

III. Method

A State of Law cannot exist without justice. In a society where government and society respect norms, where the authority is committed to satisfy the social demands for justice. Therefore, their management and diligence are essential public functions. Vicente Fox.

3.1 Design of the research

According to Cooper and Schindler (2001), this research is defined as:

- This is a combine study in relation with the *topical scope*.¹ To accomplish some objectives we will take a statistical approach, for other objectives it will become a case of study based on three interviews to well recognized experts in the object under study. This consideration converts the study in a quantitative study and a qualitative one, too.
- Formal. Because this line of investigation is not new but still offers a wide scenario to be investigated. We will establish precise procedures to answer our basic research questions and the main research question.

¹ Cooper and Schindler would say... Breadth and depth of the study.

- Descriptive. The purpose of the study is to describe the situation of the bureaucratic paradigm and make a comparison with the actual paradigm the Mexican government is living. This is what was established in the research questions.

- It is a cross-sectional study since we are taking a snapshot from year 2000 to year 2005. We are trying to describe a historical change in the life of México.

- This is an *ex post facto* design because we do not have control over the variables of the Government Organizational Model. We can only report what is taking place in the conformation and use of the methodology of the organizational model. Therefore this cannot be an *experimental research* what happens to be one of the reasons to work through a *main research question* instead of an experimental hypothesis.

3.2 Procedure

The procedure to accomplish our objectives and to answer the research question is:

1. We will revise recent investigations related with the object of study, at very well known institutions, identified as public management developers in México. The purpose is to establish the state of prior work about this line and related lines of investigation. This will appear with the denomination of “Prior work”. The results will become a justification for the development of the dissertation.

2. Then the state-of-the-art of the theories of the organization will be established. At this point, we will also recover the principles of the Theory of Bureaucracy.
3. Through documental techniques, we will recover from the framework created in step 2, the principles to describe an organizational theory for practical appliance in a public organization.²
4. We will develop a primary evaluation of the federal organizational model features through an expert's interview.
 - a. The variable of the questionnaire is: Perception of the performance of the Organizational Model.
 - b. The experts to be interviewed are: Arturo Ruíz de Chávez Robinson. Aurelio Alvírez Orozco y Édgar Salcedo whose resumes are in Appendix F.
 - c. The relation among research questions, objectives, variable and dimensions is shown in figure 5. Below we find the primary base for the instrument.

² In research affairs we recognize them as the dimensions of the variable under study.

Section I. Definition of the organizational profile of the federal model.

Could you establish the kind, type or nature of the next characteristics in the current organizational practices? Describe them through your experiences and knowledge:

Conception of man. Efficiency. Decision-making. Environment. Leadership. Motivation. Communication. Participation.

Section II. Original Bureaucracy Model vs. Current Bureaucracy Model in México.

1. Weber establishes the concept of rationality (and the efficiency it carries with) as the main purpose of a bureaucracy. Is it still so? Has it change? Is there a new goal for a bureaucracy? Why?
2. Whatever is your answer to question 1... Is the current organizational federal model walking down that direction?
3. Do you think the belief that *Domination* guides a bureaucracy to stability is still true? What makes you think so?
4. Is current and actual *Authority* legal? Is the federal organizational model beyond the *charisma* instead of authority?
5. Which are the concrete walls to build the structure of a bureaucracy for the XXI century?
6. Weber believes “Concrete bases are: Promotion based on achievement, Specialized division of labor, Use of Technology, Impersonality, and Written rules of conduct” are the bases for an ideal type, an efficient bureaucracy”. How would you compare these principles to your own beliefs?

Section III. Qualitative evaluation of the Organizational Model of the Federal Government from 2000 to 2005 on a systemic basis.

1. With this premise, please, tell us which the main disturbance from inside and outside the government system are.
2. Are the mechanisms of measure, evaluation and control doing the right stuff for those disturbances?
3. Could you mention the main products of this system?
4. Would you say these are the products expected from the point of view of the “clients”?
5. Then, how do you qualify the actions that transform these inputs into those outputs?

Section IV. Recommendations from experts.

1. Please, from your own experience and knowledge suggest some strategies to build a basis to plan the next six years
2. What can be suggested from the Organizational Theory and the contemporary Organizational Models to increase the efficiency of the Mexican case, our case?
5. A second evaluation of the federal organizational model will be done through a questionnaire to be applied to a specific group of public servants. Since the variable is the same one, perception of the performance of the federal organizational model, and the group interviewed much larger, this time we will create a Semantic Differential Scale to

investigate their perception.³ According to Cooper and Schindler (2001), this scale measures the psychological meanings of an attitude object. Manager use this scale for brand image and other marketing studies of institutional images, political issues and personalities, and organizational studies.

6. Following the scientific procedure for the elaboration and use of semantic differential scales, we have:

- A pilot test of the resulting questionnaire will be taken into the field. The number of subjects will be 50 chosen at random.
- The results will be collected and analyzed to discover errors of any kind. They will be corrected and a new questionnaire will be the product. Below we find the final relations among variables, categories and items.

Definition of the organizational profile of the federal model.

³ Since the variable is just the same, the dimensions remain also equal, just the items will be different.

1. Conception of man.

Man is a resource for the organization to achieve its objectives.	Man is a thinking individual whose competence lets the organization achieve its objectives.
One of the principal characteristics of employees is obedience to superiors, norms, and regulations.	Workers are honest and make a transparent government, to recover the trust of society.
Employees are rational, always seeking efficiency.	Employees are participative and systematic fulfilling objectives.
Employees' performance is impersonal.	Employees' performance is tied to the level. Operative = Participative; Leader = Manager; Director = Facilitator.

2. Efficiency.

Efficiency is measured through the attachment of employees to regulations and standards.	Government of Quality, to satisfy or exceeding the expectancy of the clients and citizens about the given services.
Rationality and efficiency are the main purposes of your organization.	Transform the government in an efficient device to achieve the planned results.

3. Decision-making.

When making decision, the actors follow the regulations and rules established for that purpose.	Decision-making is participative but highly dependent on hierarchy and focused on the client.
Standardization is the main characteristics of the decision-making process.	Government with better regulations, to guarantee clients, citizens and public servants are able to complete procedures with easiness, security and promptness.
The particular details and circumstances of any problem do not affect the decision-making process.	Reform the orientation and answering capability of the government to the needs of the population.

4. Environment.

The environment is considered as a static variable.	Unify the spirit of continuous improvement, innovation, and competence for the administration of agencies and entities of the Federal Government
Rules and procedures are created without taking in account the conditions of the environment.	Rules and procedures are created according to the conditions of the environment.

5. Leadership.

There is no leadership in your organization because it is not necessary.	Recover the roll of leadership and the confidence of citizens in the government.
Leadership process is replaced for the legal framework.	Managers as leaders are considered the main factor for organizational success.
The function of the directing level is finally stated by the regulations and procedures.	The function of the directing level is to facilitate the performance of subordinates (internal clients).

6. Motivation.

There is a vertical mobility to ascend in the position of the organization.	The promotion based on achievement is a fact in my organization.
You are motivated for your interest in developing a career in the bureaucracy.	You are motivated for the interest of the Government in holding the best women and men in the public service.

7. Communication.

Communication in my organization is essentially descendent.	Communication in my organization is based on Information Systems.
Communication channels are used to communicating orders mainly.	Communication is one of the main factors to achieve objectives.
When communication is ascending, it is used to report data or to make complains. Horizontal communication seems not to be necessary in my organization.	Communication is given in any way and level in the individual status.

8. Participation.

Open participation is unwelcome in my organization.	Substitution of rigid controls for empowerment and autonomy.
Participation is limited by the definition of my position.	Participation is fundamental since any single individual is a quality promoter.

Original Bureaucracy Model vs. Current Bureaucracy Model in México.⁴

9. Technology.

Updated technology is currently used for optimizing the daily activities.	Digital government, allowing clients and citizens to get information from the government and to get access to services from the comfort at the office or at home.
Training in the use of hard technologies is common.	Training in the use of soft and hard technologies is common.

7. The order of the items is established through a random number generator and the result is:
9, 20, 17, 1, 23, 12, 14, 10, 2, 13, 16, 6, 18, 4, 19, 7, 21, 15, 5, 22, 11, 3, 8.

8. The final instrument will be applied to 350 public servants whose positions are from the middle to the top hierarchy of the federal structure. The universe as established before is conformed by the participants of training spaces at the UNAM, INAP, UIA, UVM, and CIDE.⁵ The test factors are:

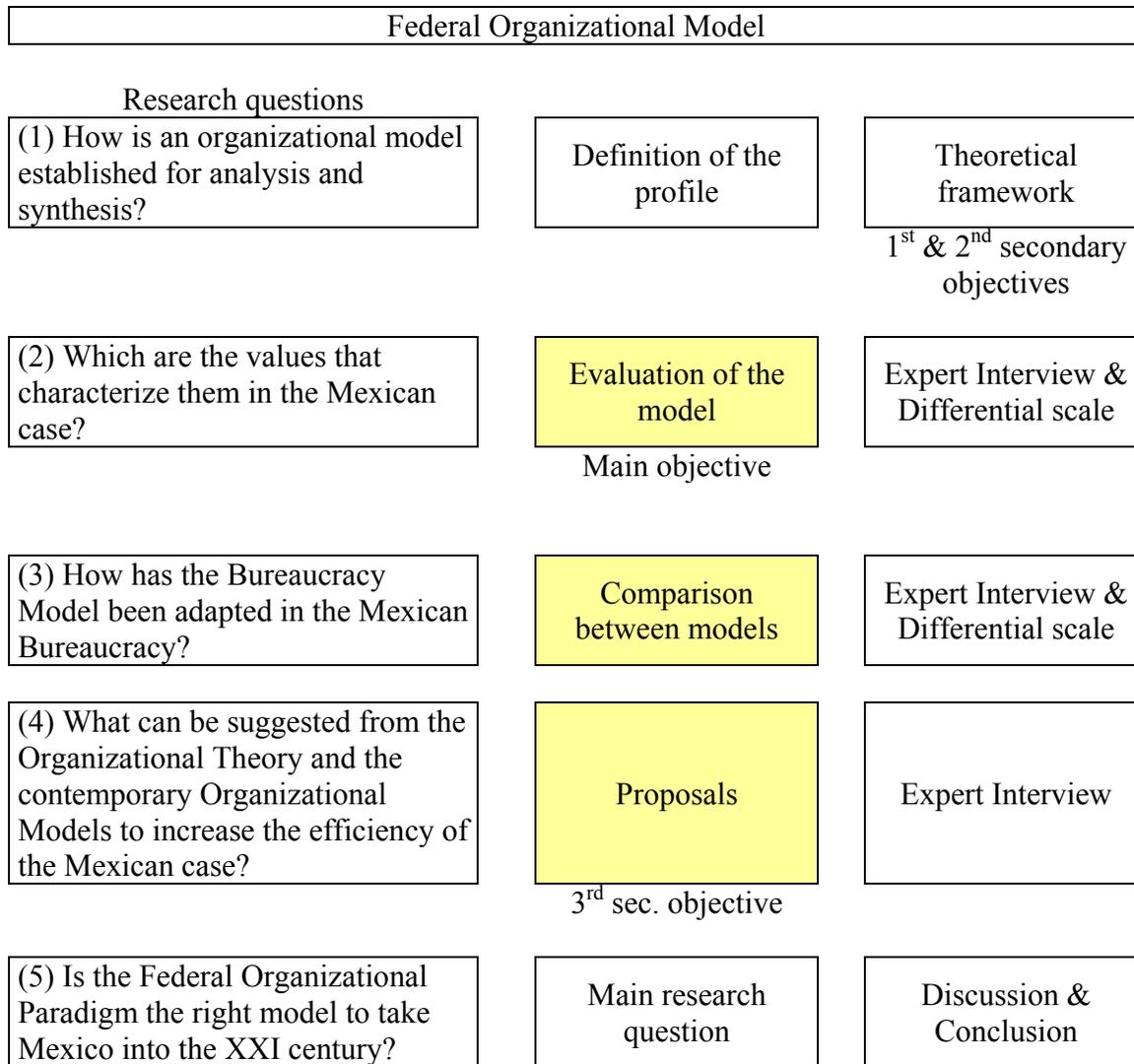
⁴ Perspective for the Federal Organizational Model.

⁵ INAP, Instituto Nacional de Administración Pública, <http://www.inap.org.mx>; UIA, Universidad Iberoamericana, <http://uia.edu>; UVM, Universidad del Valle de México,

Size of the universe	3500
Size of the sample	346
Error	<5%
Trust level	95%

9. The results will be collected again, presented and analyzed through graphics and tables. Then we will cross the framework already created at that point with our findings to achieve the main objective of the dissertation.

Figure 1. Relation among variables, objectives, research questions, instruments and dimensions.



The Main objective is to evaluate the Organizational Model of the Federal Government from 2000 to 2005 on a systemic basis and the secondary objectives are:

- We need to make a revision of research literature of the field (Organizational Theory) to establish the state-of-the art of the object under study.
- It is necessary to know the categories for constructing-evaluating models in the organizational aspects.
- Suggest some strategies so that future plans of federal agencies can have some basis to plan the next six years.