

Synthetic Holization of the Theory of Change of Organizations Based on Philosophical Materialism

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Abstract: *As of the 21st century, the need to incorporate almost instantaneous changes in the processes and services that organizations will offer will have to become almost instantaneous procedures, phenomena that will certainly be difficult to implement in work groups made up of human beings, although these are familiar with information technologies, as experience shows. The speed and acceleration of the changes will have to rise both in the technological and administrative part. The purpose of this research was to analyse the theory of change through two theorems, using the philosophical materialism of Gustavo Bueno (García, 2021), the strategy of Mintzberg (2010) and the Integral Cycle of Knowledge, relating the above with artificial intelligence (AI). Likewise, two recognized educational organizations in Mexico are shown as an example of change, and how this was carried out more quickly in those who implemented it directly with their own investment compared to those who carried it out through a political situation.*

Keywords: attributive, change, competences, holization, materialism

1. Introduction

One of the most important variables in the organization performance is the change, this can come from a compulsory way, or a decision taken directly by the stakeholders, or even, a combination of both. Also, the prolepsis addressed to incorporate a modification in one area of the institution could be product of an internal decision or an external imposition with origin in the conjunctive layer of the society as the philosophical materialism propose.

This paper is concerned with the holization of the change theory on the base of the Individual Schools of Mintzberg (2010) without losing the perspective of the Group of non-prescribed Schools (Mintzberg, 2010) in combination with the philosophical system pointed out above mentioned. The connexion of the change with the artificial intelligence is presented, as well as the relation with the neurosciences.

Two cases of educational models connected with the change are compared, both successful and accepted in Mexico by the society group located in the high and medium-high spectrum. The interesting of the dialectic of these institutions is the capacity to change the way things done based on themselves against the modifications carried out as consequence from the rise to power. In one case transferring funds from one business to another one of the same consortium, and, in the second, as a result of political movements related with Gerschenkron (1968) proposals and a country political moment.

2. Literature Survey

At the end of the second and beginning of the third decade of the 21st century, humanity awoke with a so-called “pandemic” that not only locked people up, but also wrecked the international economy by confining healthy human beings for the first time. This meant an abrupt change that those responsible for the senior management of countless companies did not consider despite the message of the president of Microsoft, Bill Gates, on April 3, 2015 (https://youtu.be/6Af6b_wyiwl) where he points out that there would soon be an influenza pandemic, in addition to presenting a corona-like virus to society. The warning was flagrant. There is also the possibility of carrying out changes because the dynamics of the world demand it, as would be the case of the theory presented by Gerschenkron (1968). Finally, the change would take place at the request of senior management.

The change within units and organizations would not necessarily have to involve the entire institution, but it is a small-scale *symploké* that would affect them. Not all the actors within an organization want to carry out a synthetic holization when sometimes they do not even know the previous lysate. On the other hand, and based on Mintzberg (2010), nor do all the employees have a clear vision of the meaning of the seven Individual Schools, which starting from an abduction, can be said to be reconfigured in blocks, although from the beta and alpha operative methodologies applied, it is not possible to glimpse in its entirety both analytical and synthetic holization of each of the thousands of points that make up the Theory of Organizations, hard work and for other reasons that escape the scope of this research for more than obvious reasons.

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Salazar (2008) presents how it is feasible to calculate, through the Black-Scholes equation and artificial intelligence, the future of the shares, although not beyond 180 calendar days, however, this is enough to generate an idea of how an organization is changing, even more so if an invest portfolio were designed. Therefore, the stock markets are very interesting scenarios to determine which companies are on the rise, which are stable or, on the contrary, who are frankly on a slide.

According to the size of the organization, these could be classified within a range that goes from an integrating/determining and homogeneous attributive totally, to an integrating/determining but heterogeneous distributive totally (Martínez, 2022). Experience shows that this depends on the size of the company. Therefore, the changes within these will appear as nucleation, like to those that appear during the beginning of the phase change in materials, this means that this phenomenon will not appear in the entire organization, which by the way is strongly related to the power and, therefore, with the seven Individual Schools of Mintzberg (2010).

3. Methodology

The framework employed is the conjunction of Integral Cycle of Knowledge, the Strategic Safari of Mintzberg (2010) and the philosophical materialism of Gustavo Bueno (García, 2021). The incorporation of last one had the purpose to reach the synthetic holization and the categorial closure, clearly defining the kind of totality to breakdown the paradoxes that in the Theory of Organizations can be found in any business or institution (Martínez, 2022).

4. Results

According to Hedberg (1981), organizations learn and unlearn with which they generate change, however, the works of Salazar (2008) and Ventura (2013) show that this is not possible, since neurons are trained, that is, they come together every time human and animals have an experience, which is considered an increase in brain growth (neurogenesis) and the great connection between neurons (neuroplasticity), including feedback from each of them. In any case, institutions do not unlearn, but incorporate new knowledge, the fact that a person makes mistakes does not mean that they forget them, they simply keep them as negative reference, even, must human begin are unable to forget them.

Theorem 1. People do not unlearn, their neurons simply drive both neuroplasticity and neurogenesis, keeping in both processes the past teachings caused by fallacious appearances and chronic ideas.

Organizations, as distributive and heterogeneous as well as integrative wholes in most cases, have diverse personnel throughout their organization chart, where although there are people prone to change, the vast majority feel that the conservatism that it preserves the job, and the salary is worth more than trying to improve through processes that involve innovation and consequently uncertainty. From the above, a true appearance can be observed, the configuration of

organizations in general is a product of the Gerschenkron Theory (1968) applied by Salazar (2016) to the Mexican Porfiriato with more than acceptable results.

The inertia of organizations and their lack of periodic configuration are the result of having reliable and responsible personnel, since the only thing that this generates are organizational structures that are easy to reproduce, since they become conservative entities. Hannan and Freeman (1984) find that this observation is practically a truism in large, old, and complex institutions, for example, the automobile industry.

An interesting example in the field of organizations that can be observed through the operational beta methodology is the Monterrey Technological System in Mexico, where every five or ten years they configure their educational system with the purpose of making believe that they seek innovation, and the educational vanguard, however, the team in charge of it, copies programs like the current one, which comes from the theory of competences of the early 1970s, and which came to be implanted and implemented in the area of mathematics of the Faculty of Engineering of the UNAM between 1976 and 1978 by Prof. Agustín Tristán López, with successful results in 20% of the cases and not so much in the other 80%, which means a perfect Pareto. With the departure of Prof. Tristán, who became an entrepreneur at the end of this decade, the original project was cut short and an improvement of the FI-UNAM mathematics program remained on the air. The purpose of what has been described above is to point out that the Tecnológico de Monterrey, despite being structured based on a Group School of Design, can apply the Individual School of Configuration thanks to the power that it exercises from the business sphere and from the large amount of publicity that its programs have, which generate indirect costs of over 70%. The Autonomous Technological Institute of Mexico (ITAM) and the Tecnológico de Monterrey were established by President Manuel Ávila Camacho through a presidential decree, which gave them the right to prerogatives that other educational institutions never possessed. The take-off of the second had a leader with a great vision such as Eng. Eugenio Garza Sada, graduate of the Massachusetts Institute of Technology (MIT), whose initials are like those of the famous northern study centre of Mexico. At the end of the 1940s, as leader of the Cervecería Cuauhtémoc, he transferred huge amounts of the money to establish the largest change that Tecnológico de Monterrey ever recorded, thus allowing considerable take-off that over the years turned ITESM (Instituto Tecnológico y de Estudios Superiores de Monterrey) into a centre of educational excellence (Recio, 2016). However, ITAM was strengthened during the six-year term of President Carlos Salinas de Gortari (1988-1994) due to the participation as Treasury Secretary of Dr. Pedro Aspe Armella, a graduate of the doctoral program in economics at the renowned MIT, having been advised by the famous economist and administrator, Prof. Rudiger Dornbusch. Dr. Aspe is the brother-in-law of the president of Grupo Bal, the economist and businessman Alberto Bailleres González, who died in early 2022 and was the main shareholder among many Grupo Peñoles businesses, El Palacio de Hierro, and GNP Seguros. The observation that can be drawn from both cases is that they come from the

private sphere, however, while ITAM had to wait to carry out changes within its organization, once it managed to join forces at the end of 1980s with the Mexican political spectrum, that is, the conjunctive layer, in the Gerschenkron style (1968), ITESM carried them out directly, five years after its foundation (1943), while the first had to wait about forty-two after his erection (1946). Therefore, these are two recognized institutions that had to make changes within their organization, an exercise that demonstrates how its more appropriate to carry out these changes close to their foundation and in the private sphere. The Tecnológico de Monterrey is in the economic and administrative field as plural in its tendencies, on the other hand, ITAM is directly related to Reaganism/neoliberal Thatcherism only, because it is closely linked to the six-year term that privatized and deindustrialized the country in a short time, in addition to signing a Free Trade Agreement that is nothing more than the continuation of the Bucareli Treaty of 1923.

According to Kaufman (1971): *"In short, I am not saying that organizational change is invariably good or bad, progressive, or conservative, beneficial, or detrimental. It can go either way, in any given instance. But you will always be confronted with powerful forces that will keep an eye on you and drastically limit the ability of organizations to react to new conditions, sometimes with dire results"*.

What Kaufman observed does not apply to homogeneous attributive totalities such as the Tecnológico de Monterrey, where there is practically no opposition to changes in the educational model, although some of the professors will grumble, but they will end up adapting. From here it can be synthesized from the analysis of change, that the organizations based on the Mintzberg Group School of Design (2010) are entities with homogeneous and determining attributive totalities.

Theorem 2. Those organizations that base their actions on the Group School of Design present the greatest homogeneous and determining attributive totality.

Katz (1978) assumes that there are six factors that affect change: a) the organization is over determined; b) organizations are wrong to assume that there is local determinism, believing that it is impossible to affect other areas with a change, no matter how small; c) individual and group inertia exists; d) organizational change can create the false appearance of downsizing; e) a threat to establish power is created; and, f) it is an inconvenience for those who benefit from the current distribution of rewards and resources. It's the Pavlov effect.

Organizations, just like people, have a life cycle, which implies new configurations over time. It begins with the foundation of these, where the original entrepreneur creates a stamp that will remain indelible through time. The beta operative methodology applied to the life of Henry Ford I shows that he had several "obsessive-compulsive disorders (OCD), with cleaning and spying workers, an attitude that was still present in the 1980s. despite the above, this organization has been distinguished on countless occasions as the most ad hoc to work with. However, social progress forces each institution to modify its internal policies and, therefore, become an entity that tries to adapt the

environment. Furthermore, trusts like this one are made not only to influence, but also to modify the course of events of the US government and, in some cases, of the rest of the world.

Organizations are founded on both a private and public basis, and there is a very high mortality rate between the two. The cause in the first area is the lack of knowledge of the environment in general, while to the second we must add opportunism and the insistence of politicians to leave a mark or beached head either for themselves or for the group at which one it represents. In any case, in both cases, the Individual School of Power of Mintzberg (2010) is present as the greatest constant of the Theory of Organizations.

For McKelvy and Aldrich (1983) there are four current principles that determine which organizations will survive: a) variation, when it is necessary to adapt to external conditions, although there are also those that are called blind and that consist of certain modifications originating from by independent ways of thinking; b) natural selection, which will depend on the beneficial or successful variations that the organization carries out over time; c) retention and dissemination of skills, that is, knowledge and skills that are transmitted from generation to generation; and, d) the battle for existence, that is, to compete with other organizations.

From the operational beta methodology, the transformation in organizations, that is, the appearance of configurations over time, are the result of an observation of the environment combined with an institutional one (Martínez, 2022), which would converge in the Group Positioning School of Mintzberg(2010), although to further clarify this intermediate point, with a preferential orientation towards the Group School of Planning (Mintzberg, 2010). Once again it is verified that the Theory of Organizations has a strong tendency towards the heterogeneous and integrative attributive totality rather than towards the deterministic one (Martínez, 2022), hence the importance of incorporating artificial intelligence and modern computer science to understand in a clearer way the dialectics of companies oriented to the 21st century.

The disappearance of organizations is the result of the decline, which is easily deductible when comparing the previous analytical identity or lysate with the synthetic identity that provides third-generic variables, product of an alpha-operative methodology where *progressus* involved, although the final confirmation is it will be achieved by means of the *regressus*, establishing the comparison through an anamnesis that involves several periods.

Researchers of Organization Theory found several stages that illustrate the process of decline: a) blindness to the signs of decline; b) when the organization accepts that reconfiguration is necessary but takes no action; c) decisions are made, but the actions are late; and d) the final crisis arrives and, therefore, the dissolution. Organizational decline can drag down other institutions, thereby, given rise to a kind of chain reaction. If an entrepreneur wanted to learn from great organizations that have survived the passing of the centuries, it would simply be enough to look at the Roman Catholic Church. In addition, it must be remembered that the survival of companies is not random. Hall (1996)

proposed the following topology: “*organizational change must be viewed within a broad context that includes the environment, which itself contains of other organizations as well as social, political, and economic patterns and changes, and the organizations’ change efforts themselves*”.

Hall’s statement implicitly and generally carries what is presented in detail in philosophical materialism, and that is that every configuration consist of a *progressus* that holizes a heterogeneous and integrative distributive totality from a lysate that leads to a synthetic identity, which is initially unstable due to the high potential energy that the organization has accumulated over time and, sooner or later, will transform into kinetic energy, which will now put into practice the decision-making process leading to once again account stability, which could be in the form of a strange attractor or limit cycle.

Innovation is part of the change, even if it only appears in one of the distributed zones of the organization. Damanpour and Evan (1984), found that the technological innovations are faster to be implemented than administrative ones. Hage and Aiken (1970) found the characteristics by which highly innovative institutions are detected: a) great complexity training; b) Decentralization of power; c) Little stratification; d) little emphasis on volume; e) little emphasis on efficiency in the cost of production or service; and f) a high level of satisfaction among employees. In each of the previous points, the seven Individuals Schools of Mintzberg (2010) are present, independently of the three Group of prescriptive Schools.

5. Future Scope

The incorporation of artificial Intelligence (AI) in the medium term will make changes easier to implement in organizations, therefore, it will be essential to incorporate the former together with encryption capable of facing international hacking, which unquestionably it will be accompanied by a reduction in personnel in the institutions. However, power will cause changes to be delayed and therefore, it will be necessary to investigate how to include changes in work groups where the AI would have to interact with senior managers and even the CEO, and how to overcome resistance.

6. Conclusion

According to the size of the organization, these could be classified within a range that goes from an integrating/determining and homogeneous attributive totality, to an integrating/determining but heterogeneous distributive totality. Experience shows that this depends on the size of the company. Therefore, the changes within these will appear as nucleations, like those that appear during the beginning of the phase change in materials, this means that this phenomenon will not appear in the entire organization, which by the way is strongly related to the power and, therefore, with the seven Individuals Schools of Mintzberg (2010).

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