Review Article

Approaches of organizational analysis and the panorama of fully conscious organizations

Abstract

In this article the different models of organizational analysis are shown. It reflects on the importance of the different approaches of organizational theories in contemporary history. Mindfulness principles are raised, from their context to Spanish, to their benefits in organizations. And the current of organizational mindfulness is linked, as an evolutionary alternative in the administrative processes of organizations.

Keywords: organizational theory, management, mindfulness, organizational mindfulness

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Introduction

Today, organizations have their strategies, exist, develop and perform their functions in the societies where they operate. The organizations use within a wide range, methods and administrative tools to carry out their activities. In the last twenty years the principles of mindfulness have become for some organizations important elements to fulfill their tasks and improve their competitiveness. This article examines different approaches to organizational analysis. An account is made of the different administrative theories, of their evolution, of the different schools of thought. Also, it delves into the concept of mindfulness and its relationship with organizations, as this current is being adopted by organizations to enrich their administrative capacities.

The history of organizations goes hand in hand with the history of human societies, where a constant factor is change. Over time, societies have evolved along with their organizations. The organizations are also representations of a certain historical moment, of the culture where they are born and developed. On the other hand, the administration has played an essential role throughout the history of organizations. Thanks to the administration, the efforts of the people are combined in an orderly manner. Resources are optimized better, capital, time and efforts that results in prosperity for organizations and consequently for the societies where they operate.

Administrative theories have emerged with the objective of fulfilling the functions of organizations, where society, politics and economic forces have influenced organizations and their management practices. Throughout history, most administrators have operated through trial and error. And the science of administration as it is known it today is relatively new, where the most pronounced changes have taken place in the last 100 years. Each administrative approach that has emerged during different historical periods has now been incorporated into new administrative approaches including organizational mindfulness.

In ancient history it has also been found some references about administration. Socrates referred to administration as an art, likewise and Aristotle to the influence of the cultural context. But it is from the contemporary era where classical and contemporary approaches to administration arise together with the social consequences; culture, quality control, health and safety, among other aspects of the different administrative streams are analyzed.

Origins of modern organizations

According to Professor Alfred DuPont Chandler Jr., who was a professor of business history at Harvard University and John Hopkins School, the appearance of large industrial companies began between the 1880s and 1990s. This development pointed to three types of mass production industries: those that produce perishable products; those that manufacture semi perishable products at a low price; and machinery manufacturers, whose sale required specialized marketing services. Chandler pointed out that the first truly modern company was the railroad. With its vast system, and complex operations, the railways were forced to devise new management methodologies. The railroad was the catalyst for the administrative revolution.[1]

The railroad, for Chandler, was a development of extreme importance in American business, since it was only the first modern company, but also facilitated the development of other companies because it provided the service of a reliable and fast transport. Railroads were among the first organizations to have multiple geographically dispersed units whose operations must be coordinated. In addition, multiple levels of management were introduced, which also led to the innovation of the cost accounting system. Railway managers could accurately track trains, estimate their cost per ton-mile, and also determine if rates should be modified based on this data. This marked a milestone in the business management of that time.[1]

School of human relations

According to Victor Harold Vroom, who was a professor at the Yale School of Management in his work on "Work and Motivation" (1964), he relates his research in relation to motivation in workplaces, focusing on three main areas: the choices made by people in their work roles, the degree of satisfaction with their chosen work roles and the level of their performance or effectiveness in their work roles.[2] Vroom states that there are two types of determinants in people's attitudes. These include. First, the usefulness of the knowledge in relation to the attitude to achieve particular results and secondly the intensity and nature of the affection samples expected from the results.

In essence, people move towards a particular outcome or try to avoid a particular outcome, depending on how they assess and mentally judge the information, as a reason for making a final decision. These are the decisions and the expected results that are developed in the

theory of expectation. The theory of expectation also assumes that the worker's motivation is the result of how much a worker wants a result. The belief that a certain behavior leads to a particular result and that the performance leads to certain expected results. It is considered that each employee has certain needs and this researches in their environment the ways and means to find in the most convenient and efficient way the satisfaction of their needs.[2]

In another context, author Chester Irving Barnard points out that a formal organization is cooperation between men, consciously, deliberately and decisively. Also, those individuals may belong to many formal organizations, some of which may be ephemeral. He says that individuals are characterized in different ways in organizations such as physical, social, psychological and others. It also mentions the functional relationships between individuals in organizations. Of which distinguishes between effective and efficient actions. When in the organization a specific desired goal is reached, it is said that the action is effective. And when in the organization the consequences are not those sought after for the action taken, or are unsatisfactory, the action is said to be inefficient.[3]

Barnard also indicates that in the theory of formal organization three necessary elements for organizations are established. The first is communication, second the willingness to serve and third the common purpose. It suggests that an organization that cannot achieve its purpose cannot survive, and that an organization that achieves its purpose, which once fulfilled has no reason to exist. Therefore, organizations constantly adopt new purposes.[2]

According to the formal organizations and their relationship with the informal organizations, Barnard affirms that the formal organizations coexist with the informal organizations. These are formed by groups of people who interact with each other outside of a formal organizational structure. Likewise, the benefits of informal organizations include the promotion of communication, cohesion and self-respect. Barnard also comments on the economics of incentives, where it refers to that, in all types of organizations, the granting of the right incentives becomes one of the most important tasks for the existence of the organization. There are specific incentives that range from material stimuli to psychological benefits, such as the appreciation that pride generates for the activity that is performed, and also to general incentives that include the comfort of staff in social relationships.[2]

Approach to the theory of bureaucracy

According to Maximilian Karl Emil "Max" Weber at the beginning of the twentieth century, he points out that bureaucracy is a form of human organization, based on impersonal norms and rationality, which guarantees maximum efficiency for the possible achievement of its objectives. Some examples of these organizations are the Modern State, the army, companies and the church. These organisms act under a system of organization, which allows them to effectively and efficiently fulfill their mission and objective in order to sustain the development of their productive activities and services towards society.[4] Weber, in addition to conceptualizing the bureaucracy in its characteristics, also defined what its advantages and disadvantages would be. About the advantages, are the adequate performance in the positions, the speed in the decision making, and the selection according to the capacity and competence. As for the disadvantages, they are the exaggerated adherence to the regulations, the resistance to the position, and the decision-making based on the highest rank and

not the most capable.[4] In the bureaucratic model of the organizations, two fundamental terms were also framed, which were about authority and society, factors that are of great importance for decision making in ideas, and the objectives and performance of a social, political or cultural group.

Also, the authority and society was defined under the concepts of "Traditional, Charismatic and Legal" About the first the "Traditional" approach, speaks of everything as a wound, family or blood as the great lineages of antiquity. Everything passed from generation to generation and it did not matter if they were capable and responsible for such a hierarchy. The "Charismatic" is the one who, through knowing and knowing, is given confidence. And the "Legal" is in which the law, bylaws, regulations and standards prevail. All this based on the power of command, that is, that the superiors or superiors are decreed by the organisms in accordance with a regime justified by these precepts and criteria.[4]

Behavioral theory of organizations

Professors Linda Argote and Henrich R. Greve, describe current research trends in the behavioral tradition, in their article on the organization's behavioral theory in 2007. They developed theoretical building blocks that became the foundations of current research in organizational studies in administration, economics, political science and sociology.[5] The authors also made theoretical propositions that are investigated and expanded in the current work on the theory of organizational learning and evolutionary economics. The behavior theory of the company begins with four commitments. The first is to focus on a small number of key economic decisions made by the company. The second is to develop models oriented to company processes. The third is to link the models of the company as close as possible to the empirical observations, both the result of the decision and the structure of the process of real business organizations. And the fourth is to develop a set of summarized concepts and relationships that could be used to understand the behavior of a variety of organizations in a variety of decision situations.[5]

Organizational theories and their external environment

Professors Paul Roger Lawrence and Jay William Lorsh in their work of the late 60s, of Organizations and the environment, develop a theory of open systems on how organizations and organizational subunits adapt to better meet the demands of their environment right now. They used interview data from executives in six chemical process companies to support their proposals. Organizations must balance differentiation and integration to succeed. Companies that achieve high differentiation and still maintain a high level of integration seem to be better equipped to adapt to environmental changes. Groups that are organized to perform simpler and safer tasks have a more formal structure than groups that focus on more uncertain tasks, for example, research and development.[6] The temporal orientation of the subgroups depends mainly on the immediacy of the comments of their actions. Therefore, the sales and production groups have shorter time orientations than the research and development ones. In the comparative study of the six organizations in the same industrial environment, researchers were more interested in comparing the degree of integration and differentiation between subgroups in each company, and how these subgroups were related to the environment in which the company operated. Instead of starting with the individual, they decided to start with an ecological vision of the organizations

and their environment. The authors, Lawrence & Lorsh[6] define an organization as a "system of interrelated behaviors of people who are performing a task that has differentiated into several different subsystems, each subsystem performs a section of the task, and the efforts of each are integrated to achieve the effective performance of the system". They also define differentiation as "the state of segmentation of organizational systems in subsystems, each of which tends to develop particular attributes in relation to the requirements posed by the relevant external environment". Integration is defined as "the process of achieving unity of effort among the various subsystems in carrying out the task of the organization."[6]

The new and old institutionalism

Institutionalism has two currents: The old institutionalism, with the firm's theory, Prebisch's structuralism in the mid-twentieth century. And the new institutionalism, new economy or monetarism influenced by the "Chicago boys" in the years of the 70s and 80s, with several currents such as the historical, sociological and economic. The concept of the American economist and Nobel Prize in Economic Sciences Douglas Cecil North is institutionalism as "the rules of the game of any society" should be emphasized. These same institutions reduce or absorb uncertainty.

Professors John Wilfred Meyer & Brian Rowan in the late 70s commented that the forms of organization are driven by what they call institutional myths. The authors suggest that organizations adopt various forms due to myths in an environment. They argue that organizations are forced to adopt practices or routines to achieve greater legitimacy and increase their chances of survival, and that their adoption of these practices is not directly related to an immediate or direct increase in efficiency.[7]

Theory of networks and social capital

One of the main questions that social planners ask themselves is how can a strong community be built? Social capital according to Putnam[8] consists of a series of characteristics of social organization, such as networks, norms, and social trust, which facilitate coordination and cooperation for mutual benefit. Social, human and cultural capital is needed to build strong communities. In their work on "Collaboration and Creativity: The Small World Problem", Uzzi Brian, social scientist and professor at Kellog School of Management, and researcher Jarret Spiro, graduated from the Stanford Graduate School of Business, show that a person with talent could see that his/her talent is amplified or inhibited depending on his/her connections or networks.[9] Their research was based on the fact that one of the authors grew up in New York City and felt an affinity for Broadway, in artistic creativity and the study of social networks. The aim of the study was for people to recognize that success most of the time is not based on talent and internal knowledge. The authors agree that innovation and creativity in different industries depend not only on what it is known, but also on who knows.[9] The success of a musical production depends on the teams, rather than the individuals, and introduces new methodological problems for such networks of collaboration and successful innovation. To test its model and its theoretical hypotheses, the authors studied a data sample composed of 2,092 people who worked on 474 musicals from 1945 to 1989. Their analysis also has a role for success, including talent, economic and geographical conditions, and artists who have been inactive for long periods of time. The authors measured the success or failure

of a program based on standard industry reviews and whether the production was a financial success, that is, if it recovered its costs.[9]

The organizational culture

The sociologist, professor and researcher at the University of California Berkley, Ann Swidler is an author of the most referenced in her articles on sociology, especially with her work Culture in Action: Symbols and Strategies, published in 1986. The author indicates that culture independently influences the action taken, by providing resources for various actions. It also defines as culture the publicly available symbolic forms through which people experience and express certain meaning. Culture is expressed as beliefs, ritual practices, artistic forms, ceremonies, language, gossip, stories, and rituals of daily life, within which the social processes of exchange of modes of behavior and perspectives within a community take place.[10] Swidler notes that the stock is not determined by individual values. Instead, actions and values are organized to take advantage of cultural competences. The continuity of the social actions is based on how the actions are organized, not necessarily on their objectives. Likewise, action strategies are influenced by individual moods, worldviews, and habits, built with prefabricated links of culture that shape and organize the action. Among the findings, the author found that elections are often made without respect for tastes that human decision makers routinely ignore their own, fully conscious, preferences when making decisions. They follow the rules, traditions, hunches and advice or actions of others. Tastes change over time in such a way that predicting future tastes is often difficult. The author also points out that people and organizations are aware of the degree to which some of their preferences conflict with others, however, they do not regularly do nothing to resolve those gaps. While tastes are used to choose between actions, it is often also true that actions and experiences with their consequences affect taste.[10]

Organizational learning and emotions

Doctor and researcher at Wharton University, Sigal Barsade[11] has among her research about emotional intelligence, emotions in organizations, behavior and organizational culture, dynamics of top management groups. Dr. Barsade[11] has an investigation called "The ripple effect" that is translated into Spanish as the domino effect. It focuses on the aspects of group emotional contagion on how is the transfer of moods between people in a group and their influence on the dynamics in the working groups. In their work it was found that members of a positive emotional contagion group experienced better cooperation, decreased conflict and an increase in the perceived performance of the task. It was also found that the transmission of emotions occurs with direct contact between individuals and that in the transmission of knowledge does not need to be face to face.[11] The transmission of emotions is in a not so conscious way derived from the automatic responses and physiological responses. Organizational researchers and psychologists have begun to investigate the relationship of emotions and how it affects work. "Emotional contagion" is the process in which a person or group of people influences the emotions and behavior of another person or another group through consciously or unconsciously inducing emotional states and behavioral attitudes.

The author defines emotions as intense, relatively short emotional reactions, to a specific stimulus of the environment. Other authors name them as transient reactions to environmental stimuli.[11] When an individual enters a group he is exposed to the emotions emanated

by the members of the group, which can be characterized as positive or negative, in addition to the energy or enthusiasm with which the emotion is expressed. An example is that both hostility and depression are non-pleasurable emotions. The energy with which they are expressed, can lead to different levels of contagion and therefore to the results of the group. The expression of emotions is perceived by other members by nonverbal cues, such as facial expressions, body language, and tone of voice, in place of the words. Empathy has an effect of emotional contagion that is, putting oneself in the shoes of the other person.[11] The positive emotional contagion has an effect that leads to less conflict in the groups. When we are happy and happy, we have greater clarity to make decisions, than when we are not happy. It also influences leadership. The author comments that human beings are continually influencing each other with the judgments, emotions and conduct of others. Likewise, agents of power in organizations play an important role in the transmission of emotions. Supervisors and managers are susceptible to being infected by employees.

Organizations and aspects of corporate governance

Contemporary corporate governance has its beginnings in 1992, with the Cadbury report in the United Kingdom. Cadbury was the result of the collapses of several high-profile companies. Its main concern was to protect shareholders against the interests of senior managers and managers. Corporate governance promotes the efficient use of scarce resources. It promotes trust among shareholders, has a positive relationship with economic development, and corporate performance. In corporate governance, it is sought to have a system in which corporations are directed and controlled. It specifies the distribution of rights and responsibilities among different members of a corporation, such as the board of directors, managers, shareholders and interest groups. It also provides a structure through which objectives and means of how performance will be obtained and monitored are established. "CEO" or "Chief Executive Officer" is a term used in the United States that is translated into Spanish as Chief Executive Officer. In Great Britain he or she is known as "Managing Director" and in Mexico he or she is known as Executive Director or General Director. And it is designated the person with the highest responsibility in an organization or corporation. "Golden parachutes" are the salary shields that are given in case of dismissal. And they are commonly used among senior managers. According to the laws in this regard should be limited to between one and two times the annual salary of the manager. But there are cases that exceed more than 5 annuities. The authors, Wade, O'Reilly and Chandratat,[22] in their reading of Golden Parachutes: CEOs and the exercise of social influence, they use a theoretical framework of agency and data on 89 Fortune 500 companies. They evaluate whether the granting of "golden parachutes" to executive directors is the result of an economically rational process or if it is determined by the CEO's social influence. The authors found in their studies that CEO's appoint more people outside the board of directors, so that there is a greater incidence in which the "golden parachutes" are given. They also support the view that CEOs who have more power in their companies have a greater tendency to use this power to ensure that their financial future is secured through the use of "golden parachutes". The managers of the corporations can be appointed by the board of directors, by the personal associations they have with the company. For example, some people may have social relationships with the CEO or other senior managers. These managers may sympathize with management interests and may exhibit gratitude behavior that facilitates or expands their appointments. It is also

commented that the lack of high level business experience can also compromise the contributions of these directors in another way. If such directors do not have the background or skills that would make them attractive candidates for other first level boards, they may feel a greater sense of appreciation for the opportunity to serve on the board of directors. That, in turn, could translate into greater loyalty or social obligation to support the administration in turn.[12]

The context of mindfulness

Within the linguistic environment, the word mindfulness does not have a consensual translation in Spanish,[13] being the terms as full consciousness, attention or mental presence which have been used to capture the meaning of mindfulness.[14] In the absence of an accurate translation of the concept of mindfulness, some Spanish-speaking researchers and psychologists have maintained and used the word of English origin "mindfulness". Mindfulness can be defined as "the consciousness that emerges by paying attention, intentionally and without prejudice, moment by moment."[15] Also as the universal and basic human capacity that allows recognizing the processes of the mind in the present moment.[16] The concept of mindfulness is found in a variety of philosophical and psychological traditions, including ancient Greek philosophy, phenomenology, existentialism and naturalism in the thinking of the later stage of Western Europe. As well as in transcendentalism and humanism in America, firmly rooted in oriental philosophies and in Buddhist psychology.[17] According to one of the many studies, mindfulness is considered a leadership strategy that has helped people to be more effective in directing attention to the most relevant task in question.[18]

Mindfulness and organizations

To go back to the topic of organizational mindfulness, it must be taken into account that it is not a new topic. Mindfulness has been used in formal studies since the late seventies, where researchers have linked the effects of certain mindfulness practices with clinical psychology. One of the pioneers of these investigations is the researcher of American origin Jon Kabat-Zinn, who is a graduate of the Massachusetts Institute of Technology (MIT) and professor emeritus of medicine at the University of Massachusetts Medical School. He carried out his scientific studies of mindfulness to help people cope with stress, anxiety, pain and illness.[15] The novelty in current mindfulness research is derived from the fact that various organizations worldwide are using their principles to improve the performance and productivity of their employees. And these are some of the variables to take into account for organizations to be competitive. Highly competitive organizations, such as General Mills, Google, Target and even the United States Navy, are investing in mindfulness. With programs that are related to increasing the attention of the staff, so that they focus on the task they are doing in the present, to recharge their energy and recover productivity.[19]

Administrators and leaders, and their relationship with mindfulness

Administrators and leaders play a very important role in our society; they coordinate the efforts of their members and guide the organizations. Good managers and good leaders multiply the benefits and well-being of organizations and workers. Having leaders with full consciousness in our society, drives a breakthrough in the way we conceive companies, governments, families and all types of organizations. According to Mindfulness Master[20] analysis of the root

of human behavior, he says that even though the human beings in organizations are not aware of it, most of them seek to be in positions of power in management or leadership because they believe that this will allow them to control their life situations. Since they believe that power will give them what they most want: freedom and happiness. The author analyze how society is based on a very limited definition of power, namely, wealth, professional success, fame, physical strength, military power and political control. He suggests that there is another type of power, a greater power: the power to be happy in the present moment, free of addiction, fear, despair, discrimination, anger and ignorance. Often known as Thay,[20] points out that wanting power, fame and wealth is not a bad thing, but the human beings should know that if they look for these things because they want to be happy. But if they are rich, powerful and unhappy, what is the point of being rich and powerful? On the other hand he says that the ambition to grow their understanding, and to grow their compassion and help the world is another kind of power, a wonderful energy that gives our lives a genuine purpose. Authors Zaleznik[21] & Kotter[23] share with Nhat Hanh the idea that compassion in management and leadership can bring financial and political success. Nhat Hanh in his analysis shares that a good business must include in its mission a consideration of all the effects to have on each other and with the planet. That companies that intelligently combine profit making with integrity and concern for the world have happier employees and more satisfied customers, while earning more money. This is how, every year, Fortune magazine lists the hundred best companies to work for. These types of companies are successful in every way. Each year, these companies share a commitment to medical care, child care, fair vacation time, respect for the environment and the distribution of profits. Those companies that are admired understand that spending money, time and energy taking care of the physical and mental well-being of their employees and the community in general is vital for the health of their businesses and more profitable.[20]

Conclusion

The stream of organizational mindfulness is categorized in the welfare industry that generates 3.72 trillion dollars globally annually, with a growth rate of 10% in the last 5 years that represents 5.1% of global economic production. Physical and mental health care represents 22%, in which mindfulness practices are immersed.[22]

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Conflicts of interest

The authors declares that there is no conflict of interest.

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