

Organizational Behavior among the Academy of Industrial Engineering at the Technologic Institute of Reynosa (ITR), as well as Health Centers and Hospitals in Industrial Systems of Reynosa Tamps, Mexico.

Author: Dr. Miguel Angel Asomoza Bosque. ITR

Coauthors: M.C. Mara G. Acosta. ITM.
M.C. Jose G. Cervantes ITR.
M.C. Magin Pedreda ITR.

E-mail: masomoza@rgv.rr.com
maasomoza@msn.com

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INTRODUCTION: The organizations are immersed in the society and they are the most representative product of their institutions. The structure that they have for the fulfilment of their mission and performance, require communication systems, transportation, supply, devices which are of good quality for the rearrangement of the new technologies, with comfortable, hygienic and safe premises, which allow the necessary and recent process of transformation of goods or services and to be able to inspire interest and to meticulously take care of their markets, which are more demanding every day and with a greater economic crises. All these elements, circumstances and interrelationships in their different projections, are the surroundings or social environment, which involve the organizations, and what is being affirmed of the social context, it can be asserted of the legal and political context. The accurate handling of these variables and acting factors, with full responsibility, will allow the organizations to survive in the present turbulent world, besides of being able to grow, develop and to achieve their legitimate evolution, transcending the time, the space, the human generations and the societies, which for their

definition are changeable. The bigger, the more complex and diversified the organizations are, the more complicated and dangerous their contextual environments will be. The society has developed and it got its evolution thanks to the solidity of its organizations.

At this present time the governmental positions of “hands-off”, “laissez faire” or “Die hand lassen von” are not valid, because the States with their new governmental policies and every time mostly in their scope of influence, are limiting and remodelling the economical, political and social behaviour of the organizations and the peaceful environments, of prosperity, in which the organizations lived in the past decades have been transformed into confusion, anxiety, turbulence and y some geographical regions disappearance.

PROBLEMATIC SITUATION. The present tendency of the organizations is to consolidate in “mergers” to form mega corporations, which at the same time due to their technological and economical expansions will bring up the big national, trans-national, or multinational consortiums of: energy, telecommunication, transportation, food, pharmaceutical products, among many others. For us it is important to think about these new orientations of the organizations, with regards to their organizational conduct, as a product of their corporative links and interrelationships to this environmental surrounding, besides, which are going to be the synergetic answers to the economical, political and social forces of the local or multinational order. In other words, and in a brief way, we are going to say that the environment has an important relevance, to be able to reach these goals and aims that those organizations planned, and that the answer of the society in its economical and political spheres is determinant for its convenient operation, as well as it is the behavioural micro environment of the employees, of the work groups and of the unions. The study of the environmental surrounding of the organization must consider the level of development and of evolution in which the society is immersed, and for the same purpose the level of their economic and financial process, which is also valid for the people and the work groups. Nowadays we need to know the advance that the society has on its system of the higher education, the way that it operatively handles the

teaching of the technologies, as well as the levels and ranks which have structured it, the same thing can be asserted with regards to the health systems.

We are trying to signify the fact that the organization must have the capacity in self-sufficiency, to handle the self-sufficiency, to handle the problematic of its environmental surrounding and to be able to reflect through its knowledge and experience, the potential of the control that it possesses on its environment, with which it will avoid the fact that the organization gets involved in branches with other corporations, institutions or centres of power, that can endanger its political economy or stability. This concept is strongly associated, and with a positive sign, to the scope of power, in such a way that that power has the tendency to make the organizations dependable, and with that it neutralizes or makes negative the innovative, creative and emancipating effects and to which every corporation has a right and only the real and potential capacity of the organization will be able to keep it away from the branches and it will allow it to be self-sufficient, for the satisfaction of its vital needs, with a healthy supply of the material and human resources. This last concept for analogy is applicable to the finances and to the markets, with the purpose of achieving healthy interdependencies among the corporations and the financial and governmental institutions, of technological or social support. Recently it is being emphasized the importance that “the value of the shareholders” has in the political economy, for the orientation of the inversion and the handling of the organizational variables and their impact in the different models of capitalism (Vitols, 2002; Daily, Dalton, & Rajagopalan, 2003).

Our indications to study the problematic situation and to better understand the environmental surrounding and its repercussion in the conduct of the organizations in the social sector, must be lead to conceive which are the channels through which the cultural influence is penetrating in the permeable organizations and specially in the people and in the most representative work groups. Not less important and transcendent is to know the social values, which structure the organization and the development of the political system in the environmental sphere. It is also of a great value to determine the levels of impact of the technology in the society and in the organizations. Another area of the analysis is presented in the social conditions favourable to reach the diversity, as it is a

political system open for changes; a healthy state and federal policy; and the presence of organizations and social forces oriented to the real prosperity of the population.

Every organization, besides being aware of the financial condition of the State in which it is immersed, will have to know the development and prosperity that the future can provide for it, independently of the world economical cycles, and the deepness of the economic recession in which we are living, with the pertaining problems in the handling of the supplies, the expansion of markets, the costs of the new technologies and the unemployment. All the circumstances will affect the governmental policies, the fiscal handling of the community, and the operation of the organization itself, making it difficult to have good financial prognosis for the high risks of uncertainty, including, among these ones, the international crisis.

In the evaluation of the environmental context for a problematic situation, we must be thoroughly aware of the conditions that the technology has in the country in which our corporation is, and the degree of approach that the organization can reach with the best technologies of the world. The organizations will only be able to develop in the future, in a long term, if they are immersed in a scientific and technological culture that is well founded. Our observations with regards to this makes us think that the advanced technological environment that develops in a geographical sector, favours the evolution of the organizations, with the condition that these last ones will be able to make changes with promptness and to adopt new strategies of transformation of goods and services, besides having the sufficient ductility to modify its structures, no matter how complex they are, (Asomoza, Acosta, & Cervantes, 2000).

All the organizations are affected by the legal and political regulations of the countries and towns in which they are settled, through their federal, state or municipal laws or else by a diversity of institutional regulations. But in the political scope, besides, we find the acceptances or the rejections that the organizations experience, from the different groups of power, be them federal, from the state or municipal, or from other important institutions of the society in general, which finally will be shown as acts of pressure for the support or the exclusion of the mission and the functions of these organizations. When this last thing happens, it generally comes from the acts of irresponsibility of the organizations themselves, towards their workers, the handling of their finances, the

economy in general or else the mistakes in the handling of the social part; from here it comes the importance that they should have plans for financial and economical development, in a long term, with social programs which will integrally protect the population, so that they can maintain their political leadership, strength, and viability.

The socio-cultural factors influence, support and regulate the activities of the organizations through their more symbolic values and through the established standard framework. This is achieved, basically, by the intervention of the workers and the most outstanding and cooperative work groups. Bolino (2002) emphasizes that the civic conduct, contributes to the structural, relationship and cognitive forms of the social capital, established by the behaviour of the employees in their work and in the organization. In this moment we are living a political, social and ethical pluralism, that is very difficult to conform and also, it is difficult for it to achieve the solidarity, by means of its own conduit, to reach the so important coherence of the public welfare. This social disease of the pluralism that is non respectful, has the tendency to generalize and to turn chronic; which impedes to see the healthy societies, with a high level of instruction and which are representative. On the contrary we can observe with many frequency confrontations and fights of different political, religious and social groups, adducing reasons of cultural order or of a different ideology. These rivalries with attack end up in bloody regional fights in the country and among the nations. What is paradoxical is that the world community through its different sectors, claim for the immediate future “a new ethical and social order”, may be trying to find unprecedented social and cultural values, more adapted to the geopolitical and economical reality in which we are living.

THEORETICAL FRAMEWORK.- To handle the context of the organizations, some of the variables of the internal environment will be mentioned, which are causing repercussion in the external environment and they complicate the problematic situation of the already mentioned organizational conduct. Among them the variables of the ethic gain special importance, in the interaction that they have with the innovation, the creativity, the leadership, the consensus, the power, the learning systems, the training and the conflict in its working and organizational focus. The last investigations of the technology relate them with the innovation, the ethical values, the ethic of the leadership,

the consensus, and especially with the credos of the organizations. The most representative ones among them are the professional ethical values and the innovation, because they impel the people to find the opportunity to develop the aptitude to understand the meaning of the balance, the evolutionary expansion, and the harmony of the technological development, in the growing improvement of the organizations and of the society. These concepts allow the healthy progress of the organizations and the true coexistence in the globalisations, represented in the accelerated fight of the equivalences to obtain more efficiency in the social productive performance of the economical field. Rynes (2001) thinks about the importance of linking the directives and the executives of the industrial organizations to the universities, which give support to the industrial systems, leading these efforts to reduce the wide differences that exist among the groups of professionals, which some authors have recently found and have divulged in the field of the theoretical speculation, the same author manifests that he has not found investigations under the empirical test, in which the innovation is associated to the creativity. Asomoza, Acosta and Cervantes (2001) recently expressed the same concern and they were able to demonstrate that association.

The science and the technology are immersed in a society of ethical values and of truths, inside of the firmer conviction of what is positive. The authentic social relationship never exists or gives protection to the anti-values, but these theoretical speculations, which come from the most profound of the culture and from the human ambitions, seem to remain distant from the acting reality, because in the world the lies, the deceive, the disloyalty and the treachery increase every day. Gilbert (2000) proposes to increment the subjects and the programs of ethic in the higher education schools of administration, with the purpose of compensating the disloyal practices and the lack of ethic in the present world of business.

As ethical variables of individual interaction with the organization we recognize the compromise, the identification with the organization, and the acceptance of an organizational state of mind. The values are a fundamental goal in the organizations, to induce the creativity and the development of the ideas, emphasizing the moral and the social order of the organizational complex, but without losing the transcendent focus of being the representative conduct of the personnel. The truth is that some employees,

look at these values with indifference and some other think that they are the maximum expression of the work activity (Powers, 2000). Mitchel, Smith, Seawright and Morse (2000) identify cultural values in interactive spaces to form an order, the adaptation and the complacency in the increase of the competency and the expansion of the talent, through different cultural models, in the most transcendent challenge of the creativity.

In the same way as the ethical values, the creativity and the innovation are important for the purpose of educating professionals capable of facing the challenge of the technological new systems which help to increment the levels of creativity in the challenge of the rendering of services of the organizations. It is because of this reason, that the innovation must be incorporated to any method of work. The evidence of this affirmation is in the strength and promptness with which both concepts, innovation and creativity, give the solution to serious problems in the most critical moments. For the improvement of the innovation also it is very important to give perfection to standardization, in the marketing processes for the rendering of services. Ariss, Nykodym, & Cole (2002) make to stand out the studies in which the technology has had negatives effects in the moral and in the productivity of the employees, especially with the electronic monitoring.

A high level study of more than two thousand employees, revealed the importance of the parallelism in which, the cultural systems of the organizational structure in its work surroundings, protect the requirements to impel the creativity in the work (Shalley, Gilson and Blum, 2000). The creativity is no longer a unitary construction, in a theoretical homogeneity, on the contrary we can find the creativity as a matrix tetravalent representation with expectant, responsive, proactive and contributory expressions which satisfy certain internal, external, open or close conditions, in the direction of the artistic creation, the deep thought, the professional creativity, the phylosophical reflexion, the reorientation of the impulsive ideas or else to obtain the internal participative reflexion (Unsworth, 2001).

According to our exposition the ethical values, the innovation and the creativity are important variables which support the technological development and which follow the primordial directrices of the economic prosperity of the world; the latent constructo “the cultural competency” with its indicators of the first order, the innovation and the learning

have a positive effect in the integration of the “function of the time” (Hult, Ketchen, & Nichols, 2002). Taggar (2002) affirms that the “group process of the relevant creativity” allows the moderation of the associations between the added individual creativity and the group creativity. At the same time it is possible to demonstrate that the work groups are more creative than what is normally perceived, and that creativity can be blocked through the traditional ingenuous methods that try to impel it. (Thompson, 2003). This is to see the totality not only the parts of this process, and it is also to see the people not as limited or impotent individuals. It is to see active participants in an innovative model of the reality, inside of a systematic thought, that allows us to observe how the intelligent organizations think about the problematic of the world. (Senge, 1993).

Another important variable in the study of the organizations is the development of the technological change. Steenma and Corley (2000) affirm that the organization has three alternative resources for the acquisition of the technology and they are: The development of the technology with independence, to acquire another company, which has the technology that is being looked for, or to enter with agreements to the original resources of technology. They also suggest that the stable performance of stock order, the firm orientation of the risk and the ease in the availability of the resources, moderate the insecurity, the danger and the negativity of the horizons of the organizations. Afuah (2001) perceives the technological change as a competitive and destructive force in the organizations and besides he verified that the vertical organizations, with new technologies are more productive and stable. Boudreau, Loch and Robey (1998) affirm that the future design of the organizations is depending on the advanced technologies and specially, on the technology of the information, including the virtual organization. Jorgensen, & Cable, (2002) consider that the systems of information have changed the world, and that the internet has been the transforming force of this paradigmatic change, that altered the dynamic of the world populations, improving its health conditions, the health care and modifying the industrial technology. Steensma and Marino (2000) considered important the effects of the culture of the nation for the opening of new manufacturing plants in a country, what is achieved with alliances of the economical and social structures, with the purpose of reaching stability and more equitable conditions for the development of the technologies and the innovation.

The concept of leadership is transformed and ratified, as the organizational theories in force and effect are invigorated. The fact of going deeper in the study of the leadership assumes its maximum excellence in the handling of the productivity, the satisfaction in the work and as an integrating factor in the formalization of the organizational conduct; this last one, as an answer to the increase of the scientific conduct of the society. Another evolutionary important characteristic of the leadership was the permutation achieved by the universality and by the generalized technological advance in all the organizations. Specially, in this new stage of changes, it is shown the importance of consolidating the organizations and of making them responsible of the economic and social development of its communities.

The aforementioned allows us to contemplate radical changes for the future of the societies, the organizations and the individuals, in the same way as the economical and political contexts. The social conglomeration is asking for the real transformation, with a more humanistic focus, and the organization will play an important role in that new stage of prudence, which will require to harmonize the science, the technology and the prosperity of men, in the most challenging productivity of which there is any knowledge, because the goods and services are increased with a unusual dramatism and acceleration and we are saying in a short period of time, with the presence of serious economical problems.

The changes of the organization, of the new millennium, are glimpsed with corporations with a reduced number of workers of full time, approximately in the order of five per cent and 95% of the personnel with assistant operations, collaborating with the mission with less than a half or a third part of the work shift of forty hours. What is important in that is that all of them, that means that the hundred per cent of them, will have to give their physical, intellectual and emotional strengths, for the solution of the specific tasks, for the benefit of the organization, of themselves and of their society, a situation that is difficult to understand with the increment of the temporary personnel and of those ones who are hired only by the hour (Allen, Sompayrac, & White, 2002). This is a basic reason to investigate and to have new knowledge about the conduct of the organizations, now and in the future. The methodological study of the organizational conduct, allows us to determine the changes and the new orientations of the organizations in their social

evolution, facilitating the comprehension of the tendencies and making more strong our predictions and prognosis. It is the identification of the preceding recondite variables, the hidden interceding variables and the silent distortions, for the construction of the strong and stable theoretical bodies, more representative in our acting reality in the change. Its referent in the practical process, is represented by the capacity of adaptation of the work place, to the performance of the service that is being rendered, and that the last one does not obstruct with the hopes and organizational interests, the personal ardent desires and possibilities, it is the help and the constant reanimation, for the harmonic interaction of the workers and the expected performances of the organization, in the adjustment of the compatible goals in common. In other words, it is the construction of safe ways for the improvement and the optimisation of the only expression of advance for the economical and social development. Inside of the meddling that the organizational conduct has in relation to the best technologies, we find the need of being immerse in the digital economies (DE), based in the formation of net, of digital communication, in their modalities of internet, intranet or extranet, which allows it to make a better use of the information at a distance and within the institutions, in the “net worked computing”, that at the same time it is interconnected to other devices and electronic subsystems, of telecommunication nets. The advancement that nowadays has the technology of the computerised services and the administrations, together with the success of the marketing, is established by the electronic commerce (EC), in the information technologies (IT). The use of the comprehension systems for the different languages through the computational processes, together with the human conversation, is completely changing the services for the client (Roush, 2003). These admirable changes are the only ones, which give viability to the future systems, the same ones that will have to keep on modifying the organizations that will come and the ones which would like to remain present (Turban, 2002). To achieve this last goal, the organizations will have to be willing to make modifications through the systems of technological and organizational innovations. In the same way they will have to be prepared to expand operationally wise, to handle the challenging financial and economical risks and to be prepared to harmonize the diversity of the cultural conditions of the different societies. Another important obligation will be to operate with more competitive strategies and also to

recognize and to value its possible competitors, which could displace them in the future. This would be impossible to achieve, without the intervention of the idoneus professionals in the corporations, who are properly involved with the objectives, mission, goals and aims of the corporation and its directors, who are capable of reacting and of giving an efficient answer to the contingencies. It is in the point in which the kindness of the efficient organizational conduct, respond to the expectations of the organization and of its employees. We have to also consider that there are those ones, who think that there is abuse, in the use of the internet in the work stations, and interference in the production (Mirchandai, 2003).

McShane, & Von Glinow (2003) assert that for the contemporary corporation, it is essential to handle the multicultural work strength, because nowadays we continuously bump into, in microcenters of work, with operators from many countries, who speak dozens of languages. This phenomenon is represented due to the very high levels of migration, that all the countries are experiencing, specially the industrialized ones, which makes more interesting the multicultural phenomenology, for being present, in the same way, the differences in the education and in the formalized instruction. If we measure and sub-measure the concept of the work force, we will find significant inequalities between the sexes, the age, the ethnic to which one belongs to, and which is different, but not less important than that of the predominant race of the people, the sexual orientation that the employees have, the physical and mental qualities that make them different, the socialization level they show, together with the capacity that they possess to place their identities. It represents a great interest to consider this cultural level of the workers, duly credited by the answer of their work environment, the familiar and social behaviour in general; in the same way it is nor less suggestive the marital status that they brag about; the religion and the way to comply with it. The work experience and the professional performance in different communities, show us in a concrete way the behaviour that they have had in other organizations.

The recent computerised technologies, which are the sustain and support of the present processes of services, made the practices of the past to disappear, which were replaced by the tasks in constant variation, at the same time that it was possible to transform the space of work with innovations, and it was allowed the training of the employees, in terms of

their abilities, skills, learning and the most updated knowledge. Alavi, & Gallupe (2003) corroborate the need of high levels of cultural change and of institutional resources, to apply mediatized programs of the learning technology. All of these summarized in knowledge, responsibility, efficiency, precision and loyalty, which are indispensable exigencies of the centres of the existing services, with the condition that all the managerial activity, has to achieve the compromise of the employee, to make him more productive and competitive (Gaither, 2002)

The continuous advancement in the new knowledge for the work, instituted by the technological changes, together with the development of more abilities and skills of the employees, nowadays it is known in the organizations as the “possibility to continued to be employed”, which makes very important modifications in the perspectives of the workers as well as of the organizations in the higher level of education. In one of our last investigations we could demonstrate that the new characteristics of the work, are positively associated with the relationship between the technological advance in the computerized systems and the developments of the administration of the avant-garde, which rest in the technologies of the information, (Asomoza, Braña, & Delgado, 2002)

The contingency in the work is the substantial matter in the future of the organizations, and in the administration, because it establishes that the tasks do not have to be performed under neither a implicit contract nor an explicit one in the long term, and that the employment is reduced to the performance of the task in the minimum of hours per week and with non systematic variations or previously determined ones. The beginning of the twenty first century reached some of the developed countries, with from fifteen to twenty per cent of the work force, under this new contingent perspective of the work. The tendency according to the expansion of the technological processes and systems, in the new economies, allow to predict that this one will be a preferred futurological line of diffusion in the organizations, in representation of the efficiency and high performance which will be required; and which will have to be supported, by important economical and social modifications of the nations.

The experts in this field affirm that this one will be equally, a new expression of the employees, who will have to experience and to internalise, for being this one an angular stone of a new way for the coexistence, in the freedom, democracy and prosperity,

without the deterioration of the negative forces, that ancestrally, have influenced the organizations in the last centuries, and they forced them to conduct their will and efforts through the absurd body of ideas. For this exposition to be beneficial for the prosperity of the employees, a position that at first sight would give the impression of being utopian; but which contain a profound knowledge, because it affects the healthy future of the society, which is totally away from the harmful positions and actions, which prevailed in other times. Any exposition about these new work conditions will always be immersed in the confidence that must exist, among the society, organizations and the workers.

The information technology, as it can be observed, is applicable to any organization. Be this one a micro, mini or multinational, but it always depends, for its efficiency, on the resources that support it, and on the validity of the information that is part of its structure. It is a generator of opportunities for the development of the operations and businesses; besides being part of the best communication and of elevating the potential of the instruction and of the social culture. It allows, in the same way, the expansion of new nets for the organization, and even the possibility of collaborating or of making alliances with other organizations, for the optimisation of the products or services.

DEVELOPMENT.- The problematical situation that is being exposed and the theoretical framework of reference, together with the interviews of 46 directors of the medical assistance of the governmental sector (DAMSG) and of 22 professors of the higher academic system of the governmental sector (PSASSG), allowed us to present the following hypothesis:

- I. The organizational conduct of the professors PSASSG, is divergent from the organizational behaviour of the professionals of medical unities of the DAMSG.
- II. The organizational conduct of the professors PSASSG is more negative, than that of the professionals of the medical branch of the DAMSG.
- III. The expectations of the professors PSASSG for the professional self-improvement to obtain new knowledge, innovation and creativity, are mostly

located in the emotive and affective spheres, than in the intellectual ones, making it difficult in this way their scientific and technological development.

- IV. The professionals of the medicine of the DAMSG and the professors of the PSASSG, present great resistance to improve their efficiency and nullify the disposition for the change, for their professional self-improvement.

With the purpose of demonstrating this hypothesis and the variables of the study, it was used a scale of organizational conduct, which contained variables and general dimensions of the behaviour of the employees and their relationship with the learning, the innovation, the creativity, the group dynamics, the adaptation to the work, the mental conditions in the work, the leadership, the power, the politics, the conflict and fundamentally the organizational culture. The scale was applied to 46 DAMSG, which represented the 71% of this population, and the 21% of the PAASSG through 22 of their professors, in the geographical area of Reynosa, Tamaulipas, Mexico.

RESULTS.- The data gathered in the empiric test, applied to the medical units and to the professors of the academic system, were treated as inferential statistics. The chart number 1 has the three factors of the scale of the organizational conduct. The first factor represents: “The improvement, domain and confidence, in the group action for the efficiency”. This factor is integrated by two factorial dimensions, the first one represents the: “Enthusiastic group conciliation and adjustment to what is new”, through the items 17,18,19 and 38, which symbolize the confidence that is achieved in the harmony of the favourable, as well as the convenience and consideration that is in the harmony and the respect in the action of the work groups which get involved in the searching of the innovation in the tasks or the works. The second dimension of this first factor, shows the “Power and confidence in the synergies for the efficiency” and it is structured by the items 49, 39, 40, 41 and 37, which make evident the capacity of arrangement, under the order and the favourable discipline and immersed in the proper normative dispositions that give the necessary viability for the acquisition of efficiency.

The second factor denominated: “To evaluate the information for the group solution of what is new and complex”, is interpreted as the group action which promote the work

cooperation, to understand the difficulty of the new knowledge, and in this way to reduce the complications of the tasks, allowing the use of the information which is credited and relevant, which minimizes the insecurity and the uncertainty, accessing to the satisfactory solution of the problems. The items, which constitute this factor, are: 11,05,07,23,22,08 and 24.

The third factor is important for “The tendency to what is common and to the lowest level of information”. It is formed by the items 43 and 46, which explain the preferences of some of the work groups for choosing what is known and for remaining in the lowest levels of information of the technologies and of the new knowledge. It is the tendency that exists in some organizations to exclusively turn to what is usual and frequent, choosing what is widely known, rejecting the new advances of the disciplines and the technologies, which are required by the present change.

It was applied the discriminant analysis to the dependant variable 52, composed by the medical units (1), and the professors (2). The independent variables were the three factors of the scale of the organizational conduct. It was found a discriminative useful function, with value of lambda of Wilks’ of 0.15, Chi-square of 76.0, level of significance of 0.01, eigenvalue of 5.54 and the canonical correlation of 0.92. All the variable of the scale of the organizational conduct were accepted, within the level of acceptable significance. The hundred per cent of the cases were correctly classified, there were only three cases identified, which belong to the medical units, that were projected in the academic are. The equality test of group by matrixes of co-variation gave the Box’s M of 89.4, approximation of F: 1.63, and significance of 0.004.

To the dependable variable 40, which shows: “The pride of belonging to the organization”, it was applied to it the discriminant analysis. It had three useful discriminant functions, the first one with lambda of Wilks’ of 0.38, Chi -square of 58.7, Significance of 0.00001 and canonical correlation of 0.69. The second discriminant function with lambda of Wilks’ of 0.73, Chi-square of 19.0, significance of 0.04 and canonical correlation of 0.38. The third function: Lambda of Wilks’ = 0.86, Chi -square of 9.19, significance = 0.05 and canonical correlation = 0.37. The first function expresses the “Enthusiasm and confidence in the innovation and the efficiency” and it was integrated with the variables: “Finding of new efficiency ways”, “Acceptance of the

work regulations”, and the “Optimism about the work group”. The second discriminant function was formed with the independent variable: “Group Harmony”. The third one, made the “Instruction and the caution for the unknown”, linking the variables: “To lay the fundament of the information” and the “Fear to new tasks”. The test of equality of groups by matrixes of co-variation showed Box’s M of 75.1, approximation of $F= 2.92$ and significance of 0.0001. 71 per cent of the cases were correctly classified.

The dependant variable number 43 denominated: “Preference for what is known” in the discriminant analysis, presents two functions. In the first one: Lambda of Wilks’ = 0.49, Chi-square = 43.1, significance of = 0.0008 and canonical correlation of 0.56. Second one had a lambda de Wilks’ 0.72, Chi-square = 20.4, significance of 0.02 and canonical correlation = 0.42. The first function is identified with “The synergy of the new knowledge for the efficiency” and was enacted with independent variables “New ways for efficiency” and “Synergic development of the manufacturing technology and the administration”. The second one represents the “Power, confidence and he enthusiasm that the work function has”, for the gathering, for said effect, the variables: “Pride of belonging to the organization”, “Authority for the order, discipline and control”, “Acceptance of the work regulation” and the “Optimism about the workgroup”. The test if Box’s M was of 66.88, approximation of $F=2.79$ and significance of 0.00001. The 55 per cent of the cases that were studied were classified correctly.

The dependant variable 37 represented by the: “Authority for the order, the discipline and control”, in the discriminant analysis, had a useful function: Lambda de Wilks’ 0.56, Chi square = 35.8, significance of 0.0001 and canonical correlation of 0.57. It is presented in this function the “Group enthusiasm in the synergy of the new knowledge for the efficiency”, here the independent variables were grouped: “Optimism about the work group”, “New ways for the efficiency” and the “Pride of belonging to the organization”. The test of the Box’s M showed: 76.4, approximation of $F = 2.17$ and significance of 0.0002. The 58 per cent of the cases in the study were classified correctly.

CONCLUSIONS: The structure of the first factor that is presented in the results, makes evident the aspirations and ambitions of the professionals, who work in the medical units and in the academic system, for reaching the perfection, domain and confidence which

are necessary, to obtain the efficiency, through the group negotiations. This ardent desire is put in the conciliation and the agreement that one must have for the handling of what is new, and so to get a greater productivity and efficiency. Also harmonizing the technical and administrative functions in the attainment of power, which gives the synergy of the work groups and the new knowledge. All of these desires as a whole are evident through the positive charges and the high factorial correlations that this first factor determines.

The second factor is characteristic of the interest that the groups express, because of using the proper information in the solution of problems that the work sets forth. In the capacity of experts as each one of the interviewed in the study is, they recognize the value that the information unfolds for the advance of the science and of the technology, which through the goals can be optimised and it can be given the solutions to the uncertainty and the turbulence which are currently faced by the organizations, as well as by the professionals who work in them, also to understand that the control that these variables of imprecision and diffidence will give them a greater security in their plans.

The third factor starts to show the concrete reality that these professionals of the medicine and of the education are facing, and the preference that they have as individuals and as part of groups, to maintain themselves and to continue united with solidarity to what is widely known, and to respect what is habitual in their work, trying to support themselves and to get advantage of the low levels of information that they are disposing.

In the revision of the discriminant analysis it can be clearly identified, the significative differences in the conduct of the employees in the organizations, among the representatives of the areas of the medical services and the professors of the higher academic system, the figure of number two shows the total divergence in the organizational behaviour between the two groups of professionals and with it the first hypothesis is demonstrated. What was interesting in here was to find a useful discriminant function, with a value of significance of 0.01 and a canonical correlation of 0.92 for the variables contained in the scale of this investigation, and that the hundred per cent of the cases that were studied, were classified correctly. The transcendent inference that can be made is in the sense that the professionals of the medical areas, totally share the concepts and dimensions that will be mentioned later, in a positive sense as well as in

a negative one, but that the professors have those same attributes even more negative than those of the professionals of the medical branch. In other words we can affirm that the properties or the peculiarity of the concepts in each variable in its positive polarity, is less positive for the ones in the academic branch and that in the negative dimensions, they are indeed more negative in the professors, with which the second hypothesis is demonstrated (please look at the figure number two). These work conditions remind us of some of the affirmations about the great resistance that the government agencies have to improve the efficiency and the null disposition for the change, impeding the application of the methodology for the quality control, what it is most depressing is in the fact, to observe the same problematic in the educative institutions Eckes G. 2001.

The analysis and the evaluation of the concepts and dimensions of the variables in the study, in the professionals, who are the reason of our investigation, through the discriminant function which was already described, it reveals that in spite of the already recognized need of having the information based on science and technology of avant-garde and supported by the logics and mathematics, they do not make use of this preferential information, and the one they are using is limited and it does not have the levels of necessary validity and reliability, and it is very far away from the reality of the facts. Besides these professionals do not agree with the type of work that they perform, and they experience dislike for what is new, complicated and difficult. They escape from given a solution to the specific expositions that are out of the ordinary, of what is known, or when it is pretended to obtain the change and the new ways for the efficiency, this finding demonstrate the fourth hypothesis.

The representatives of the medical area, as well as the professors, feel unsure when working in new tasks, their attention is focus on avoiding mistakes or to failures, with the inconvenience of rejecting the control by monitors which can detect these deviations. They accept their deficiencies in the work and their irresponsibility, as well as their discouragement for learning. They know that their success in the organization is far away from their work skills.

Among the most precious ambitions of the participants, is the one of reaching the group harmony and they manifest optimism with regards to this achievement, supporting the agreement of the group in front of the personal interests. Unfortunately, their projections

about the particular, give testimony of the opposite, due to the dishonesty of their thoughts, feelings, opinions and actions. In the every day life they confirm that they feel bad, when they cooperate with their co-workers or other employees, and they look for the opportunity of introduce the conflict in their work or in the relations with others, promoting the disharmony. They very much dislike the fact that they can be compared to other members of the organization.

The academic ones as well as the representatives of the medical areas, consider that is important to feel proud of the organization in which they work, and to respect the regulation in force and effect, when they consider that their rights and generated ideas are not affected in the work function. Under these circumstances they show serenity and consideration in the resolutions and they can even collaborate with the authorities in the adoption of new tasks, presumably, with the already alluded inconveniences.

Another wrong attitude that they have is represented by the lack of attention that they have with their interlocutors, because they have prejudged the people and the work situations.

As the responsible ones of the areas of medical services, and as representatives of the process of teaching and learning, in the higher education system, it is important to mention that they are felling uncomfortable due to the reduced or null opportunity that they have to achieve the innovation and creativity in their works, with this making it difficult to find their mission in the future, forging new ideas of driving away from the work centre, because it dos not allow them the professional and social development and evolution, a condition that is not fulfilled due to the economical, political and social uncertainty that one is living today, and because they have been recognized as hesitating ones to face a new work performance; the aforementioned makes them to aware of the feeling of being stressed, depressed or frustrated. With regards to their bosses, they judge them as no capable of supporting them for the achievement of their professional expectations of prosperity.

In the other discriminant functions it is observed with a greater exactness and profoundness, the interest of the professionals to increase the efficiency, the innovation and the creativity, and in the same way it is perceived, through the dependable and

independent variables that they choose, the precarious resources that they have to achieve and to use the new instruction, and the application of the new knowledge.

Unfortunately, the expectations of self-improvement to reach the new knowledge, the innovation, and the creativity, in this group under study, they are mostly located in the emotional and affective spheres, than in the intellectual area, and above all away from the volitive generator of the true change, considering for said effect, the real possibility of incorporating in the proper level of scientific and technological development, that the new economies require, with this the third hypothesis of this work is demonstrated.

The evaluation of the results that is presented, in the statistic part, as well as in the variable in the study, with its corresponding dimensions and concepts, allow us to affirm the lack of association that there is, in the conduct of both groups of professionals (DAMSG, and PSASSG), which the rich theoretical scheme that was exposed in the theoretical framework of reference, of this work. This last condition, which is differently contrary from what it was found in the professionals of the industrial system of the same geographical area, and which has been an example of the economical and social development of the community in which we are engaged.

SUMMARY. This investigation was conducted in the 71% of the director population of the medical assistance of the governmental sector and 21% of the professors of the higher academic system of the governmental sector, in the geographical area of Reynosa, Tamaulipas, Mexico. It was obtained a scale about the organizational conduct and through it with the inferential statistic it was possible to demonstrate that the conduct of both groups of professionals, did not correspond to the present expectations in the organization industrial sector, neither to the needs of other professional groups of the private sector.

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Figure Number 1

Analysis of Factors.-

Scale: Organizational Conduct.

Variables	F a c t o r s			Com
	I	II	III	
19 Optimism about the group work	.81			.66
38 Adaptation to the new job	.72			.56
41 Acceptance of the work regulation	.71			.54
17 Group Harmony	.70			.53
49 Synergy of the manufact. tech. and Admstion	.68			.54
39 New ways to the efficiency	.68			.51
18 With respect to the ideas of work groups	.68			.53
37 Authority for the order, discipline y control	.66			.49
40 The Pride of belonging to the organization	.58			.54
05 To obtain solutions for what is complicated		.71		.54
11 To cooperate with the co workers		.69		.52
07 To avoid what is new and difficult		-.64		.44
23 To evaluate with optima information		.55		.34
22 To evaluate according to the facts		.52		.36
08 The fear of new tasks		-.38		.26
24 To lay the fundament of the information		.37		.23
43 To have a preference for what is known			.74	.62
46 Works with low levels of information			-.68	.47

Factor	Eigenvalue	PCT	Cum PCT
I	4.55	25.3	25.3
II	2.48	13.8	39.0
III	1.61	8.9	48.0

Káiser-Meyer-Olkin MSA = 0.72

Bartlett Test of sphericity = 387.41

Significance = 0.000001

Reliability analisis: Alfa = 0.75; Standardized item alpha = 0.72 Prob: 0.00001

Variance of the scaled: Stress = 0.07

RSQ = 0.97

