliographical search in Faria and Marques (2017) points out a significant inequality in relation to behavior in organizations, a complicating factor that greatly hinders the achievement of sustainability. The fact is due to the lack of awareness of the employees in the institution, because they are affected by the lack of information about the socio-environmental relationship. Issues such as these are, in general, rather obscure, and it is reasonable to attribute to the lack of objective regulations, unworkable laws and operating norms, or political interference that negatively influence the organizational environment. Therefore, the arguments of Pereira (2012) deserve credit when addressing the new trend in organizational studies; such logical arguments satisfy in the construction of applicable instrumental concepts; this author turns to the interpretation of the Institutional Theory pointing to implicit normative standards to be interpreted by those involved in management, independent of the various forms of vision of those who seek to define sustainability within the realm of conjunctural reality. It is clear that they could enrich the concepts in the direction of improvements, providing attitudinal actions such as maturation of constructs, notes of idealizers, formatting of rules, and monitoring of cognitive actions.

A complementary study in Machado and Fialho (2018) supports an analysis of constructs in evidence. Here knowledge is the basis prescribed by these authors, since the information-interconnected society gives rise to several prisms of conscious vision to act, because in the digital era fast facilitators are optimized by communication technologies, with a retransmission of planetary reach allowing to attend to the global emergency on issues related to sustainability. Now, this theoretical complement indicates the possibility of network sharing, with positive effects on organizations. Then, the constructs generated by this knowledge can be reworked, treated and disseminated among institutional participants.

The idealization in the format of conceptual development of sustainability in organizations, according to the studies of Silva Filho et al. (2016) became part of modern society if the environmental impacts resulting

from the mass production of consumer goods and services were observed. Decision-makers now feel the need to reconcile the means of production with sustainability, even because they could prove their socio-environmental responsibility and even use such initiatives for the marketing of their business. In this way, they create institutional mechanisms that transform their processes, creating alliances against the devastation of natural raw materials, while mobilizing efforts for readjustment practices in the face of scarce resources, always benefiting future generations.

Reading in Buainain (2014) made it possible to conclude on the recurring concern of the limitations that impact the competitiveness of organizations in the market. Significant adjustments are now being made to the macro institutional constraints, now pulverized by rules and standards focused on supporting sustainability. Demands of environmentally correct consumers imply a posture for cleaner production, in which they employ technologies that are much more compatible, such as the reorganization of production, for example, disciplined by general and sectoral policies of protection of natural resources, confirming their form of task corresponding to the new requirements of the market. Already Faria and Marques (2017) treat the Institutional Theory from the perspective of its influence in the business dynamics, being established in the need of the legitimation that weighs on the social, institutional and economic agents. It is concluded that myths are created in the process of institutionalization, aiming at better practices in the market, such as a subsidy learned from the community, such as social technologies that express not only the level of knowledge of reactive groups, who offer their knowledge in a complementary way results.

Mapurung, Lima, and Holanda (2015) argue that the search for social legitimacy in organizations, argued above, is based on three pillars or institutional elements that follow; the regulative, which are rules and laws; the normative, in the case of certification, and of accreditation, and the cognitive in which isomorphism predominates. They emphasize the cognitive pillar, emphasizing isomorphism as a mechanism of institutionalization, emphasizing the relevance of the subjectivity of actions and their interpretations, in which symbols and meanings shared in social reality are valued. It is when individuals act under rules constructed from their social interactions, beyond objective reasons, such as constraints, somehow imposed, that they unconsciously fulfill. Thus, it configures the conception of an ample system of belief considered as natural and unquestioned.

Jacometti et al (2016) report that in institutionalized organizations, that is, where there is determination of how processes should occur, social practices are explicit, with properly defined attributions, which results in a greater probability of blocking those actions that, institutionally inflict organizational relationships at the expense of sustainability. Social practices do not tend to be aggregated in a uniform way regardless of the will of the individuals involved, but rather tend to produce typologies of behavior.

4.1 Contextualization of the instrumental character of the concept of sustainability

The comments of Amador and Faustino (2016) and Boff (2017) deserve credit when they report the innumerable environmental impacts caused by organizations from various angles, with emphasis on their productive process, which in itself becomes a reality of practices in today's society. They bring about the wear and tear on the natural sources of raw materials, while pointing out the complexity surrounding environmental awareness itself, and the pressure for its managers to commit to cleaner production means

in order to preserve natural resources. Boff (2017) emphasizes care for the environment and thus prevents the extinction of natural resources and, consequently, the human species itself; the author proclaims the benefits obtained from sustainable means of production, since they aim at maintaining the life and integrity of the planet; asserts that it is possible to coexist the productive systems without depriving the continuity or expansion of said means of production, which can be guaranteed thanks to the human capacity to adapt to their performance.

Significant instrumental concept is dealt with in Philippi Jr., Sampaio and Fernandes (2017) and Munck, Bansi, Galleli, (2016). These authors discuss the Triple Bottom Line (TBL), defining that sustainability in organizations involves three areas closely related by actions undertaken for cause and effect in direct reciprocity; has an economic, social and environmental effect, as can be seen in Figure 2, which demonstrates the cited instrumental character of sustainability in organizations; Table 3 below shows the details.

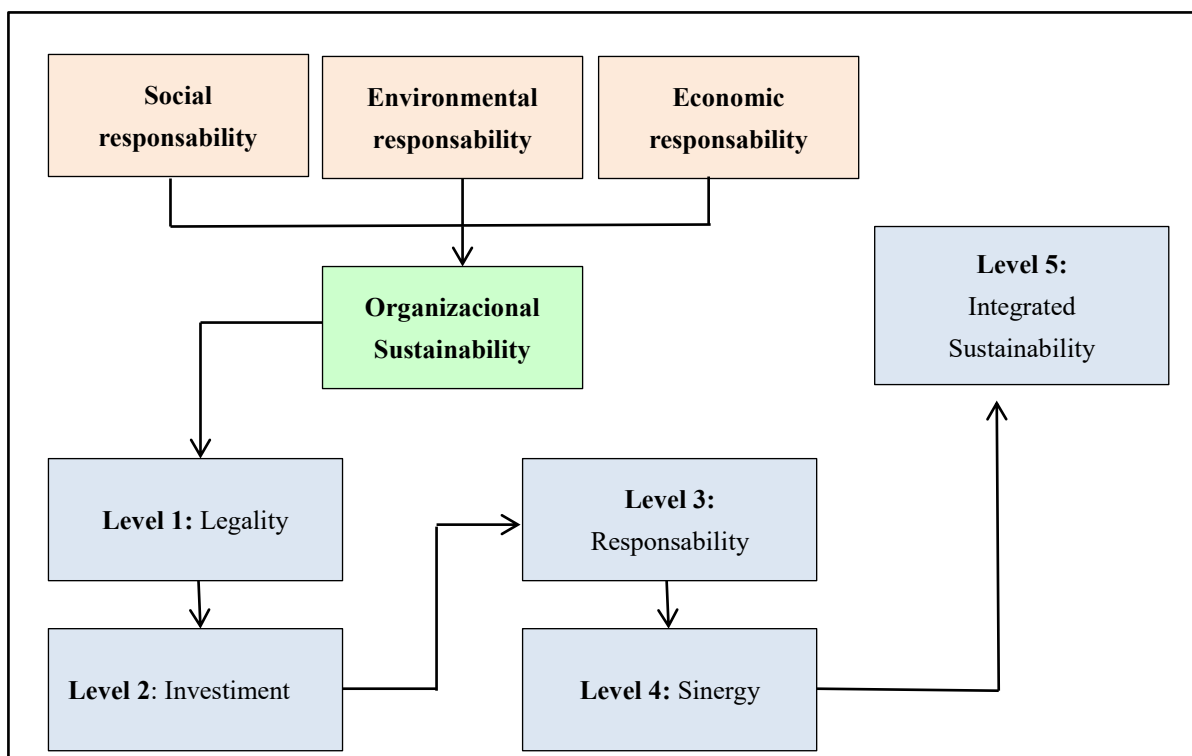


Figure 2: Sustainability in view of its instrumental character.

Source: Elaborated by the author from a study in Marrewijk (2003) apud Philippi Jr., Sampaio and Fernandes (2017).

Table 3: Sustainability in view of its instrumental character

Instrumental character of sustainability	Corporate sustainability according to levels of commitment and integration of the company with society
Social responsibility	Practiced through actions that involve social value.
Environmental responsibility	It involves actions that aim to keep the environment balanced.
Economic Responsibility	These are actions that will generate values, through the reduction of expenses, that can later be implemented in actions of environmental and social responsibility.
Level 1: Legality	Performance in compliance with legal observances, such as correct behavior and obligation.
Level 2: Investment	Social and environmental investment as a way to increase profits and improve reputation.
Level 3: Responsibility	Go beyond legal compliance and profit opportunities to act with social and environmental responsibility unrelated to gain.
Level 4: Synergy	Socio-environmental contextual attitude; corporate performance associated with stakeholder gain; sustainability as an intrinsic value inevitably recognized.
Level 5: Integrated Sustainability	Integrated and integrated sustainability in all aspects of the organization as a key to the future, the only social and economic alternative. The present responsibility is the guarantee of survival.

Source: Prepared based on Philippi Jr., Sampaio and Fernandes (2017).

Environmental responsibility allows the environment to be balanced, in accordance with regulatory standards, based on an obligation of all to ensure that these are fulfilled. Managers can practice environmental responsibility through control; for example, whether there is treatment of the waste generated in the production processes, or the treatment of effluents and discards incurred; these controls are precarious and cause the emission of pollutants with significant damages to the elements of nature.

Organizations can take actions that go beyond their normative environmental obligations, when they generate modern instruments in favor of sustainability; for example, the development of wildlife protection programs in a given region; are actions that can be initiated with the environmental education to the community of its surroundings, that very much help the concretion of public policies; another measure could be the depollution of soils, rivers and lakes present in the sphere of their physical reach; all these measures give him the respectability and the recognition of the society.

Already the social responsibility of an organization involves the professional qualification of the internal and external collaborators, the school education in support to the families assisted by its programs, or to the resident community in its surroundings; it includes investments and incentives for sports and leisure, measures aimed at health care and community welfare, managerial attitudes such as these that generate the value that are recorded in their social balance sheet.

Economic responsibility includes actions within the organization involving the generation of employment and income for the beneficiary populations of the goods and services offered to the consumer market. It implies investments in new machinery that reduce the consumption of electricity, or in new technologies

to treat the waste generated. They are measures that improve economic results, with full employment, in the face of public policies, such as the orientation towards the reuse of leftover raw materials or their discards; the reduction of costs with water and energy consumption, optimization of its industrial park, with the improvement against the depreciation of machines and equipment, resulting in lower costs and efforts to those involved in the production process. It is also the measures that somehow promote environmental or social sustainability, but that result in economic effects to the enterprise.

The observations of Cassar (2013) and Dias (2015) in which they define that the practice of sustainability by the organizations involves an internal transformation, where the management is its great propeller, being decisive for the success of its results. Thus, the transformations involve the improvement of more sustainable technologies, the dissemination of educational criteria among employees and community, in which they aim to raise awareness among individuals about related issues. In this way, corporate sustainability always results in the incorporation of strategies that seek to minimize economic, social and environmental risks, providing a change in the organizational culture and in the minds of the agents involved.

4.2. Treatment of the main concepts of sustainability in the face of Institutional Theory.

Quinello and Nascimento (2009) explain about the long process that is the institutionalization in an organization; according to these authors, this incurs an organizational restructuring in order to meet the rules of the environment to which it belongs, since it is in this scenario that the factors that significantly influence this process predominate. It is for this reason that the historical reflections that reveal the particularity of each organization, amalgamated to the technical body that influences the interests and the adaptive capacity predominate. These authors complement the main meaning of institutionalization which, according to them, involves the inclusion of an organization in the environment impregnated by rules and in complexity to obtain legitimacy, as well as instilling values supra in the pre-established requirements in their own context.

Study in Rezende (2013) brings about the phenomenon of the institutional functioning of the organization as a system. The rules and incentives become part of their context, multiplying the meaning of its usefulness in the environment. These rules may be informal, structured by sanctions, taboos, customs, traditions and code of conduct for institutional behavior; may be formal, such as the constitutions, laws and norms specified in Piaia (2013), useful in the political, economic and social interaction that regulate or are part of organizations. In Vicente and Portugal (2014) it was possible to find an account of the operationalization of these rules and standard procedures; incorporate the institutionally established by the environment, modeling the conduct to be followed and, if the organizations do not meet such precepts, would hardly reach the legitimacy expected by the market.

Vicente and Portugal (2014) focus on the pressures on companies from institutionalized environments. These organizations begin to express similarities, that is, due to regulatory pressures determined by law, for example, impact their strategies, as they influence decision making. This is the idea of isomorphism, a process derived from assimilation and institutional similarity; although it can help to understand the external environment, determines the actions in the companies creating barriers to innovation and

competitiveness. In fact, firms can undergo isomorphism under two spheres, namely, competitive and institutional. The isomorphism under the competitive sphere deals with the rational question in which the market is observed, changes of segments, areas of action in the scope of competition; since isomorphism under the institutional sphere defines how organizations compete with each other for resources, legitimacy, and power.

It was possible to know in Munck, Bansi and Galleli (2016) the varied market demands on companies regarding environmental issues and process sustainability. It begins with the understanding that organizations exhaust daily environmental and social resources without control. Thus, according to these authors, the fact has led institutional managers to rethink the productive processes. Therefore, what was previously held to be the responsibility of the rulers is now the responsibility of organizational managers. Pressures suffered by companies in institutionalized environments are reported in Quinello and Nascimento (2009); are the regulatory forces, cultural-cognitive forces, and normative forces, and are shown in Figure 3 below; in Table 4 comes the treatment regarding the convergent theoretical model of the institutionalization of the process of organizational sustainability.

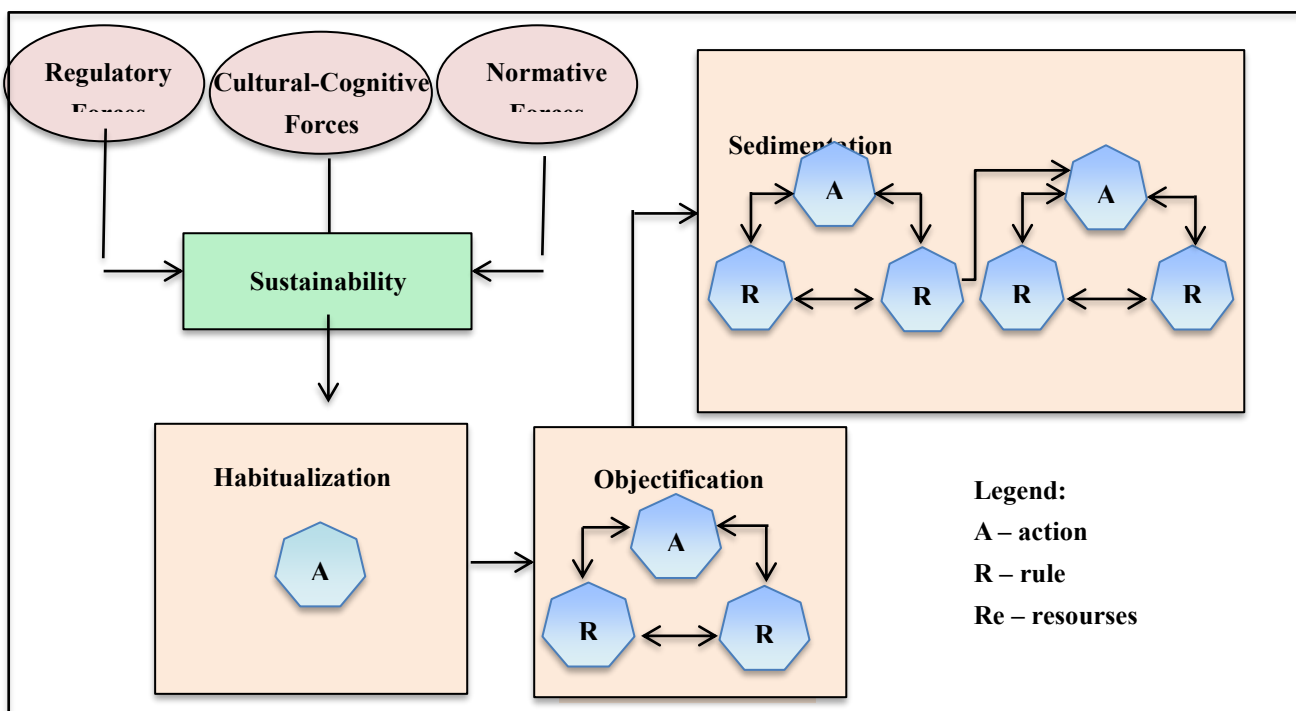


Figure 3: Convergent theoretical model of the institutionalization of the Sustainability process
Source: Adapted by the authors from Quinello and Nascimento (2009).

Table 4: Specifications of Institutional Theory in Operational Perspective

Elements	Specifications
Regulatory Forces	Organizational structure, rules, procedures, organizational systems, sanctions and laws.
Cultural-cognitive Forces	Systems with shared meanings, dominant identities, schemas, beliefs and meanings.
Normative Forces	Social obligations, expectations, norms, valued rules, values, certificates and credentials.
Sustainability	Set of actions aimed at natural resources processed from human action preserving the capacity of the environment.
Habitualization	At this stage, the organization seeks to create new structural arrangements in response to uncertainties, organizational problems or specific goals, innovating;
Objectification	The search for a more consolidated and permanent stage follows the diffusion process of the new structure in response to the new challenges.
Sedimentation	Here is the continuity of the trajectory, scope of the diffusion and the long-term survival of the actions / projects adopted aiming at sustainability.

Source: Elaborated by the authors based on Quinello and Nascimento (2009).

Treatment on the one demonstrated in Figure 3 and explained in Table 4 allows to affirm that in the institutionalized environment, the organizations undergo pressures, many times of regulative, cultural-cognitive and normative forms, as explicit in Quinello and Nascimento (2009). In this case, such a cognitive scenario allows restoring actions that aim to conserve natural resources, preserving the capacity of the environment. According to these authors, companies tend to go through a process of habitualization to new rules and requirements, seeking to create new structural arrangements to meet specific goals; in this case, about environmental issues. Next, the organizations undergo a process of objectification, where they seek to follow the diffusion process of the new structure; is a response to the new challenges, where there is a need for social consensus among managers regarding the value of sustainable production for the organization; thus, the diffusion of the new model of sustainable production begins to occur in full in the form of the demonstration diagrammed in this document, whose concreteness results in a virtuous circle of excellence. Ultimately, organizations go through the sedimentation and continuity of their actions or projects employed to meet such positive marketing demands regarding sustainability in the organization.

4.3. Analysis of the approach against the conceptual perspectives

It is worth analyzing the position of Pereira (2012) when defining the process of institutionalization of organizations by levels. As they advance, these levels tend to establish strong social relationships, while rules and norms become clearly understood. Significant is knowing the level of organizational levels that reflect the sustainability of organizations. According to the perspective of Pereira (2012), the first level is the one of the Pre-institutional stage, phase where the process of habitualization occurs in this study; prevails the impetus for contextual diffusion, while tending to imitate best practices from other institutions of the same context or specialty. This variance implements significant new practices, always resulting in an institutional identity. Already in the semi-institutional stage, the organization goes through the process of objectification, while its members will be motivated to continuous diffusion by imitation, but it has a certain normative influence, consubstanciada in obligations imposed by society, in order to meet internal and external expectations; in addition, seek to meet norms and rules, among others, culminating in the variance of the implementation of moderate practices. Finally, there is the total stage of institutionalization, in which the organization will go through the sedimentation process, through the continuity of the actions and projects disseminated in the previous phases; organizations now meet the demands of the market, with a force in the diffusion of practices, in a normative way, and their variation can be considered low, since it is in fact consolidated in the scenario where it operates. Figure 4 illustrates the operational perspective of sustainability assessment in organizations, and Table 5 shows the related descriptions

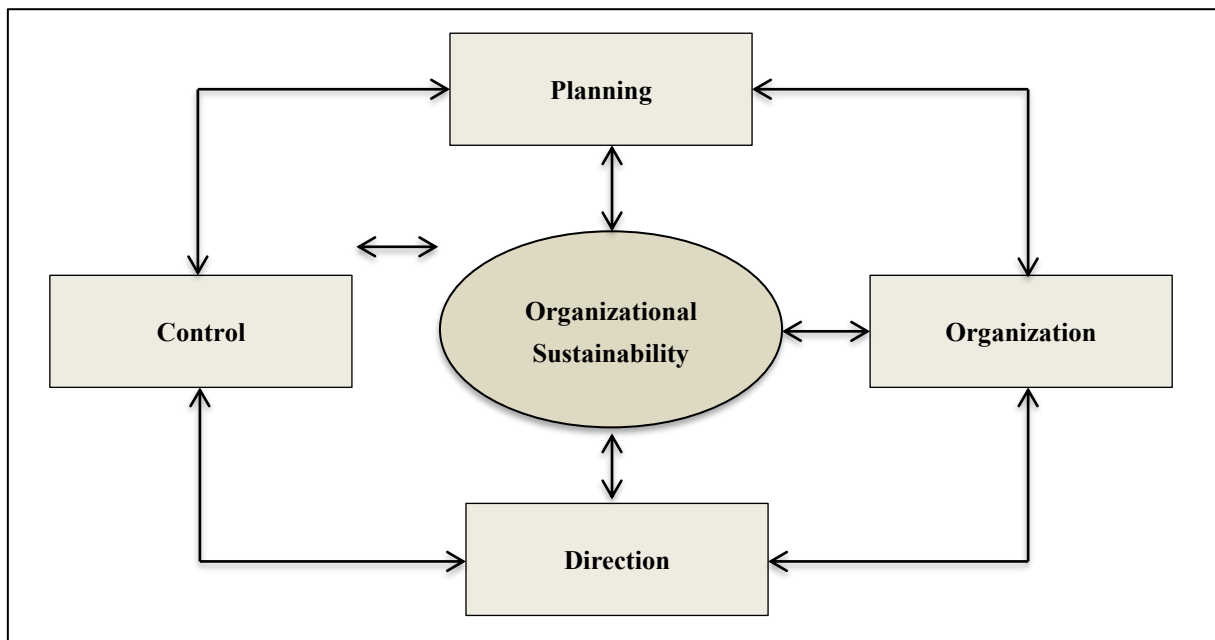


Figure 4: Diagram of the evaluation of the operational perspective of sustainability.

Source: Adapted by the author from Chiavenato (1999).

Table 5: Specifications operational sustainability assessment

Items	Specifications
Organizacional Sustainability	Provision of services and the production of consumer goods in a sustainable manner, such as the environmental services required by society.
Planning	Definition of plans in the face of objectives and proposals for organizations, through adaptation of goals that satisfy the socio-environmental relationship.
Organization	It configures the structure of processes to achieve sustainability goals while pooling the essential resources to achieve results.
Direction	Action and dynamization through people, implying decision, orientation, leadership and coordination of actions coherent with the socio-environmental relationship.
Control	Action to evaluate and measure the planned results, establishing verification in the face of parameters to adopt required adjustment measures.

Source: Adapted by the author from Chiavenato (2014)

Figure 4 shows that for the implementation of sustainable processes in an organization, it is necessary that the planning, organization, direction and control of these processes are interconnected, in support of the sustainable objectives of the organization, always preserving the specific character as contained in Table 5.

Thus, the practice of institutionalization in organizations is consubstantial as a valid tool, because it brings high performance in management, ensuring that the productive processes run with the sustainability expected by employees and the market itself. Here, the three pillars of sustainability, namely, economic, social and environmental, will achieve their effects significantly. Through sustainability, ensured by responsible management, the tendency will be to recognize the organization in the face of its practices, acting in the market with the support of collaborators who will keep with the usuality that allows to identify the organization as efficient in the scenario where it operates.

In this study, a critical analysis of the dynamics processed in the organizations, and which reflects in the consolidation of the institutional sustainability, here the actions of planning, organization, direction and control enter into agenda. According to Chiavenato (2014), planning is a process of setting goals and deciding how to achieve them. The objectives are the specific results consubstanciados by goals to be achieved; so the plan is to put in an orderly manner what is necessary to achieve these goals. Organization as an administrative function is the process that means pooling the resources in order to structure and integrate the resources, when then the bodies in charge of the equifinality will achieve the expected practical results. Direction is the way in which goals are to be achieved, involving not only decision making, but

also the issuance of relevant instructions to be fulfilled by individuals in the application of organizational resources. And, finally, the control process, which seeks to guarantee the perfect functioning, defining the typology of performance and performing the monitoring, through which the performance is compared between the planned and the executed, guided by the established standards; Finally, it includes the corrective action to optimize the scope of the established in the plans, with the desired quality in the evaluation.

5. CONCLUSION

The perception that organizational activities have consumed and degraded natural resources above the capacity for recovery and replenishment in nature, culminated in the emergence of new reflections on the theme. Here, the responsibility for maintaining and preserving the environment, the responsibility of government, has become a credible commitment of institutional managers; now, directly or indirectly, they make use of their resources respecting new rules originating from regulatory agencies. There is no doubt that coercive, mimetic or normative pressures influence project adaptations and actions along the road to corporate sustainability; therefore, they are institutional impicators coming from multiple strands that converge towards the environmental, social and economic relationship. Insisting on these new rules reverts to demands that induce the loss of legitimacy and therefore discredit the competitive action in the market where the organizations operate.

It is concluded that the concepts present in this study regarding sustainability allow to affirm its instrumental character. The conceptual applicability converts a commitment to protect and conserve the resources present in nature, while channeling real benefits to all located in the surroundings of the institution that promotes the activities; if they are linked to the development of production processes, meeting the requirements of regulatory agencies, these concepts will result in a balance between constraints leading to scarcity and progress on the sustainability tripod; are isomorphic measures that are somehow beneficial in the relationship between the environment and the social and economic.

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