



Does the adoption of sustainable practices legitimise an organization?

Carla Cristiane Sokulski^[a], Alechssandra Resseti Oliveira^[b], Claudineia Kudlawicz-Franco^[c]

^[a] Master in Business Administration – Pontifical Catholic University of Paraná (PUCPR), Curitiba, PR, Brazil. E-mail: carlacristiane2@hotmail.com

^[b] Master in Business Administration – Pontifical Catholic University of Paraná (PUCPR), Curitiba, PR, Brazil. E-mail: cwb.ale@gmail.com

^[c] Master in Accounting – Federal University of Paraná (UFPR). Doctoral Student in Business Administration – Pontifical Catholic University of Paraná (PUCPR), Curitiba, PR, Brazil. E-mail: kclaudineia@gmail.com

Abstract

The objective of this article is analyse how the sustainable practices adoption can contribute for the organization's legitimacy. Therefore, it was chosen the case of an organization that adopts sustainable behaviours when realizing services of expresses delivery using bicycles. Having a qualitative-descriptive approach, the study occurred in a company in the city of Curitiba, by means of interviews semi structured realized with managers and the use of the content analysis. The results evinced the three dimensions of sustainability (economic, social and environmental) are interconnected and are complementary, in a such way that social and environmental practices have proximity to the economic dimension, as well as, this last maintains relations to social and environmental practices. Although the franchise does not have sustainable practices standardized in its business units, it acts exteriorizing its sustainable role. The promotion of sustainable practices disseminated a positive image of the company in relation to its environment, contributing for its legitimacy in front of society with action in schools and with benefits to its employees. The study's main contribution allows to infer that the adoption of sustainable practices contributes for the organization's legitimacy allowing its recognition towards society. In this way, the legitimacy emphasizes the importance of the exercise of sustainability in organizations, improving its image and relationship with the several actors involved.

Keywords: Sustainability. Legitimacy. Cycling.

Introduction

The concept of sustainability has been prominent in different social contexts, as the scientific, the organizational and the political. Reflecting mainly about financial and non-financial incentives in emphasize the advantages that sustainable actions can provide. Therefore, a new perspective was introduced in the shared thinking among different social actors, emphasizing that the economic growth can be better sustained along time if consider also its caused impact in the social and environmental context (LODGE, 2001; ORSATO 2006). The sustainability approached in the organizations context, a wide discussion is found referring to influences and benefits generated in different theories associated to it, seeking to explain specific phenomenon (CONNELY; KETCHEN; SLATER, 2011).

The organizations, each time more, have presented interest in the sustainability issue (GOLDSTEIN, 2004). The approach of sustainability in the organizational context provide different positioning, as favourable as contraries in referring to the generated advantages. Researchers have expanded this theme offering new ideas and contributions to generate more knowledge related to the transportation area (BOOZ ALLEN HAMILTON, 2014; LITMAN, T., 2014; BEILER, 2016).

In the process of social construction, the companies participate by means of their speeches and policies, mainly in moment when the leaders act in the implementation of sustainable practices, influencing the definition of what is legitimate (SCOTT, 1995). In this way, to survive, the organizations adopt conducts of legitimacy, realized consensually towards the pressures imposed by the environment where they are insert. This action enable to survive and they have more chances of acquiring prosperity in the course of time (CONNELY; KETCHEN; SLATER, 2011).

In the institutional point of view, the legitimacy is a condition that reflects the cultural alignment, normative support, or consonance with rules and laws (SCOTT, 2008). The legitimacy affects the organizations, because the adoption of elements considered legitimate in the organizational environment change its acceptance and maintain the stability. The society sees an organization like being legitimate not only like more worthy, but also like being more significant, more trustable and more predictable.

Legitimacy is not a resource; it results from the congruence between the organization and its cultural environment. When an organization justify itself in front of society, it is said that the company is seeking its legitimacy, having, in this way, well regarded by society and its approval, seek a consistence among the social values related to organizations activities and the behaviour rules accepted by the social system that they are inset (PFEFFER; SALANCIK, 1978). In the study made by Díez-Martín, Prado-Roman, Blanco-González (2013), the authors concluded that the legitimacy must be considered as a necessary target in the process of company strategical planning to define which strategical actions are the best for the branch of business.

In this sense, this study is justified by analysing the legitimacy from sustainable practices in an express delivery company using bicycles as a way of conduction. The main point is in the study of a company with specific characteristics and differentiated services, becoming it singular in its branch of action. And, despite of existing studies about sustainability and legitimacy (CZINKOTA; KAUFMANN; BASILE, 2014;

QUINQUIN; LUO; MAKSIMOV, 2015; SCHALTEGGER; HÖRISCH, 2015) there is a lack of empirical studies that analyse specifically the cases of sustainable delivery companies.

Opposed to the exposed, it is emphasized that the organizations adopt conducts of sustainability when turn their strategical alignment to the market necessities (CONNELY; KETCHEN; SLATER, 2011), considering different actors that involve the economic, social and environmental dimensions (HULT, 2011). Then, organizations that incorporate legitimate elements, as sustainable practices, tend to be seen as genuine by the market (MEYER; ROWAN, 1977), what guides them to have more chances of surviving, in addition to broad their sources of resources (PARSONS, 1956; PFEFFER; SALANCIK, 1978). Before this context, it is sought to answer the following research question: does the adoption of sustainable practices contribute for the organization's legitimacy? This study contributes in a theoretical way in approaching the sustainability being legitimate by society and in an empirical way in presenting a company that acts in a sustainable mode adopting the transportation by bicycles.

The present article is structured in five summarised sections. After this brief introduction it is present the literature review, then are exposed the methodological procedures, data analyses and, in the end, the final considerations of this work

Theoretical Fundamentals

Sustainability

The environmental and social problems, many times, were caused by organizational decisions and actions. Elkington (1998) points out that the challenge discussed is reach the sustainability considering three essential dimensions, denominated Triple Bottom Line: economic, social and environmental (CMMAD, 1991). The three dimensions are the pillars that direct the managerial decisions, approximating the social responsibility to the concept of sustainability, which the organizational value can be strengthened or simply destroyed by means of simultaneous actions among the dimensions (ELKINGTON, 1998). In this context is necessary a dynamic equilibrium among the dimensions to achieve the sustainability (DIAS, 2008).

Although it is possible to indicate a direction, the majority of the current discussions about sustainability is concentrated in the specific views of different authors about distinct aspects of concept (HARDI; BARG, 1997). The sustainability must approach the material, environmental, social, ecologic, economic, legal, cultural, politic and psychologic dimensions (BOSSEL, 1999). In the view of Rutherford (1997) the development of the concept of sustainability is strengthened by the necessity of visualise a problem under different perspectives, oriented by the combined association among the economic, environmental and social spheres.

In the intention of monitoring the sustainability advances, it was created the Commission on Sustainable Development (CSD) that emphasizes the use of sustainability following the principles of Agenda 21. Its creation came from the necessity of reference standards to be used with purpose of measuring the society progress to a sustainable future; however, there is still the necessity of constructing indicators that

serve as action standard. The Agenda 21 is a plan of action that must be adopted globally, national and local by organizations from the United Nations system, governments and by the civil society, in all areas where the human action impacts the environment. This plan is considered by many as the most comprehensive to orientate the adoption of a new standard of development for the 21st century, whose foundation is the synergy among environmental, social and economic aspects, in other words, the sustainability (BELLEN, 2006).

Székely e Knirsch (2005) share the vision that the sustainability is related to the construction of a society that balances economic, social and environmental objectives, because the sustain of these three spheres are relevant for the economic growth in reason of pressures coming from the market. In the way, they add value to the shareholders when grant prestige and corporative reputation, contribute for a better relationship with clients, and quality of products and services, access to differentiated resources. Authors like Teodósio, Barbieri and Csillag (2006) question the sustainability contribution for the development of organizations arguing that it is little clear in the point that the adoption of sustainable conducts can be more useful for the enhance of industrial field and in the same time protects the environment. In this direction, there is still a lack of more clarifications in respect of contribution of sustainable perspective with the corporative development.

The recognition of sustainability have occurred due the importance of natural resources and the possibility of its shortage in the future. In this way, Hart (2005) explains that this moment is denominated as a process of “greenification” from the organizational operations, when these pass to admit that take care of the environment reflects in its future surviving. Under this point of view, the author defends the concept of environmental management immerse in the organizational structure consider norms and control rules boosted by government, as also, the environmental competition among organizations that are part of a same environment, this way, it is sought in the business universe the generation of ecoproductive efficiency in the organization. The process of “greenification” also influences in the extension of relationship laces, as much national governments as international organs, focused always in the sustainable development (KAZU, 1997). In this mode, Hart (2005) emphasizes that, the “greenification” of organizational activities singly does not result in sustainability of business, but what must happen is an interaction of processes and the use of new technologies that promote the aimed development.

Dimension of Sustainability

The first studies related to the sustainability are dated in 1972 coming from debates realized among the members of Club of Rome. In the sequence, it had its relevance emphasized in 1987 when was subject of Brudland’s report, elaborated by the World Commission on Environment and Development, highlighting the role of human element as generator of balance among the economic, social and environmental dimensions. In this last dimension, the definition of sustainability consists in attending the necessities of current generations without compromising the possibility of achieving or modifying the attendance of necessity of future generations (BELLEN, 2006).

During the preparation of Rio Earth Summit in 1992, Ignacy Sachs detailed five dimensions of sustainability concept, that according him, should be considering simultaneously in the companies' planning. The definitions are presented in a simplified way in Board 1 (SACHS, 2007).

Board 1 – The five dimensions of ecodevelopment

1. **Social Sustainability:** The goal is to construct a civilization with more equity in income distribution and assets, trying to reduce the gap between the standards of living from rich and poor
2. **Economic Sustainability:** The economic efficiency must be evaluated in macro social terms, and not only by means of the criteria of business profitability of microeconomic character.
3. **Ecologic Sustainability:** It can be improved from the expansion of load capacity, substitution of fossil fuels by products renewables and/or abundant used in a non-aggressive way to the environment, reduction of waste going, pollution and consume, and from the definition of norms for environment protection.
4. **Spatial Sustainability:** It must have a configuration rural-urban more balanced and a better territorial distribution of human settlements and economic activities, emphasising the promotion of modern practices and regenerative of agriculture and agroforestry, involving the small producers and employing properly technologic packages, credit and access to markets; and in the creation of job opportunities non-agricultural in rural areas, with an especial reference to the biomass industries; in the protection of areas for biodiversity protection, among others.
5. **Cultural Sustainability:** It must include the research for endogenous roots of modernization models and integrated agricultural systems, process of changes that protect the cultural continuity and translate the normative concept of ecodevelopment in a plurality of solutions, adjusted to the specificities of each socioecological context.

Source: adapted from Sachs, 2007.

According Barbieri and Cajazeira (2012) currently in organizations, the main contribution for the sustainable development is consisted in three dimensions: economic, social and environmental. Elkington (2012) observes that from the consequences generated by the increase of awareness about the necessity of sustainable development, the organizations tend to adopt an approach systemic in the analysis of sustainability. Contemplate in this way, the economic, social and environmental dimension. However, it is necessary to have a harmonising among the economic growth, bigger perception with the coming social results and ecologic balance in the use of natural resources.

The organizational decisions in their majority are originated from influences and pressures of the external environment, considering the social and political factors that consequently have an impact in the organization's economic context. It occurs due the increase of preoccupation by part of society about the ecologic, security and customer protection factors, as well as, the products quality and their impact in the environment. This preoccupation was not too evident in the last decades, but manifest itself stronger in the current days. This is what takes the organizations to a process of readjustment as much in their values as in the operational and administrative procedures (CLARO; CLARO; AMÂNCIO, 2008). In the view of Donaire (1999), organizations that adhere to a sustainable posture improve its institutional image and consequently reflects in the development.

Legitimacy

The legitimacy is a perception or a supposition that the actions of an organizations are desirable, adequate or appropriate inside a system socially built with norms, values, beliefs and definitions. It is generalized, but depends on events that

occur over time (SUCHMAN, 1995). The same author still affirms that the legitimacy is constructed socially as far as presents a consistency between a legitimate company behaviour and the shared beliefs of a social group. Therefore, depends on the collective and not particular observations (SUCHMAN, 1995).

The legitimacy is defined as a generalized perception or still a presuppose that the actions of an organization can be accepted and having them as adequate or appropriate inside a society (SUCHMAN, 1995). In this way, the central element of legitimacy is to know and adhere to expectations and social norms of a system with values, rules and meaning (HIRSCH; ANDREWS, 1984). The legitimacy is socially constructed, as far as it reflects a consistency among the companies' behaviour and the beliefs of a social group, and it will depend on a group on individuals, although with particular observations (SUCHMAN, 1995).

A fundamental characteristic of legitimacy is its auto reproduction, reflected in the conceptions of practices regarded as desirables or adequate, and as the individuals act in a collective way and towards a common objective, interpret and legitimate the activities, in a way they turn habitualized (COLYVAS; POWELL, 2006). The organizations increase its legitimacy when incorporate defined practices and procedures in a rational form that prevail and that are instituted by society (MEYER; ROWAN, 1977). It can also, be distinguished in three kinds: pragmatic, moral and cognitive legitimacy. All these kinds involve a perception that the activities of organizations are appropriated and desirables inside a system with norms, values and beliefs and socially constructed (SUCHMAN, 1995).

In the pragmatic legitimacy the authors support the organization because believe they are doing that by sensitive causes to their biggest interested, also can be called of legitimacy by influence (SUCHMAN, 1995). In the moral legitimacy exists a positive normative evaluation of organization and its activities (ALDRICH; FIOL, 1994), rests not by judgment of an activity as being beneficial, but how this activity being something right to do. In the cognitive legitimacy, there is an acceptance of organization how it is, being necessary or inevitable, based in something cultural (SUCHMAN, 1995). According to Colyvas and Powel (2006) in the conception of cognitive legitimacy, it is argued that the legitimacy runs from the population dynamic in an endogenous way and have as central characteristic, reside in collectiveness.

Deephouse and Carter (2005) emphasizes that the legitimacy is resulting from acceptance of normative, regulative and cognitive patterns, but the organization reputation in many other attributes, still conclude the legitimacy is linked to the environment where the organizations is inserted, to the context and the authors that relate to the organizations, suffering interferences and interfering. For other authors the maintenance of this legitimacy can be linked to the organization performance, the research by her linked to the practices the organizations adopt, isomorphism, the organizations can lose it if not attend the social expectations. The legitimacy is resulting of acceptance of normative, regulative and cognitive patterns, but the organization's reputation in many other attributes (DEEPHOUSE; CARTER, 2005). But the legitimacy does not have as challenge only its seeking, but also it is necessary to keep it and repair it if necessary.

Methods

This study has the objective of analysing how the adoption of sustainable practices can contribute for the organizational legitimacy. Its approach is qualitative and aims to interpret and understand how the phenomenon occur, and the meanings that the individual confer to them (DENZIN; LINCOLN, 2006). The qualitative research involves the change, the interaction between ideas and meanings, for different realities and perceptions can be developed and explored, with the purpose of investigating opinions of different representations about a specific subject (GASKELL, 2002). For that, it was realized a single case study in the company Alfa with the intention of understanding the particularities of this case in specific (STAKE, 2000), mainly, in what refers to comprehend better how the sustainable practices are used by the organization.

It was opted by the choice of this case in particular due the services provided by the company being differentiated. Expresses deliveries of diverse products are realized, according to the hirer company, using as way of conduction the bicycles. Furthermore, the scope of acting this institution is concentrated in 4 Brazilian states: Paraná (Curitiba and Cascavel), São Paulo (Campinas and São Paulo city), Rio de Janeiro (city of Rio de Janeiro) and Rio Grande do Sul (Porto Alegre).

For the data collection were realized semi structured interviews with the manager of franchise and company's founder and the manager of franchise's sustainability and the unit director of business of Porto Alegre (RS). The interviews were recorded with the interviewed's authorization and after that transcribed literally. The open questions composed information that focused: 1) sustainability, 2) legitimacy. Firstly it was realized a previous contact by telephone, aiming to verify the possibility of realize the study and the availability of the responsible manager. In the sequence, it was scheduled day and time to realize the interviews via online conversation software.

For the data analyse was used the content analyse, then, it was followed the orientations of Bardin (2004) have by objective to extract inferences of contents of messages allowing an interpretations and comprehension of these. For the codification and qualitative data analysis, Straus and Corbin (2008) suggest three stages: i) opened codification, which consists in the concepts identification, its properties and its dimensions, ii) axial codification, which aims to relate data categories associated to dimensions and, iii) selective codification, which is destined to reevaluate the interpretative schemes formed in the previous stage, with the intention of identify fails or complement categories for the logical scheme formed be validated.

There were created categories that express the mode how the company approaches and execute the sustainability and the legitimacy, how the company seek and maintain. The interviews were transcribed literally, in the sequence were listed the categories, for in a second literature, refine them. There were contemplated the rules according the recommendation of Bardin (2004): i) mutual exclusion: where each element integrates a category; ii) homogeneity: a dimension only in each category; iii) pertinence: each category be bounded to the study's objectives; iv) objectivity: clarity in the delimitation of each category, and: v) productivity: the results ag-

gregate new knowledges about the theme. These categories have its operational definition in which is allowed characterize the company's sustainability and legitimacy.

Data Analysis

The company Alfa arose in 2011, in the city of Curitiba, containing in its functional board three cyclists. Its creation was motivated due to have a similar model in New York city. Its expansion to more business units occurred in 2013 from the entrance of another partner, so the activities were expanded to other States beyond Paraná, like São Paulo, Rio de Janeiro and Rio Grande do Sul. Currently the company has three modalities of service: the fixed biker who stays full time in the contracting company attending to this company exclusively; the independent biker for the company that need this service sporadically and the special biker where the contracting company can personalise the service (e.g. projects and special campaigns).

The founder of company Alfa is the franchises manager and due to company expansion, he realized the necessity of hiring a specific person to execute the sustainability management of company's business units, in this way, in 2014 a person with graduation and specific knowledge was hired to develop a little more the company's processes. Beyond this, in 2014 there were initiatives to realize a strategic planning with goals until 2020, with intention of standardize objectives and actions, among the business units and in the planning a specific sections destined to sustainability was created and developed. Another company desire in realizing the strategic planning is the expansion of business units from 4 to 85, and also, is expected to develop a portfolio of suppliers and clients capturing more companies that act in a sustainable perspective.

Referring to the analytic category sustainability and legitimacy (Picture 1), it was realized the analysis containing the main actions realized by the company that contribute to this generated categories from the analysis of interviews and documents.

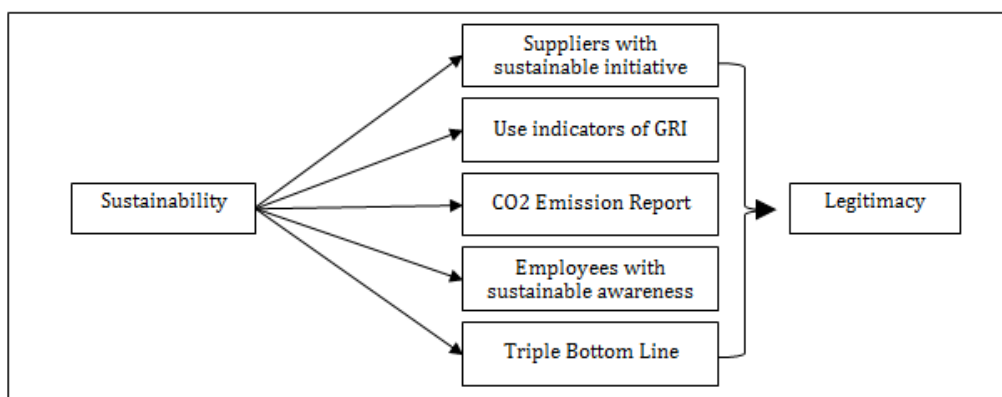


Figure 1 - Analytic Categories and actions of prominence in seeking legitimacy.

Fonte: Authors, 2016.

In the analysis process, it was verified different actions realized that contributed for the created categories. The sustainability practices that were one of the motivators of its creation currently are concentrated in selection of suppliers that realize sustainable initiatives, beyond this, the company is defining critical themes of sustainability for posterior development and using indicators based on Global Reporting Initiative (GRI). The company classifies their clients in two profiles, one that hires the services due its sustainability in not emitting CO² in the environment and the other profile that corresponds to the client who search a personalized delivery service. Furthermore, the company supplies to their clients a report of non-emission of CO², and it is used for the promotion of sustainable image of both.

The sustainable image that the company adopts in realizing the expresses deliveries originated by means of the marketing view of its idealizer in order to attend this market niche that prioritizes sustainable practices, being seen as one of the biggest in the sustainable deliveries sector in Brazil. According to the managers, this service provided by the company is used by clients as a promotions of internal image (i.e. in relation to employees) and external (i.e. in relation to clients), where are seen as companies that are worried with the sustainability issue, also aiming, legitimate in the market. The acting according these standards contribute for it can be considered legitimate in adopting sustainable conducts. What corroborates to the view of Scott (2008) that the organizations do not compete only by resources and clients, but specially by the strengthening of image and legitimacy institutional. Its importance comes from the principle that the organizations while part of the social system, require more than technical resources and environment information, they need acceptance and credibility.

Some of the used resources by the company also are from sustainable origin, because the suppliers (e.g. backpacks and uniforms) are selected by virtue of having sustainable profile, but in the other resources as for example the bicycles, this practice still presents incipient, according to managers, regarding the burden of this sector in relation to the current company size. The bicycles used in the delivery service are not made of any material differentiated in corresponding to sustainability, because are from property of collaborators, who receive a rent by the use of them.

In what corresponds to the sustainable practise, the company does not have a defined pattern for all the units, where each one develops activities that considers relevant for the business profile. According to the managers, is no point the company uses a service that does not pollute and aggregate value, without having its management standardized to develop sustainable principles. This gap the company intend to supply in standardizing its business units by means of strategical planning, because the managers believe that it will emphasize the sustainable image and direct their activities to attend a specific niche of market. Because the lack of incorporation of legitimate elements in the formal structure of organizations decrease the compromise of internal constituents, as well as their external components (MEYER, ROWAN, 1983).

A practice that is in phase of implementation is the training of employees approaching important and current aspects about sustainability. In this direction, the company intends to introduce an image and sustainable awareness in employees and it is hoped this image can be shared to the clients when they are attended. An indica-

tion that the company already realizes some sustainable impact in community is the search for candidates to available vacancies by the company that claim the interest in its sustainable actuation.

For complementing the management turned to the sustainability, the company started to work this theme in function of Triple Bottom Line (ELKINGTON, 1998), that was determined in the strategic planning and possesses focus in three dimensions: environment, social and economic.

In relation to the environment dimension, the company selects the suppliers that are reducing the emission of CO² in environment, the one that realizes aware disposal of materials (e.g. tyres, tubes, material of expedient) and use graphic material coming from certified timber. In the social dimension, the focus in the well-being is a preponderant factor, where there is the preoccupation with slave labour in all the chain (i.e. suppliers, employees and clients), the non-emission of gaseous pollutants even if in the minimum quantity contributes in the reduction of breathing problems, having also, a differenced attention about the security of cyclists, what generates bigger confidence and reduction in number of accidents. In relation to the economic dimension it is used a sustainable positioning where attracts clients who identify themselves and seek this kind of service. That makes move economically as much in the deliveries sector as in the cycling market. The three dimensions are interconnected in the same time they complement each other, the social and environment practices interfere automatically in the economic dimension and so reciprocally.

Regarding to the legitimacy, the company is developing projects along the schools and children, aiming being well seen and recognized by the society, seeking a moral legitimacy, a positive evaluation of its activity (ALDRICH; FIOL, 1994). The positive view of clients related to the company's work also represents a kind of legitimacy, because these clients do the company's marketing for the society. Other point to emphasize is the relation employee-company, that presents itself very positive, with courses and get-togethers, demonstrating a search for moral legitimacy.

Final Considerations

This article had as objective analyse how the adoption of sustainable practices can contribute for the organization reach the legitimacy, for such, there were analysed the categories of analyses sustainability and legitimacy. The results more evidenced highlight the role of expresses deliveries, where the three dimensions of sustainability (i.e. environment, social and economic) are interconnected, in the same time that complement each other, the social and environment practices interfere automatically in the economic dimension and so reciprocally.

The sustainable practices were highlighted from the initiative of development of strategic planning mainly in improving and standardize the practices having as base indicators based in GRI, which is considered one of the more complete reports and worldwide disseminated. This acting form contributes to generate a positive image in relation to the market, contributing for its legitimacy in the environment which it acts, mainly in relation to actors who it maintain relations, such as clients as suppliers, employees and others.

The company adopts actions that aim the sustainability and many leave its image positive in front of society, actions as the benefits to the employees, that are not obligatory by the Law. It also realizes many activities turned to the well being of society, what legitimate them, among these activities are the projects along the schools and children. But, the factor that has more eminence in the company is the care to the emission of gaseous pollutants, in selecting suppliers, the own bicycles used in the deliveries and the graphic material used. These actions show that the company has a strong worry in the issue of sustainability, mainly turned to the environment and its image to the society and employees.

Teodósio, Barbieri and Csillag (2006) concludes that intense are the debates about the sustainability, as well as, diverse are the positioning about this theme. Accordingly, the change in the use of traditional management model for the use of strategies sustainable in the business units is occurring by means of labyrinth ways. So, only in the future there will be knowledges about the strategic changes, if these will be durable or superfluous and if really will be a sustainable transformation in the managerial world. Therefore, the previous commented aspects show the diversity and the complexity of the concept of sustainability, what can not serve as an obstacle, but as a motivational factor of new behaviours and positioning (BELLEN, 2006).

The contribution of this work in the theoretical point of view is concentrated in the analyses of impact that the use of sustainable practices causes in the seek by institutional legitimacy. In relation to the empiric perspective, this article by means of case study, present a real situation of analysis categories considered in the study (i.e. sustainability and legitimacy). This study is limited by analysing only one company, and were not localized in the country other acting in the activity in specific, beyond this, there was not the possibility of deepen the study considered the clients perception. As suggestion of future researches recommends an analysis of company after the implementation of strategic planning and the use of sustainable indicators comparing to the present research.

References

- ALDRICH, H. E; FIOL, C. M. **Fools rush in?** The institutional context of industry creation. *Academy of Management Review*, v.19, n.4, p.645-670, out. 1994.
- BARBIERI, J. C; CAJAZEIRA, J. E. R. **Responsabilidade social empresarial e empresa sustentável: da teoria à prática** 2. ed. São Paulo: Saraiva, 2012.
- BARBIERI, J. C; VASCONCELOS, I. F. G; ANDREASSI, T; VASCONCELOS, F. C. **Inovação e Sustentabilidade: Novos Modelos e Proposições.** *Revista de Administração de Empresas*, v.50, n.2, p.146-154, 2010.
- BARDIN, L. **Análise de conteúdo.** 3. ed. Lisboa: Edição 70, 2004.
- BEILER, M. O. **Organizational sustainability in transportation planning:** Evaluation of multi-jurisdictional agency collaboration. *Journal of Transport Geography*, v.52, p.29-37, 2016.
- BELLEN, H. M. V. **Indicadores de Sustentabilidade: uma análise comparativa.** 2. ed. Rio de Janeiro: FGV, 2006.
- BERGER, P; LUCKMANN, T. **A Construção Social da Realidade.** Petrópolis: Vozes, 1985.

BOOZ A. H. **Strategic Issues Facing Transportation: Sustainability as an Organizing Principle for Transportation Agencies.** NCHRP Report 750, v. 4. Transportation Research Board, Washington D.C., 2014. Disponível em: http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_750v4.pdf

BOSSEL, H. **Indicators for Sustainable Development: Theory, Method, Applications.** Winnipeg: IISD, 1999.

BOXEMBAUM, E; JONSSON, S. **Isomorphism, diffusion and decoupling.** In: GREENWOOD, R. et al. (Eds.). **The sage handbook of organizational institutionalism.** London: Sage Publications, p.78-98, 2008.

CLARO, P. B. O; CLARO, D. P; AMÂNCIO, R. **Entendendo o conceito de sustentabilidade nas organizações.** Revista de Administração, v.43, n.4, p.289-300, 2008.

CMMAD - **Comissão Mundial sobre Meio Ambiente e Desenvolvimento.** Nosso futuro comum. Tradução de Our common future. 1. ed. 1988. Rio de Janeiro: Editora da Fundação Getúlio Vargas, 1991.

COLYVAS, J. A; POWELL, W. W. **Roads to institutionalization: the remaking of boundaries between public and private science.** Research in Organization Behavior, v.27, p.305-353, 2006.

CONNELLY, B; KETCHEN, D; SLATER, S. F. **Toward a theoretical toolbox for sustainability research in marketing.** Journal of the Academy Marketing Science, v.39, p.86-100, 2011.

CZINKOTA, M; KAUFMANN, H. R; BASILE, G. **The relationship between legitimacy, reputation, sustainability and branding for companies and their supply chains.** Industrial Marketing Management, v.43, p.91-101, 2014.

DAFT, R. L. **Teoria e projeto das organizações.** 6. ed. Rio de Janeiro: LTC, 1999.

DEEPCHOUSE, D. L; CARTER, S. M. **An examination of differences between organizational legitimacy and organizational reputation.** Journal of Management Studies, v. 42, n. 2, p. 329-360, 2005.

DENZIN, N; LINCOLN, Y. **Introdução a disciplina e a prática da pesquisa qualitativa.** In: DENZIN, N; LINCOLN, Y (Orgs). **O planejamento da pesquisa qualitativa.** Porto Alegre: Bookman, 2006.

DIAS, R. **Gestão ambiental: responsabilidade social e sustentabilidade.** São Paulo: Atlas, 2008.

DÍEZ-MARTÍN, F; PRADO-ROMAN, C; BLANCO-GONZÁLEZ, A. **"Beyond legitimacy: legitimacy types and organizational success".** Management Decision, v.51, n.10, p.1954-1969, 2013.

DIMAGGIO, P. J; POWELL, W. W. **The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields.** American Sociological Review, v.48, p.147-160, 1983.

DONAIRE, D. **Gestão ambiental na empresa.** 2. ed. São Paulo: Atlas, 1999.

ELKINGTON, J. **Partnerships from cannibals with forks: the triple bottom line of 21st century business.** Environmental Quality Management, v.8, n.1, p.37-51, 1998.

FONSECA, V. S. **A abordagem institucional nos estudos organizacionais: bases conceituais e desenvolvimentos contemporâneos.** In: VIEIRA, M. M. F; CARVALHO, C. A. (org.). **Organizações, instituições e poder no Brasil.** Rio de Janeiro: FGV, 2003.

- GASKELL, G. **Entrevistas individuais e de grupos**. In: BAUER, M.W; GASKELL, G. (Orgs.), **Pesquisa qualitativa com texto, imagem e som**. Um manual prático. Petrópolis: Vozes, p.64-89, 2002.
- GIDDENS, A. **Central problems in social theory**. Berkeley: University of California Press, 1979.
- GOLDSTEIN, J. **People and products in the fast-growing sustainable scene**. In Business, v.1, 2004.
- HARDI, P; BARG, S. **Measuring Sustainable Development: Review of Current Practice**. Winnipeg: IISD, 1997.
- HART, S. L. **Capitalism at the crossroads**. 1. ed. Nova Jersey: Wharton School, 2005.
- HIRSCH, P. M; ANDREWS, J. A. Y. **Administrators response to performance and value challenges: stance, symbols, and behavior**. In SERGIOVANNI, T. J; CORBALLY, J. E.(Org). **Leadership and Organizational Culture**. IL: University of Illinois Press, p.170-185, 1984.
- HULT, G. T. **Market-focused sustainability: market orientation plus**. Journal of the Academy Marketing Science, v.39, p.1-6, 2011.
- JENNINGS, P. D; ZANDBERGEN, P. A. **Ecologically sustainable organizations: an institutional approach**. Academy of Management Review, v.20, n.4, p.1015-1052, 1995.
- KAZU, R. **The path of Kyosei**. Harvard Business Review, v.75, n.4, p.55-63, 1997.
- KITZBERGER, J; FRAZZON, E. M. **Sustentabilidade no transporte: um estudo multicaso em empresas de transporte rodoviário de cargas**. ENANGRAD, 24, Florianópolis, 2013. Anais. Florianópolis: 2013.
- LITMAN, T. **Well Measured: Developing Indicators for Sustainable and Livable Transport Planning**. Victoria Transport Policy Institute, Melbourne, Austrália, 2014. Disponível em: <http://www.vtpi.org/wellmeas.pdf>
- LODGE, G. C. **Our common future?** Harvard Business Review, v.68, p.221-222, 2001.
- MEYER, J. W; ROWAN, B. **Institutionalized organizations: formal structure as myth and ceremony**. American Journal of Sociology, v.83, n.2, p.340-363, 1977.
- MEYER, J. W; ROWAN, B. **The structure of educational organizations**. In: MEYER, J. W; SCOTT, R. (Eds), **Organizational Environments: Ritual and Rationality**. Beverly Hill: Sage Publications, 1983.
- MEYER, J. W; SCOTT, R. **Centralization and the legitimacy problems of local government**, In: MEYER, J. W.; SCOTT, R. (Eds), **Organizational Environments: Ritual and Rationality**, 2 ed. Beverly Hills: Sage 1992.
- MORAIS, D. O. C; OLIVEIRA, N. Q. S; SOUZA, E. M. **As práticas de sustentabilidade ambiental e suas influências na nova formatação institucional das organizações**. Revista de Gestão Ambiental e Sustentabilidade, v.3, n.3, p.90-106, 2014.
- OLIVER, C. **Strategic Responses to Institutional Processes**. The Academy of Management Review, v.16, n.1, p.145-179, 1991.
- ORSATO, R. J. **Competitive environmental strategies: when does it pay to be green?** California Management Review, v.48, n.2, p.127-143, 2006.

PARENTE, P. H. N.; MOTA, A. F.; CABRAL, A. C. A.; SANTOS, S. M.; BRANDÃO, I. F. **Teoria institucional e Disclosure de sustentabilidade**: uma investigação no setor de energia elétrica. *Revista de Administração, Contabilidade e Economia*, Joaçaba: Unoesc, v.13, n.3, p.889-918, 2014.

PARSONS, T. **Suggestions for a Sociological Approach to the Theory of Organizations-I**. *Administrative Science Quarterly*, v.1, n.1, p.63-85, 1956.

PFEFFER, J.; SALANCIK, G. R. **The external control of organizations**: a resource dependence perspective. New York: Harper & Row, 1978.

PRAJOGO, D.; TANG, A. K. Y.; LAI, K. H. **Do firms get what they want from ISO 14001 adoption?** An Australian Perspective. *Journal of Cleaner Production*, v.33, p.117-126, 2012.

QUINQUIN, Z.; LUO, Y.; MAKSIMOV, V. **Achieving legitimacy through corporate social responsibility**: The case of emerging economy firms. *Journal of World Business*, v.50, n.3, p.389-403, 2015.

RAMOS, S. A. P.; CARDOSO, A. C.; CRUZ, M. M. C. **Atributos considerados sobre sustentabilidade no transporte rodoviário de carga**. Congresso de Pesquisa e Ensino em Transportes, 28, Curitiba, 2014. Anais. Curitiba: 2014.

ROSSONI, L. **O que é Legitimidade Organizacional**. In: Encontro de Estudos Organizacionais da ANPAD, 7, Curitiba, 2012. Anais. Curitiba, p.1-21, 2012.

RUTHERFORD, I. **Use of Models to link Indicators of Sustainable Development**. In: MOLDAN, B.; BILHARZ, S. (Eds.) **Sustainability Indicators**: report of the project on indicators of sustainable development. Chichester: John Wiley & Sons Ltd., 1997.

SACHS, I. **Estratégias de transição para o século XXI**, in: VIEIRA, P. F. (Ed.), **Rumo À Ecoeconomia**: Teoria E Prática Do Desenvolvimento. São Paulo: Cortez Editora, 2007.

SCOTT, W. R. **Institutions and organizations**. Thousand Oaks: Sage, 1995.

SCHALTEGGER, S.; HÖRISCH, J. **In Search of the Dominant Rationale in Sustainability Management: Legitimacy- or Profit-Seeking?** *Journal of Business Ethics*, p.1-18, 2015.

STAKE, R. **Case studies**. In: DENZIN, N.; LINCOLN, Y. (Eds.) **Handbook of qualitative research**. Thousand Oaks: Sage, 2000.

STRAUSS, A.; CORBIN, J. **Pesquisa qualitativa: técnicas e procedimentos para o desenvolvimento da teoria fundamentada**. 2. ed. Porto Alegre: Artmed, 2008.

SUCHMAN, M. C. **Managing legitimacy**: strategic and institutional approaches. *Academy of Management Review*, v.20, n.3, p.571-610, 1995.

SZÉKELY, F.; KNIRSCH, M. **Responsible leadership and corporate social responsibility**: metrics for sustainable performance. *European Management Journal*, v.23, n.6, p.628-647, 2005.

TEODÓSIO, A. S. S.; BARBIERI, J. C.; CSILLAG, J. M. **Sustentabilidade e competitividade**: novas fronteiras a partir da gestão ambiental. *Revista Gerenciais*, v.5, n.1, p.37-49, 2006.

WEBER, M. **Economia e sociedade**: fundamentos da sociologia compreensiva. 3. ed. Brasília: Editora Universidade de Brasília, 1994.

Received: 06/28/2016

Approved: 08/10/2016