

**ORGANIZATIONAL ROUTINES:
An Analytical Argument Regarding the Structurationist Perspective of Strategy as Practice**

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ABSTRACT

In Business Strategy, Organizational Routines are studied prevalently in the Economic strand of performance analysis in times of organizational change. However, many fundamental social elements that are embedded in the phenomenon, even those explaining performance results from an Economy perspective, seem to escape the empirical debate. Thus, these theoretical essays show another analytical perspective of the phenomenon based on the Structurationist assumption of Strategy as Practice. Therefore, it is expected that they will help to expand the analytical lens concerning Organizational Routines of any size of company, demonstrating the interrelation between sociological elements and suggesting other aspects for future research.

Keywords: *Organizational Routines, Strategy as Practice, Structurationism*

1. CENTRAL PROPOSAL OF THE STUDY

Based on the assumption of Hendry and Seidl (2003), that to be productive an empirical study needs to be guided by a theory, it is suggested in this article that a theoretical structure should be developed for an analytical view anchored in other theoretical assumptions (in addition to economic ones) regarding the phenomenon of Organizational Routines and their dynamics in organizations, irrespective of size, based on the structurationist perspective in Strategy as Practice (S-as-P). See Figure 1.

Insert Figure 1 Here

In detriment of studies on the economic perspective of positivist analysis of organizational routines, this study proposes the preparation of a multilevel analytical structure based on the Structurationism of Giddens (1979, 1984). The proposal emphasizes the analytical perspective of Strategists (Practitioners) who conduct, through their power of agency, in the daily routines of organizations, the understanding of the creation and recreation of the organizational structure in their recursive labour practices. These social actors operate in the relationship between structure and action in the dynamic perspective of organizations analysed through the lenses of S-as-P.

It is necessary to understand the operation of the social and institutional elements embedded in these routines, considering that the economic phenomenon does not occur in isolation from social attributes. It is hoped that a

contribution will be made, albeit not an exhaustive one, to how these social assumptions enable or do not enable organizational changes, with Routines as an analytical element within structurationist studies of Strategy as Practice.

The reader will first be provided with a brief review of the literature on Organizational Routines in the economic perspective of studies on Organizational Strategy. This perspective permeates the results of economic performance in organizations. This brief review is followed by a contextualization of Strategy as Practice and the characterization of Organizational Routines in the structurationist perspective of Strategy as Practice. This is followed by a discussion of the elements presented and the final considerations.

2. THEORETICAL FRAMEWORK

Naturally, the elements of Organizational Routine (functional perspective) and the phenomenon of Routines embedded in the organizational environment (structural perspective) robustly and voluminously permeate studies in the field of Strategy in the economic vision in the context of the RBV. Although this does not occur only in this isolated case, studies within the RBV consider routines as central organizational resources linked to operational capabilities, with a consequent impact on economic and financial performance and gaining and maintaining a competitive advantage for the organization (e.g. PENGGA, SCHROEDER & SHAHB, 2008; WAGNER, WEITZEL & KOENIG, 2005; RAY, BARNEY & MUHANNA, 2004; HELFAT; PETERAF, 2003; SCHROEDER, BATES & JUNTILA, 2002, WINTER, 1995).

First of all, as stated by Becker (2004, p.643), the work of Nelson and Winter (1982) was a milestone in the field of organizational routines, although they were not the first to deal with the subject. According to Feldman (2000, p.611), Cyert and March (1963) had already discussed routines inexplicitly, within the concept of the standardization of operational procedures. However, Nelson and Winter (1982) were responsible for giving the subject an important boost by calling attention to the concept of routines and spurring research on the subject (BECKER, 2004). See Figure 2.

Insert Figure 2 Here

To expand on the importance of routines in the theoretical framework of studies in the economic perspective, Nelson and Winter (1982) make it clear that one of the key ideas of their texts (viewed as evolutionary in economic theories) is centred on the dynamic assumption of the approach. In other words, they “show that it is necessary to know and conjecture about the past to understand the present and also to learn the characteristics of the present that can make the future emerge differently through the same dynamic process” (HOFF, 2011, p.9). Nelson and Winter (1982) call this process path-dependence. The words of Hoff (2011, p.9 e p.13) provide a detailed explanation of the elements of which it is composed:

Seeking to exemplify the application of this theoretical framework, Dosi and Nelson (1994) claim that path-dependence can be used to identify change and organizational processes in industrial structures because these depend on the path that has been traced over time by firms, society and previously created structures. There are structures of a physical and cultural nature, as well as those that are material, technical or in the form of human resources. (...) Mahoney (2000), when studying the uses of path-dependence in historical sociology, arrives at the following concepts: (a) path-dependent analyses involve the study of causal processes that are highly sensitive to events that take place in the early stages of a historical sequence in general; (b) in a path-dependent sequence, early historical events are contingent (i.e., random) occurrences and cannot be explained through previous events or initial conditions; (c) after contingent historical events occur, path dependent sequences are marked by relatively causal patterns or what can be thought of as “inertia”. Once the process is set in motion, it tends to stay in motion and begins to lead toward a determined result, i.e., the trajectory becomes dependent on these events.

In short, Nelson and Winter (1997), initially using the metaphor of the computer, seek to explain the notion of routines at two levels of analysis: i) at the individual level, when they examine an individual's routines linked to skills of automatic reproduction of programmed daily practices, with these practices dependent on his tacit knowledge in order to perform sub-skills that are also linked to organizational routines; and ii) at the meso-organizational level, showing that the set of individual routines in the organization forms behaviour patterns and clustering of knowledge in the daily lives of companies, stemming from collective learning, based on operational procedures in which the knowledge of the company is reproduced, increased, interpreted and transformed, i.e., the organizational memory.

Finally, Nelson and Winter (1997), using an economic metaphor of building one factory exactly identical to another, seek to explain the elements (Control, Replication and Imitation) that organizations must operationalize

when aiming to establish routines. These elements, although not clearly mentioned, show an inclination towards institutional variables in which organizations are embedded when following their daily routines.

Another text that aids understanding of the conceptual dynamic of organizational routines in an economic perspective is that of Milagres (2011, p.164-165). Based on Becker, Salvatore and Zirpoli (2005), this author explains that routines can be observed from the viewpoint of three types of authors: i) the first group understands routines as collective repetitive behaviour patterns subject to change in accordance with variations of context, albeit with characteristics of regularity (WINTER, 2000; BECKER, 2004); ii) the second group defines routines as the standardization of operational procedures (CYERT; MARCH, 1963). In other words, these procedures are configured in simple decision making rules as companies act based on these rules and can thus avoid uncertainty, minimizing the need to forecast uncertain future events, ensuring a pattern of action that provides stability in the company's behaviour; and iii) the third group advocates that routines are collective dispositions that lead agents to adopt previously acquired behaviour, i.e., repertoires of behaviour capacities (knowledge and memory, organizational structures and individual habits) that are put into practice through certain stimuli or contexts (BECKER, SALVATORE & ZIRPOLI, 2005).

Observing the positivist ontological nature that dominates economic thinking and, naturally, studies of strategy in the economic perspective, research strategies on organizational routines in general primarily include statistical analyses. The predominance of the correlations and measurements of cause-effect relationships is perceived among the elements and variables for the purpose of obtaining performance results, principally when studied from the RBV perspective. Even new proposals, such as that of Spuldaro (2013), which suggests an institutionalist vision of organizational routines, also includes the maintenance of the positivist aspect of cause and effect relationships in the analysis of the phenomenon.

2.1 Strategy as Practice (S-as-P) and the Structurationist perspective

Marietto, Sanches and Meireles (2012, p.94-95) explain that Strategy as Practice emerged as an approach in the field of organizational strategy, which investigates practices, praxis and practitioners in organizations with a sociological eye (WHITTINGTON, 2007). This is notably different from the traditional economic vision of strategy (Figure 3). It is a subject that does not provide its own theoretical framework, but borrows its assumptions from other theories of a sociological nature.

Montenegro (2009, p.19) argues that S-as-P also includes strategy as an activity in organizations, concerned with interaction between individuals. S-as-P focuses on that which people literally and routinely do, distancing itself from the idea of strategy as a property of organizations. From this perspective, it is emphasized that strategy is not something that organizations have, but something that people in organizations do. A perspective based on practice is an invitation to view strategy as a human action and, because human interaction is central, this perspective assumes an ontological position that is different from traditional studies of strategy (MONTENEGRO, 2009).

Insert Figure 3 Here

The proposal is to analyse organizational strategy or, more specifically, Strategic Practice from a sociological perspective, promoting a turn (WHITTINGTON, 2002; JARZABKOWSKI, 2004) on the positivist economic ontological assumption that dominates studies of Strategy. However, the intention is not to force a dichotomy or break with it; the intention is simply to view strategic practice as a social phenomenon embedded in a social and institutional environment like any other (MARIETTO; SANCHES, 2013; WHITTINGTON, 2007).

Therefore, for S-as-P to make its turn with the positivist paradigm of traditional economic strategy, it has transcended to an interpretative and intersubjective ontological position. This aids the analysis of practical activities contextualized in the daily working life of the social actors involved in the strategic procedures of organizations in a longitudinal perspective of analysis. For this purpose, theories have been incorporated into its analytical body of ontological and epistemological proximity, such as Structurationism (GIDDENS, 1979, 1984) and the Activity-Based Approach (JARZABKOWSKI, 2005), to provide support for intentions and interactions of analysis for the coherent development of the research strategies and procedures in the expanding field (MARIETTO, SANCHES & MEIRELES, 2012; MARIETTO; SANCHES, 2013).

Marietto (2011) highlights that the assumptions of the Habitus concept of Bourdieu (1990) and Critical Realism (BHASKAR, 1989; ARCHER, 2000) are alternatives to the Structurationist Theory of Giddens (1979, 1984) used mainly by Whittington in S-as-P. Furthermore, Sensemaking (Weick, 1995) is complementary to the Activity-Based Theory that was prepared for S-as-P by Jarzabkowski (2005) from the assumptions of the Cultural-Historical Activity Theory (ENGESTRÖM, 1987, 2002).

Marietto and Sanches (2013, p.157) also observed that S-as-P provides categories and analysis levels when suggesting studies on Praxis, Practitioners, Practices and the Profession of Strategist, i.e., the work, tools, consultants, professors, researchers and students of strategy, in the daily routines of organizations with a sociological vision. Therefore, it is not possible to go into the field to analyse the categories of Strategic Practices with only the theoretical framework of S-as-P. The subject requires other theories of ontologies converging with daily practice embedded in organizational reality, under its “umbrella” to capture its content.

To Whittington (2006, p.619), in general terms, empirical studies of routines in S-as-P tend to move towards analyses of the daily routines of managers in general, at the mid and upper levels (known in S-as-P as Practitioners). They are responsible for all the different activities involved in the deliberate formulation and implementation of strategy, using as a unit of analysis the flow of socially defined activities (routines) that consequently determine the directions the company will take and its survival. These strategic practices are the social, symbolic and material tools by which strategic work is performed. It is in the praxis (Practice) of strategy that strategy is manipulated by the skills of the Practitioners, guiding it at different levels (multilevel) of the organization and through its systems, episodes and routines towards the directions and goals they wish to achieve. This praxis, however, is considered uncertain as it is not possible to foresee the reactions of other actors (e.g. FELDMAN; ORLIKOWSKI, 2011; JOHNSON, SMITH & CODLING, 2010; SAMRA-FREDERICKS, 2010, 2000a, 2000b; LARSEN; RASMUSSEN, 2008; HANSEN; KÜPPER, 2008; JARZABKOWSKI, 2004; HENDRY & SEIDL, 2003; and FELDMAN, 2000).

Regarding research strategies, (MARIETTO; SANCHES, 2013; MARIETTO 2011, MARIETTO, 2009), it is claimed that S-as-P, as shown above, is of an ontological nature and supported by the intersubjectivity of daily work routines with a focus on results to improve the Dynamic Durability of organizations (GIDDENS, 1984; COHEN, 1999; JARZABKOWSKI, 2005; WHITTINGTON, 2007; ROSSONI; MACHADO-DA-SILVA, 2008). This tends to require qualitative research strategies that provide interpretative support for investigating the phenomena observed in a longitudinal continuum of practical activities, both formal and participant observation, discourse and narrative analysis and, occasionally, case studies.

As S-as-P uses sociological assumptions of strategy in detriment of economic assumptions, sociological assumptions of organizational routines are also found here, although not exclusively. This is meant to provide the reader with a context of the main elements that make up the approach. See Figure 4.

In most works on routines in S-as-P, the structurationist theoretical framework of Giddens (1979, 1984) is found, although other sociological concepts are also used. These include the “Episode” in the theory of Luhmann (1995) and the concept of Habitus of Bourdieu (1990), even when they exist jointly or are based on the sociological concepts of other authors. We will discuss below how Structurationism contributes to studies of routines.

Insert Figure 4 Here

Organizational routines occur in the social practice of social actors in local and extended space-time. To understand the elements that support organizational routine, it is necessary to consider the intrinsic association, according to Giddens, between the assumed communications in Symbolic Interactionism (COHEN, 1999, p.408). This author indicates three premises created by Blumer (1969): i) human beings act in relation to things based on the meaning that these things convey to them; ii) the meaning of these things sometimes arises from a social interaction between a person and his peers; and iii) these meanings are manipulated and modified through an interpretative process used by a person to handle the things he encounters.

Jarzabkowski (2004, p.531) claims that in S-as-P the term “practice” implies a repetitive performance to achieve a recurring, habitual or routine goal of particular actions. For instance, in the case of music or dancing, practice develops that skill and improves performance. Thus, the routine nature of practice can be explained by theories of a social order, such as the Structurationism of Giddens (1979, 1984), showing that the interaction between agents and socially produced structures occurs through a recursiveness situated in the practices that are part of a daily routine. Structures are collective systems in which human actors conduct their daily activities, being capable of restricting and at the same time enabling human action. These structures are also created and recreated by social actors in their daily routines. This recursiveness between agent and structure enables the persistence of the social order, embedded in the social institutions that endure in time and space.

Jarzabkowski (2004, p.531) also emphasises that:

Structuration makes three main contributions to the routinized nature of practice. First, practice is institutionalized in social structures that persist across time and space. Second,

institutional social structures are incorporated in the daily practices that constitute action. Third, structures persist through the tacit knowledge and practical consciousness of actors who choose familiar patterns because it provides them with ‘ontological security’ (Giddens 1984: 64).

Therefore, there is a sharing of meanings between the social actors who produce social actions in time and space, which leads to the concept of “intersubjectivity”, understood by Machado-da-Silva, Fonseca and Crubellate (2005) as “an object outlined in time and space within the sharing of meanings among social actors”. Organizational Routines are understood as social structures in time and space that are used to direct and perform organizational work, even when treated as a central unit of analysis in the understanding of economic and organizational change (BECKER 2004, p.643), as there is a lack of studies of this phenomenon from a sociological perspective in detriment of the economic perspective.

Marietto and Nassif (2013, p.58) demonstrate the Power of Agency of social actors in the performance of their daily routines. Using ontological assumptions, Giddens (1984) refutes the possibility of the existence of a mechanical uniformity in social action (COHEN, 1999, p.410) by conceptualising Human Agency: “Agency” concerns events of which an individual is the perpetrator in the sense that the individual could, at a given phase in a given sequence of conduct, have acted differently” (GIDDENS, 1984, p.7). In other words, there is an institutionalization of individual social practices that compose organizational routines. Furthermore, in relation to the capacity of human agency, Giddens (1984, p.11) writes that: “to be able to ‘act otherwise’ means being able to intervene in the world or to refrain from such intervention, with the effect of influencing a specific process or state of affairs”. In other words, individuals have some kind of social power.

Marietto and Nassif (2013) also propose a caveat and turn to Cohen (1999, 412-413) to emphasize that a fundamental point in Structuration Theory is the praxiological ability through which human consciousness emerges in the specific mode of Practical Consciousness (here treated as the tacit knowledge of individuals). This should be distinguished from Discursive Consciousness, which is the ability to put things into words.

In a more detailed observation, Giddens (1984, p.33-36) uses assumptions of Freud and Mead to explain that practical consciousness exceeds discursive consciousness in the ability to justify the motives for a given activity. Reflexive monitoring of conduct and adjustments to practices in social life enable actors to achieve their goals. “Consciousness in this sense presumes being able to give a coherent account of one’s activities and the reasons for them”.

Interpreting the postulations above, one perceives that human agency is more than a matter of individual will: it is a question of controlling resources by accepting or rejecting rules (WHITTINGTON, 2010). These rules and resources are the structural properties of a social system. In this context, a social system is the collective of people that reproduce regular practices in space-time through a continuous routine interaction (MARIETTO; NASSIF, 2013).

To complement the understanding of the contribution of Structuration Theory regarding the study of Organizational Routines in S-as-P, it is worth recalling the assumptions of recursiveness of Giddens through the interpretation of Junquilho (2003, p.103-104):

Therefore, the concept of structure is given as being the set of “rules and resources recursively implicated in the reproduction of social systems” (Giddens, 1984, p.377). The idea of recursiveness indicates that human conduct is not created by social actors, but recreated by them through their own forms and means used to express themselves as actors. The rules represent social conventions in which their knowledge also includes the knowledge of contexts in which they are applied, being constituted as guides to provide orientation for human conduct. The resources are the skills and capacities, the willingness of actors to make things happen. From this point onwards, the structure is not viewed as existing outside of human action, but conceived as virtual, as it only becomes concrete through the reproduction of social life, i.e., it is not feasible without human action.

The research strategies used in the studies of Organizational Routines in S-as-P are predominantly those outlined in the section on S-as-P, with the prevalence of ethnography and discourse and narrative analysis.

3. RESULTS, CONCLUSIONS AND THEIR IMPLICATIONS

Irrespective of any preference for a given ontological assumption, be it positivist or intersubjective, the goal here is a coalition or even a dissemination of arguments that can suggest theoretical bases for future studies of the phenomenon of Organizational Routines in an attempt to link the basic economic and sociological

assumptions in a drive for a better understanding and a widening of the scope of the theoretical lenses in order to observe the phenomenon. See Figure 5.

First of all, there is a sense of incompleteness when analysing the phenomenon of Organizational Routines using only the positivist framework. In general, analyses deal with changes in routines and their impact on organizational performance. However, for these changes to occur, or not, and to produce results in performance, there is a social framework embedded in their execution that Economic Positivism tends to overlook, missing nuances that are often fundamental for a deep understanding of this or that phenomenon or element that supports or restricts the result of organizational performance.

Jarzabkowski (2004, p.533) makes a connection between social and economic elements, explaining the characteristics of the changes in strategic and operational routines, as these have properties that are predisposed toward action in certain senses and, more importantly, define the possibility of the options for these routines to be directed toward organizational change.

In other words, at the organizational level, recursiveness (GIDDENS, 1979, 1984) is illustrated in path-dependence (DOSI; NELSON, 1994) as a persistent problem in organizational routines and the composition and maintenance of Organizational memory (NELSON; WINTER, 1997, 1982). The normative influence of routines can be understood as the Organizational Memory that provides repertoires embedded in rules, resources, rites, rituals, symbolisms and other social elements of action. These repertoires are persistent, sustaining the identity of the organization. However, these elements can be considered relevant resources for the construction of distinctive traits that act as non-transferable sources of competitive advantage. Nevertheless, path-dependence views these elements as difficult to abandon or reconfigure rapidly (JARZABKOWSKI, 2004, p.533).

Insert Figure 5 Here

Jarzabkowski (2004, p.533) also claims that routines are socially complex, embedded and interlocked. They comprehend the social architecture of the organization that penetrates the communication channels, filters of information and strategies for solving problems. This provides resistance for the organization to absorb technological or even managerial changes. In this way, their durability can be considered as a code of practice or even as best practices, being rooted in the resources and rules that govern how they act.

Following this line of reasoning, it seems pertinent to bring Brown and Duguid (2000) into the debate. They suggest studying the internal processes of organizations to uncover their praxis, revealing the “black box” of daily routines in organizational life. It is in these routines, attributed to strategists in S-as-P, that there lie the intricacies of the reproduction of institutionalized practices of knowledgeable social actors. The words of Whittington (2006, p.619), above, regarding the work routine of practitioners of strategy in organizations appears to fit the structurationist practice that encompasses the routine and non-routine, the formal and informal and the activities at the centre and the periphery of organizations. These activities are carried out by strategists through their practical consciousness (MARIETTO; NASSIF, 2013).

At the individual level, i.e., social actors in Organizational Routines, in accordance with Cyert and March (1963), the effect is largely psychological, emerging from individual cognition related to the social structure through its manifestation as a collective phenomenon shared by groups of actors. It should be emphasised that the mental models of actors are subject to the structural influences as formal operation procedures. In other words, the relationship between thought and action emerges from the processual memory, i.e., basic ability linked to cognition. Therefore, this processual memory is predisposed to routine actions, developed from the experiences of social actors without conscious thought (JARZABKOWSKI, 2004, p.535).

Expanding on Cyert and March (1963), regarding the social elements that involve individuals in Organizational Routines, Giddens (1984, p.16-17) notes that the rules play a role in the constitution of cognitive meaning for individuals. Their narrow link with sanctions can be generalised because they apply to a wide range of contexts and occasions and permit the methodical continuation of an established sequence, as the rules are procedures of action, aspects of praxis.

Therefore, the rules of social life are expressed verbally and formally as laws, directives and bureaucratic norms, and are expressed through a practical consciousness in knowledgeable human agents, who apply them in the production and reproduction of daily social life. This application exemplifies the reproduction of

institutionalized practices (organizational routines), i.e., practices that are more deeply rooted in space-time (MARIETTO; NASSIF, 2013).

Giddens (1979, p.20) had already stated that through human agency, localized activities are reproduced in time and space by knowledgeable actors, supported by the structure as a set of rules and resources that are organized in the diversity of contexts of action, recursively producing and reproducing social systems. In this duality of structure, the structural properties are at the same time the means and the end of practices, and they work simultaneously in a restrictive and facilitating way for these social practices in institutions.

The Power of Agency of an individual is an important element in the adaptive process of internal construction, or within the social context of the organization in relation to the external social environment in the advent of organizational change. The power of agency is thus translated into an individual's capacity for choice and influence on the social group and the organizational structure, making it possible to infer that social practice is characterised by the recursiveness that is evident in the choices that emerge among social institutions, organizations and social actors. These institutional forces are also linked to agency through their influence on the cognition of the organizational management with isomorphic tendencies that manifest in the decisions and choices of actors embedded in industrial networks that constitute cognitive collective structures that influence the conformity of choice in different companies (MARIETTO; NASSIF, 2013; JARZABKOWSKI, 2004; GIDDENS, 1979).

In Feldman (2000), the importance of the emphasis on the power of agency is expressed through the behaviour of the Practitioners in organizational routines and the understanding of the creation and recreation of the organizational structure in its recursive dynamic in the relationship between structure and action in the dynamic perspective of organizational change analysed through the lenses of S-as-P.

The "quantity" of agency possessed by individuals varies greatly from one actor to another and from one social structure to another (SEWELL, 1992; OLIVEIRA; SEGATTO, 2009), and it can be deduced that in small enterprises, especially family businesses, the Power of Agency is greater in that each actor relatively influences a greater part of the structure. Multiple roles, a typical feature of small businesses, result in greater power of agency. The results of Oswald, Muse and Rutherford (2009) indicate a significant, but negative, relationship between greater decision making among family members and organizational performance.

In general, summarising what has been outlined above, one can conclude that studies of Organizational Routines, if conducted from a sociological perspective, can reveal elements that do not generally appear clearly in studies based on the economic perspective. It can be clearly shown that there are structural inter-relationships between the social elements that operate in the dynamic of Organizational Change and, consequently, deliver the performance results shown in economic studies of the phenomenon.

A suggestion for future studies is the development of other analytical perspectives for empirical studies on Organizational Change through Organizational Routines. These perspectives may be capable of uniting economic and social assumptions within the diverse levels of analysis of Organizational Strategy to provide a better understanding of the predictive and explanatory power of the phenomenon.

Another suggestion for future studies is in accordance with the recommendations of Whittington (2010, p.121-123) and the term "Consumers of Strategy", i.e., employees lower down in the organization. The observational and analytical sensitivity that Structurationist elements propose, mainly in the duality between agency and structure, can open up a possibility for a practical look at the influence, or lack thereof, of high-level decision makers on Organizational Routines in the lower levels. In other words, it becomes possible to observe and analyse (through shared meanings or symbolic interactionism) the scope for resistance and reinterpretation (e.g., communication, unexpected behaviour, contradictions) in the implementation of strategy through the hierarchy of the organization.

These suggestions are configured as the great potential for clarification of elements and social and economic characteristics is perceived. These are embedded in the empirical attributes of Organizational Routines when observed in episodes of organizational change, either in the elements of persistence and resistance to change or in the facilitating elements.

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Figures

Figure 1: Cognitive Map of Central Proposal of the Study (*synthesis*)

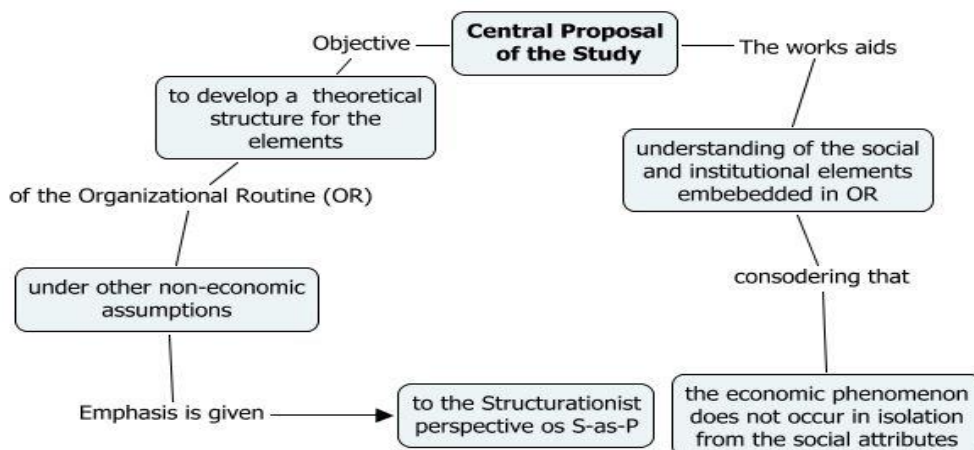


Figure 2: Cognitive Map of notion of Routine in Economic perspective (*synthesis*)

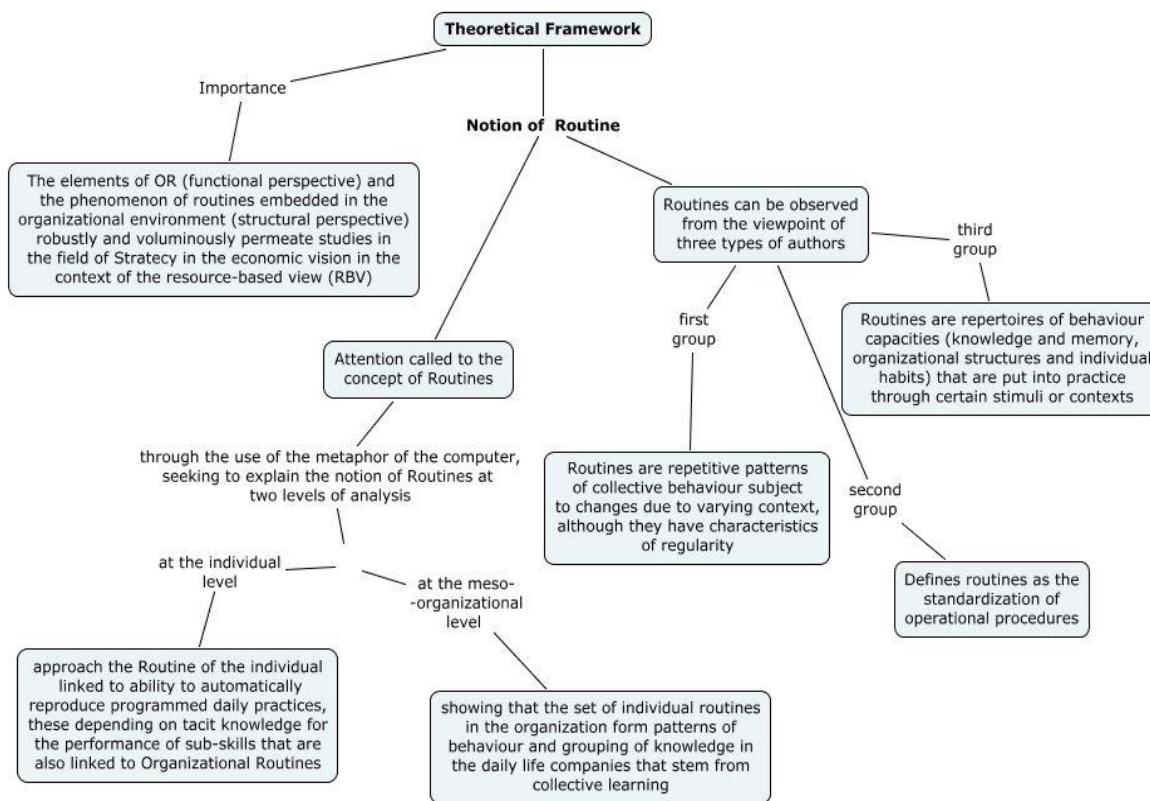


Figure 3: Cognitive Map of S-as-P approach (synthesis)

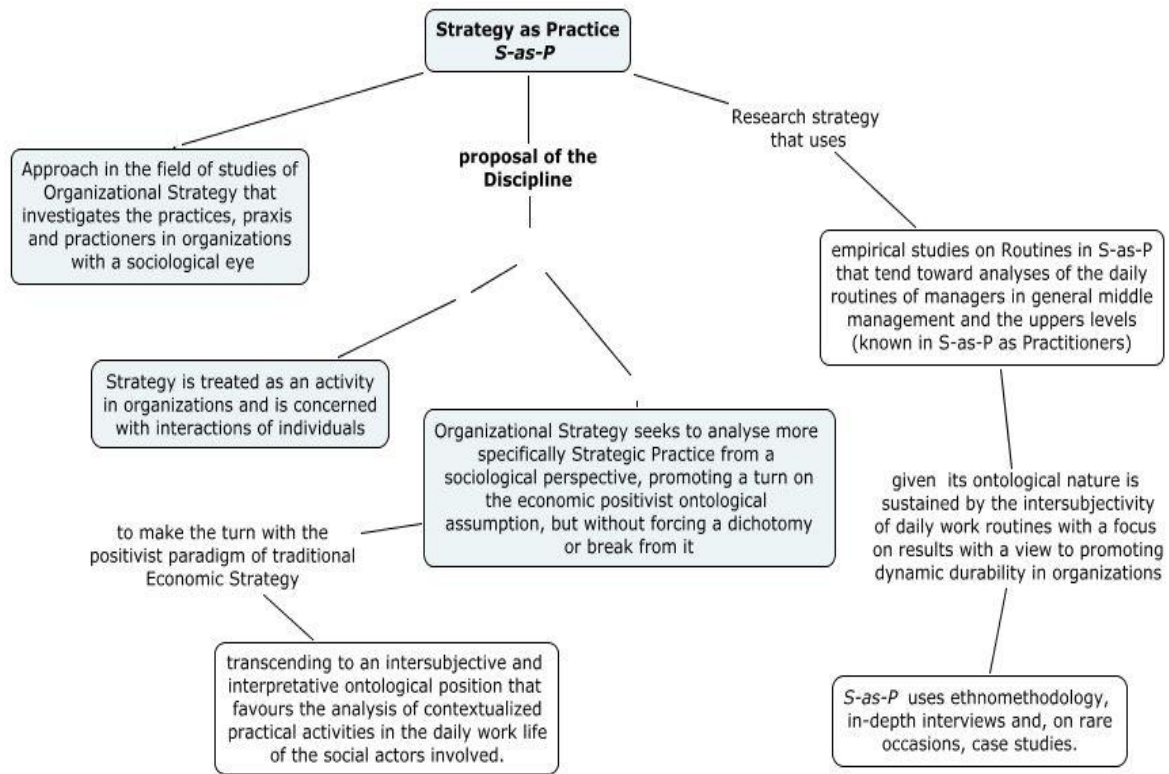


Figure 4: Cognitive Map of some elements of S-as-P in the Structurationist Perspective associated to Organizational Routines (OR) (synthesis)

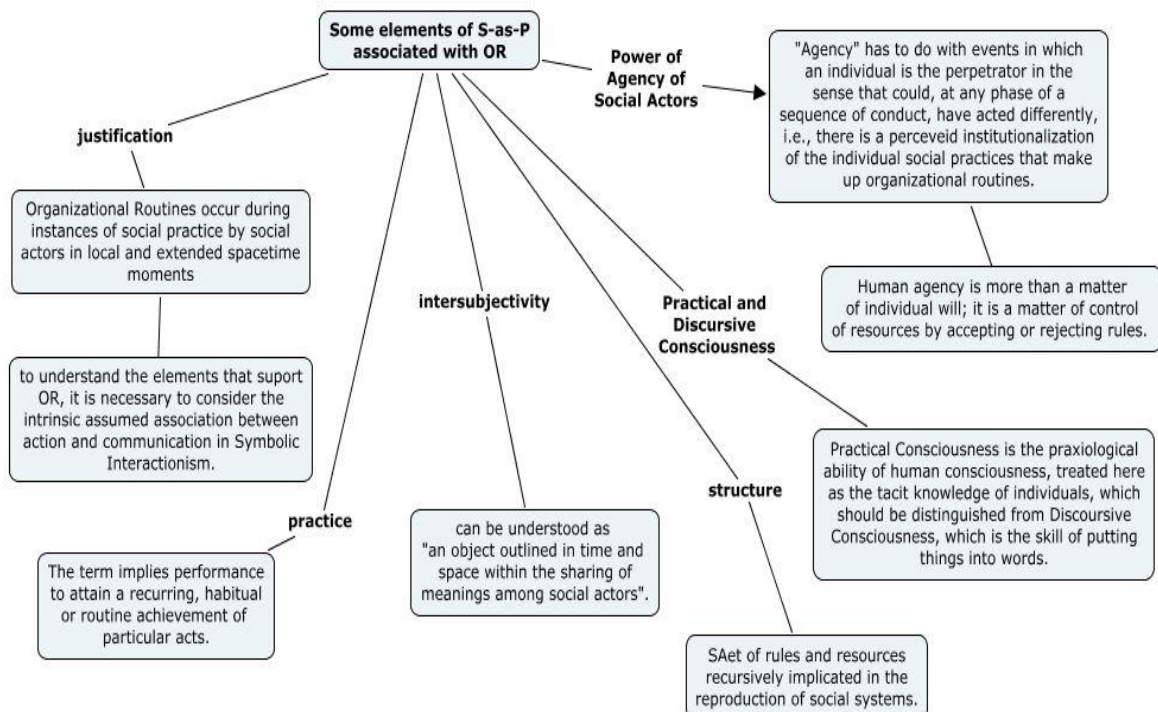


Figure 5: Cognitive Map of results, conclusions and work implications (synthesis)

