

# Organizational Action Style Focused on the Performance of the Quintana Roo Employee Based on the Work Behavior Clinic

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## Abstracts

This work is a report of the research on clinical work performance developed from October 2022 to August 2023, in three Quintana Roo organizations, one of private initiative, another of a parastatal nature and the third was a public institution. It is based on the problem that represents the low level of results, despite the strategies of administrative enrichment implemented, where a good amount of financial resources are invested, and that according to managers it is largely the human factor that determines that the results do not occur as expected. The objective was to identify the style of action of the employees during their working hours. The models of Organizational Development, Management by Objectives, Strategic Planning and Total Warmth were analyzed to identify their essence; finding important invariants in them, for their implementation. Epistemology was interpretive with an ethnographic paradigm. As a result, four particular prototypes of value attitudes were identified, corresponding to four particular types of people, which were called by the authors of the study as: Type I. Circumstantial worker; Type II. Tormented worker; Type III. Resentful worker; Type IV. Passionate worker; distributed equally within the three organizations investigated. Concluding that value attitudes have greater influence the higher the level of authority that a person has within the administrative structure, recommending that, in order to make real changes within organizations, it is necessary to start from the eradication of institutional vices.

**Keywords:** organization, work, administration, human resources, productivity.

## Introduction

Philosophers and behavioral scientists agree that for man, work has a fundamental relevance, because beyond being the vehicle to generate income with which he meets his basic needs and being the means with which he achieves the satisfaction of needs of the social order such as prestige, respect and recognition; work fixes in a significant way the perception that a subject has of himself and the world, determining to a large extent his mental map in which he is included as a person; therefore, work can be said to be the very essence of the one who generates it. As for the time allocated to perform it, people commonly use at least a third of their life time. Berne (cited by Pedreira, 2010) affirms that loving and working are the two most relevant conditions that man can perform, because they generate "psychological caresses", in the form of recognition, prestige, personal achievement and self-realization.

Engels (2014), with respect to work, maintains that it not only produces wealth by transforming nature and generating goods with which man covers his needs, it produces a more important wealth, which has to do with the transformation of those who practice or exercise it, so it can be said that work, with its incalculable value, has created man. Therefore, it is correct to say that work is the essence of man, since it is an intentional activity proper to his becoming and when he dispenses with it, his life loses a special meaning. Therefore, work represents not only the material goods it involves, but also those of a social and psychological nature.

For Marx (cited by López & Duany, 2023), work is the activity by which man transforms reality to satisfy his physical and spiritual needs. However, in industrial society, work is experienced as an alienated experience, and not as an activity of self-realization; Sartre (cited by Muñoz & Wilfer, 2015) states that having, doing and being are the guiding conditions of human existence and considers that to act is to transform the world, having resources to achieve an end, and as Sartre (1966) mentions, providing from a point of view modifications within a process, associated with expected results. It is therefore intentional, which does not mean that all possible consequences can be foreseen.

According to Neffa (2015), work has a wide variety of contributions to man, both objective and subjective. The objective is related to its product and the wealth it generates in the market, and the latter is subjective in nature because work, while transforming nature, receives as an effect the transformation of the person who performs it.

From the perspective of the psychologist of the third force Maslow (2016), work has an impressive motivating basis, since this activity has all the satisfiers that an individual can aspire to, to meet their needs. Considering that a need must exist for the individual to mobilize and a satisfier that solves this need. If the need is not met; If the satisfier is not found, is unattainable or increases the need, the individual will become ill, depending on the time of deprivation or strength of the need, which can lead to fatal consequences.

According to Maslow (cited by Ventegodt et al, 2003), there are different levels of priority on the satisfaction of needs, prioritizing them according to their importance for life and their conservation. Thus, work allows him to satisfy his basic needs, that is, physiological and security, but it is even more; it allows him to satisfy his need to belong to a group and to be recognized as a member of it; it gives him the opportunity to satisfy the need to enjoy affection and respect from others, and even more, it is the open door to self-realization, to the encounter with the self and its transcendence.

For Argyris (2002), work is a vital resource of maturity, where attitudes of dynamism, independence, flexibility, long-term interest, empowerment, and self-control can be manifested. According to Argyris, when an employee with a high level of maturity is faced with a situation in which organizations expect them to be passive, dependent, have a short-term perspective and produce with a high level of external control, they tend to adopt one of these three attitudinal tendencies: escape that is reflected in resignation and absenteeism; rebellion present in an open opposition to the system or adaptation that is the most common reaction and consists of developing an attitude of apathy and indifference, in which the monthly salary represents a fair payment for the punishment of living in a restricted world (Kurtzman, 1999).

For Herzberg (2017), in work man finds a significant source of motivation that becomes evident in an interesting activity, recognition for its performance or the freedom to make decisions; however, there are factors extrinsic to work that can affect their performance, among which are: poor interpersonal relationships, toxic work environments and close supervision, as well as the difference between remuneration vs. personal, social and personal costs for the work.

McClelland (1989) states that human motivation comprises three needs: the need for achievement, which is understood as the impulse to seek to achieve what is intended, according to socially established norms and criteria, means striving to succeed and not only obtaining rewards; need for power, which is the drive to influence others and possess control over the situations in which they interact with others; and, need for affiliation, which translates as the desire to have friendly, close, and positive interpersonal relationships with other people. The workplace is one of the environments par excellence where these needs and their satisfaction are processed.

May (cited by Fernández, 2020), was a researcher at Syracuse University who concluded that work as such determines the essence of the Being, by providing it with the opportunity to grant it a sense of transcendence, because work is the human resource that surpasses the material and the immediate, generating in a peculiar way, identity that can go beyond time and space.

Kelly (2017), creator of the theory of personal constructs, considered that the highest feeling of self-esteem that a person has arises from what they do, that is, their work activity, no matter how small or insignificant it may seem, if they give themselves to it will provide them with ample satisfaction.

From the perspective of the above-mentioned, the value of work activity in the life of man is unquestionably established, as a means to satisfy the requirements of his day to day, as well as a resource to expand his potential; However, these statements led to the following questions: Do people present indicators that they really like the work they do? What attitude do they assume towards work? Why does it seem that many people are bothered, disliked, or bored by work? Are these attitudes exclusive to some people or are they generic? Does work have special characteristics for it to be a source of growth?

In a preliminary work, to respond to these, in three organizations in the state of Quintana Roo, one public, another parastatal and the third private, 30% of the workers of the different levels of these organizations were interviewed, so that they could comment considering their experience and time of work, to the authors of the research: how did they observe the people in the organization? 78% agreed in identifying four types of people: isolated, intolerant, resentful and disinterested; 80% considered that Friday was the most pleasant day due to its proximity to rest days. 68% of the workers were observed to have clocked in between 1 and 10 minutes after the start time (tolerance time), and 77 per cent checked out between 55 and 5 minutes of the start time. Regarding Sunday, 81% commented that they experienced it especially boring from 2:00 p.m. to 5:00 p.m. 45% experienced a feeling of restlessness, which by its signs and symptoms is identified as a picture of free floating anguish, between 4:00 p.m. and 7:00 p.m. This clinical picture had been developed in childhood by 25%; 12% surpassed it years later in early youth; 15% had contracted it again in adulthood. Sunday night for 49% of the subjects was especially

unpleasant. 95% of the members of the organizations believed that people work only for one reason and that is, money, otherwise they would not do it. However, it was found that 77% of retirees when they stopped working, between the second and third month of inactivity, did not know what to do with their time and their person; they lost their sense of living; 9% contracted life-threatening diseases (chronic degenerative) between the seventh and ninth month after retirement; 44% had diseases that they had been diagnosed as psychosomatic or ambulatory neurosis.

Under the humanized approach to work and administrative processes, different strategies have emerged to restore fullness to work activity; Nowadays, organizations intend to improve the quality of their results through the establishment of administrative strategies, which have the purpose of using processes to improve the products that organizational systems generate, understanding that the most important resource that organizations have is human talent.

In this regard, in working meetings held with directors of a public organization, with the manager and deputy managers of a parastatal company and with two businessmen of the entity, characterized by their interest in growing their businesses, they frequently discussed that within their organizations, procedures such as Administration by Objectives and Results had been applied. Strategic Planning, Organizational Development, Process Reengineering, Total Quality, with the results being significantly lower than expected.

Therefore, the following question was made:

What happens in organizations that, despite attempts to try to improve the quality of the goods and services they produce, applying administrative techniques and strategies in a timely and methodological way, with which they try to resignify work, the results are not as expected? Basically considering the criteria of the executives investigated, it is largely the human factor that determines that the results do not occur as expected.

Based on this reflection, the following was established:

Research question: What is the style of action of employees within the organization during their working hours?

The objective: To identify the style of action of the organization's employees during their working hours.

Justification.

Whereas:

1. The application of administrative enrichment programs, just to cite three examples, such as Organizational Development, requires a diagnosis of the client system, which involves the culture of the organization; with respect to Strategic Planning, as Goodstein (1998) says, it is essential that employees participate in the establishment of the company's philosophy, from the scope of their competence; Management by Objectives indicates that employees have to establish their objectives and results within a collegial environment (Mamani, 2023); as he states Salgado et al (2017) The idea is to mobilize the resources of employees, so that they participate in a proactive way to enroll in a shared development process.

2. Executives have commented that by following administrative enrichment programs to the letter, they have not reached the expected results.

3. The operating costs of the programs that have been tried to implement are high, with respect to the expected results, considering training courses for managerial personnel, middle managers and operational personnel. The number of advisors that are employed within organizations to try to implement the model. The time invested to apply the different ways of handling the processes.

With significantly lower than expected results, high costs and well-applied programme methodology, it is essential to identify the nature of the phenomenon; The arguments expressed by the executives lead to the assumption that there are psychological factors that need to be investigated in order to make decisions in this regard.

### **Theoretical framework.**

Based on the objective of this work, the theoretical framework is based on the analysis of Drucker's administrative models (cited by Palacios, 2009; Rivera 2006) for the application of Management by Objectives and Results; in the same way, Goodstein's model (cited by Fuentes & Cardozo, 2011) on Strategic Planning is analyzed; with respect to the Organizational Development model, the work carried out in this regard by Beckhard (cited by Castro et al, 2020) is analyzed, and with respect to Quality Management, the same is done with Deming's model (García, 2018).

It is important to note that all these administrative procedures alluded to, when analyzed carefully, are similar and present invariants that are linked to four specific values: Honesty, Cooperation, Responsibility and Equity; the four basic attitudinal objects being related: Work, Person, Freedom and Justice.

Establishing the relationship:

Work – Honesty.

Person – Cooperation.

Freedom – Responsibility

Justice – equity.

That is, the administrative models foresee that the four attitudinal objects must be presented in a close link with the following value attitudes:

- a) For Work, Honesty is required.
- b) For the Person, Cooperation is required.
- c) For Freedom, Responsibility is required.
- d) For the sense of Justice, Equity is required.

## METHODOLOGY

Once the four attitudinal objects were identified, it was important to define them for the development of this research as shown in Table 1.

Table 1 Conceptual definition of variables.

Value attitudes	Definition
Honesty	With respect to work, honesty is understood as the attitude of bringing to a satisfactory conclusion the result that is expected in a timely manner.
Cooperation	With respect to interpersonal relationships, it is understood as the voluntary contribution in joining in the performance of a job, with the willingness to give the best possible effort.
Responsibility	With respect to freedom, it is understood as the exercise of the activity entrusted to it with a disposition of interest and satisfaction.
Equity	With respect to justice, equity is understood as the attitude towards the demand and request of satisfiers, based on what can be provided and what can be contributed.

Note. Definition of attitudes values, based on the four attitudinal objects (Elaborated by the authors of the work)

Next, and following the steps of the qualitative approach according to Goetz and LeCompte (cited by González-Monteagudo, 2001), the categories and units of analysis of the work are presented.

Table 2 Categories (C) and units of analysis (UA) of value attitudes and attitude objects

Values Object attitude	of	C-1 Honesty	C-2 Cooperation	C-3 Responsibility	C-4 Equity
		UA	UA	UA	UA
Work		Habits, common expressions, emotional expressions. Analogue messages, double links, interactions	Habits, common expressions, emotional expressions. Analogue messages, double links, interactions	Habits, common expressions, emotional expressions. Analogue messages, double links, interactions	Habits, common expressions, emotional expressions. Analogue messages, double links, interactions
Person		Habits, common expressions, emotional expressions. Analogue messages, double links, interactions	Habits, common expressions, emotional expressions. Analogue messages, double links, interactions	Habits, common expressions, emotional expressions. Analogue messages, double links, interactions	Habits, common expressions, emotional expressions. Analogue messages, double links, interactions
Freedom		Habits, common expressions, emotional expressions. Analogue messages, double links, interactions	Habits, common expressions, emotional expressions. Analogue messages, double links, interactions	Habits, common expressions, emotional expressions. Analogue messages, double links, interactions	Habits, common expressions, emotional expressions. Analogue messages, double links, interactions
Justice		Habits, common expressions, emotional expressions.	Habits, common expressions, emotional expressions.	Habits, common expressions, emotional expressions. Analogue messages, double links, interactions	Habits, common expressions, emotional expressions.

Analogue messages, double links, interactions	Analogue messages, double links, interactions	Analogue messages, double links, interactions
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Note. Description of the study categories and the units of analysis of the work (Prepared by the authors of the work).

Study scenario.

It was made up of three organizations, which were selected considering that the nature of each of them establishes different working conditions, contexts and different dynamics, so different patterns of behavior of their employees could be expected. The private company was made up of 25 administrative collaborators; The parastatal company has 35 administrative collaborators in the municipality and the government organization has 38 administrative collaborators. The working hours are office hours from 9:00 a.m. to 5:00 p.m. The positions are managerial, middle and operational managers. The average level of study in the three organizations was preparatory and in second place a bachelor's degree. The average age was 38 to 42 years; with respect to the place of birth, the average was originally from the state of Quintana Roo. The average length of service was 12 years. There was relative gender parity in all three organizations.

To carry out the research, the authors of this study entered the research scenario as administrative assistants, hired for specific work and assigned to the administrative area, in the three organizations; The time was four months per stage.

Design.

Research with a qualitative approach of a humanistic-interpretative nature, required the ethnographic method, given the interest in describing the styles of action of the collaborators of the organizations, according to their customs and business culture, linked to the processes of administrative enrichment that were implemented, without evident effects. Given the objective of the work, it was necessary to have direct and sustained contact with people within their context, in their day-to-day lives, witnessing, observing and listening to ask enough and necessary questions to generate the written narrative, which collected without alterations the nature of the experience of the protagonists, being able to understand them as subjects – objects of study as Pink (2015) states. The aim was to obtain an understanding of all the possible details of the collaborators' model of the world and their circumstances and to be able to establish an interpretation that could determine the meaning of the details, without resorting to statistically representative samples, as mentioned by Plowman (2003).

Procedure.

Field notes were made:

1. Direct observation of contextual circumstances.
2. Interpretative that emphasized the analogical content of communication.
3. Themes, which constituted particular aspects of the conduct of the collaborators.

4. Of the reactivity of the collaborators, these being the most abundant, because they expressed an important emotional aspect.

5. And personal, who questioned the author of this work, as she was empathetic with people.

With respect to the collaborators, the typical cases were investigated in a special way, which were those that for some reason were distinguished from the others in a more evident way.

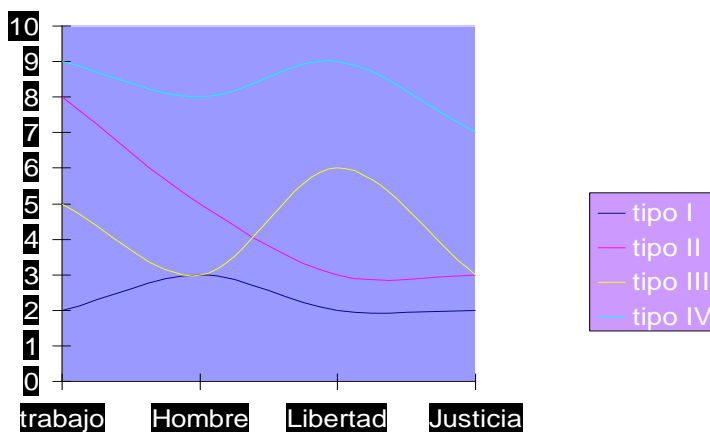
However, when making general observations on behavior and performance, we worked with maximum variation, since it was necessary to identify different perspectives and represent the complexity of the behavior studied.

## RESULTS

It was found that staff are influenced in some way by the attitudes and values of others, although not necessarily as a source of follow-up; There is a close relationship between values and quality of performance. People with a higher organizational status have a greater possibility of influence and the greater the influence, the greater the impact.

Four particular prototypes of value attitudes were identified, corresponding to four particular types of people.

Figure 1 Types of workers identified according to the four value attitudes investigated. In original language Spanish



Note. Type I worker, with low value attitudes typical of the four value attitudes investigated. Type II worker, with average typical attitudes towards the four attitudes, Type III worker, with high typical attitudes towards work and man, but low towards freedom and justice, and Type IV worker, with average high value attitudes towards all the attitudinal objects investigated (Prepared by the authors of the work).



According to the observations, four types of people were found, who were named given the characteristics identified by the authors of this study with the following names:

- a) Type I. Circumstantial worker.
- b) Type II. Tormented worker.
- c) Type III. Resentful worker.
- d) Type IV. Passionate worker.

Type I Worker. is characterized by overvaluing their own work and effort, disinterest in working in a team, able to justify themselves and takes advantage of opportunities and privileges that the position offers them.

Type II Worker. Commonly busy and with no time to lose, superficially friendly and formal, institutionalized and bureaucratized, and ability to make their job look too important or too difficult.

Type III Worker. Characterized by covering his work quota, he objects as a waste of time meetings and meetings, complies with what is asked of him so that he is not called to attention, and is resigned to the system.

Type IV Worker. Characterized by being versatile and innovative at work and evidently capable, he shares work ideas with his colleagues, he is the one who defines the position and gives it a special meaning, always willing to cooperate if it is within his possibilities and demands what he needs.

Table 3 Worker prototypes found in each organization.

Prototypes	Organization Public	Organization Private	Organization Parastatal
Type I	25%	10%	24%
Type II	22%	28%	23%
Type III	28%	15%	17%
Type IV	5%	21%	7%

Note. Table of results of the distribution of workers according to their typical pattern of value attitudes within the organizations investigated (Prepared by the authors of the work).

It is found within public organizations, type I workers in 25%, in parastatal organizations in 24%, the opinion expressed is that they tolerate them because no one cares about the results. In private companies the number is lower and the reason expressed is that this type of worker is not tolerated unless I have ties to the owner of the business.

The type II worker is found in the different organizations present, with practically the same frequency of appearance, according to comments expressed, those who give the appearance that they are hardworking and friendly in appearance, tend to be industrious, do the work several times and sell the idea that they are very busy and what they do is very complicated. It is commonly the one who does not go to work on time and prefers to eat in the office than go home, however the work he presents is not of quality, he may even not deliver the work on time objecting to its high degree of complexity with which he wanted to present it.

The type III worker has intermediate values and according to comments, he tends to work only enough and necessary, he does not contribute, but if he is asked for a job, he delivers it. He considers that everything is the same and everything is the same.

The type IV worker has very little presence in public and parastatal organizations, according to comments, he is ready for everyone, where he is working his presence is noticeable; they easily identify it within the organization as a good element.

The different types of workers can be within any position, it can be a department head or a janitor, it can have a master's degree or have only completed basic secondary education, it can be a man or a woman, have two years of seniority or 15 years, it can be peninsular or foreign.

Table 4 Attitude towards knowledge according to the worker's prototype.

Prototypes	Acting style towards knowledge
Type I	He has vague and superficial knowledge, with empirical administrative judgments.
Type II	He has a discourse rich in theoretical concepts that do not accompany his practice.
Type III	It assumes the idea that one thing is practice and another is theory and in the administrative field the first is more important than the second; he denies that a management model surpasses his expertise.
Type IV	He tries to find an application to what he learns and shares his knowledge with his work group.

Note. Table where attitudes towards knowledge are identified according to the prototype of the worker (Prepared by the authors of the research)

Table 5 Attitude towards work according to the prototype of the worker.

Prototypes	Style of Acting Toward Work
Type I	He is informal in his performance, he is especially interested in the activities that give him status and to appear in the "photo".
Type II	He is continuously busy, usually working after hours, repeats jobs, justifies his actions by presenting activity reports.
Type III	He is of obscure acting, he works enough and necessary to justify his position, he is methodical especially with the entry and exit of work; it discourages when innovation is required.
Type IV	For the work, he brings together some characteristics of the previous three, but preserving a very broad sense of reality, since his attitude is contextualized.

Note. Table where attitudes towards work are identified, according to the prototype of worker (Prepared by the authors of the research).

When the research focuses on the type of worker IV, it is evident that he does not tend to judge anyone, since when reference was made to the other types of workers, he answers in a polite way, the behavior is a matter for each one and however people are, they have to be treated with respect.

They are presented with the following four paradigms:

1. The reality we live in is not always the best because... We do not commonly receive positive recognition for our actions. Because not all people are trustworthy, many times the money is not enough for what we need. They are asked, why should honest work be done? and the answers that were received were: The working day is shortened. Activity entertains the mind. It provides a sense of territoriality. It provides self-recognition and self-respect. It is the primary source of personal pride. They define the work drilled in terms of: speed, accuracy, service mentality and creativity.
2. Life does not always provide us with the best company, it often happens that we find ourselves with... ingratitude, intrigue, envy, abuse, discrimination, stupidity; Why cooperate with others?, and the answers they gave were: Expressing oneself openly is a way to have a good time, putting oneself in the role of the other is gratifying, one feels useful by contributing to a common good, one can negotiate in altercations.
3. Reality shows us that there are a large number of controls that restrict man's freedom... Time, place and people with all that implies. We can do what we want and that's it, we can submit or we can protest. What are the reasons to be responsible?, they were asked and these were their answers: you earn the respect and trust of others, you live without surveillance, there is a genuine interest in what you do, it gives a particular feeling of being the owner of yourself.
4. Reality shows us that our society is being characterized by ... corruption and exploitation with all its consequences, where there is no justice and opportunism. Why do you have to be equitable, and give if others do not?, they were asked and this is what they commonly answered: for personal pride, greater capacity for development, experimenting and verifying potentialities, it provides a particular feeling of maturity.

## DISCUSSION

As Drucker (1994) states, trying to implement an administrative model that aims to generate significant changes in the model of the world of people has an aspect worth considering. Commonly executives consider that changes have to be established, discounting the position that they themselves have, in the research executives of type I were identified who continued to enjoy privileged vices that gave them status, it is important to mention that no executives with type IV worker characteristics were found, because they continued to maintain the same policy of interaction that they have enjoyed; for them, the most important interpersonal relationships had to do with work, that is, command relationships; loyalty was rewarded, and they continued to direct, control, reward and sanction; and they retained their status through the corresponding interpersonal distance.

In an environment where change is announced and the same thing continues to happen, especially in such important aspects, such as apathy not to fall into conflicts of interest and assign places, for example, to those who are more loyal, not to those who work best; despising productivity and good performance, by sacrificing it for the game of political interests.

The executives were told that administrative strategies have proven their effectiveness, when applied to the letter, because in some way all of them have the purpose of democratizing work

environments and if power and control are not released, it is impossible to observe the changes that the models promise.

It is important to mention that the changes proposed by the different administrative models are intended to change attitudes, which establish the inertia of the system, thinking, feeling and doing things as always. In this sense, Likert (1968) considers that favorable or unfavorable attitudes have a gradual formation process, where first the cognitive component begins to change, then the emotional component and finally the behavioral component. Rensis Likert (cited by Vargas, 2022), assures that when there are severe punishment measures, people will submit immediately, but a process of transformation of cognition begins, until after a sufficient time, openly oppositional behaviors occur and then it is only necessary to evaluate how severe the crisis is. That is why, despite the fact that there is consensus in support of the decision, if a worker is fired, the executive may consider that the problem is over, Likert affirms that it is the opposite, that is where it all begins, because the morale of those who stayed has been affected. For a change of attitude to truly take place, there must be tangible and constant evidence that the changes are real and productive for the benefit of the community and not be a political resource to secure a position. Therefore, do not be full of empty expressions or worse, incongruent with the reality that is lived day by day and be patient and wait.

## CONCLUSION

Based on the results, it can be established that value attitudes have greater influence the higher the level of authority that a person has within the administrative structure. This means that a Type I worker in an executive position will have a significant impact on the day-to-day business in a considerable way in cooperation with a Type I worker in an operational role.

Value attitudes are not exclusive to specific levels of an organization. It usually happens in a prejudiced way that the operational staff is considered to be the Type I worker or Type II worker, while the executive staff is Type IV, the research shows that status does not impact the value attitudes of the subjects.

This also indicates that value attitudes are independent of a person's academic or formative level.

Value attitudes are independent of the gender of the person, in the same way that they are independent of the age or experience of the subject.

All of the above shows that value attitudes are part of the model of the world that define the person and their becoming as beings in the world.

Finally, it is important to consider that executives who intended to make significant changes in the organizations investigated, to improve their quality, productivity and strengthen, through models of administrative enrichment, can be considered to have suffered a certain type of administrative blindness, since they have not been included in the change process, reserving certain types of privileges that are real obstacles to growth and organizational affectation.

## SUGGESTIONS

Given the very special characteristics of the Type IV subject and considering the tendency of transpersonal psychology to look for exceptional cases in order to study them and establish

models, it is intended in a second study to carry out in-depth interviews that can explain the training process of people in terms of the consolidation of their model of the world and thus be able to establish algorithms that allow generating models of excellence that can be taught. This considering that the behavioral sciences are abandoning the positivist model that seeks averages to standardize behaviors and not identifying models of excellence to follow as an example.

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