



INTENTIONALITY OF ORGANIZATIONAL ROUTINES

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Routines – repetitive patterns of interdependent, collective actions – define strategic mode of functioning of organizations and firms and play many important organizational roles. Since their emergence, stability and change are key phenomena for efficient and smooth organizational functioning, routines constitute one of the most important research themes in management sciences. Nevertheless, the question of their intentionality still remains, to a significant extent, unanswered. Do routines need to be habitual or they require every-time conscious decision-making processes? Does routinization mean automaticity of performance or routines imply characteristic structures of intendings? Such questions are closely tied to the specificity of practical intentionality – goal-directedness, intentions, mindfulness, mind-infusion, know-how or deliberative decision-making. Although these issues were studied in many contexts in management sciences, the concept of intentionality itself has not been, so far, sufficiently recognized and comprehensively analysed. In Poland, the topic of routines – although present on the international arena for over half a century – is almost completely absent in organizational research.

Intentionality occurs to be an important theoretical and practical theme in management sciences, because it allows, inter alia, to shed sharp light on the nature of organizational routines. In this regard, it is no less useful than on the terrain of other practical disciplines (such as, for example, jurisprudence). But systematic investigations into the nature of intentionality of routines are scarce and extremely insufficient. Therefore, the project will bridge this gap in research.

The main project task is to propose an insistently systematic account of intentionality, which will show its centrality for the explanation of the nature of routines. In particular, the project will allow to better understand such issues as routine creation, emergence, stability and change in organizations. To reach this goal, the agenda will propose a theoretical model that is enriched by the empirical testing. Thus, the research plan combines two approaches and is built of two parts:

- Empirical part: a bibliometric study of extant routines literature at an angle of understandings of intentionality that are accepted among routines scholars,
- Theoretical part: a typology of practical intentionality proposed on the basis of action-theoretical analyses and a model of intentionality adjusted to the specificity of organizational routines.

The combination of these two methods will show tendencies in accepted accounts of intentionality on the ground of the broad research stream on routines. Those tendencies will be marshalled and possibly corrected with the aid of the precise conceptual tools that are available in the analytic action theory. This, in turn, will allow to build a new comprehensive model of intentionality of routines.

The overarching ambition of the project is, thus, a conceptual one: the goal of the agenda is to integrate various research themes in routines research – such as mindfulness, automaticity, goal-directedness, or deliberation – under the heading of intentionality. The agenda will significantly contribute to the detailed knowledge on routines and general knowledge on strategic organizational functioning. In Poland, it will have an absolutely pioneering character.