

CLASSIC THEORIES OF ORGANIZATIONS AND GUNG HO

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ABSTRACT

The classical approaches of traditional organizations also called emphasize formal models and work through the application of rules and written procedures. In this perspective the managers of the companies assume a leading role for being the ones who unilaterally set goals and meet other workers as if the organization were a single man, which often generates the closure of the same. The purpose of this article is to take a brief tour of the most relevant theoretical trajectories in the field of administration and to describe the Gung-Ho technique which shows some difficulties in its application because there is a business culture and a culture acquired by the Society, which determines ethical values, behavior, ways of doing things, expressing and acting of people through honesty, respect, sincerity and humility. This creates an atmosphere of trust in workers avoiding unfair acts. By applying this technique, it is recommended as a first step to change the mentality of employees in general, which suggests reprogramming their minds and make them understand the importance of their work and generate a change of attitude in the staff generating an increase in productivity, Efficiency and competitiveness and contribute to the achievement of the previously established goals.

KEYWORDS: Gung Ho; Goal; Motivation; Organization; Values.

INTRODUCTION

Globalization has allowed us to know other techniques for a continuous improvement in the operation and performance of organizations such as the philosophy of business change called Gung Ho which is a Chinese word and means to work together, which had been the

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motto of the Carlson's assault aviators during World War II. These aviators became famous for their enthusiasm, teamwork and remarkable results. The expression Gung Ho was incorporated into the English language to describe an attitude of enthusiasm, energy and dedication without limits to any activity. This philosophy was adopted by the United States of America and documented in the year of 1997 by Kenneth Hartley Blanchard expert in business management.

Gung Ho. It is a revolutionary technique to stimulate the enthusiasm and performance in any organization as well as a proposal of organizational change that by means of the application of its methodology increases the productivity, promotes the collaborative work and a better use of the potential of the people, which consists of three phases: the spirit of the squirrel worthwhile work: knowing that we are making the world a better place, all work towards a shared goal and the values guide all the plans, decisions and actions. The style of the beaver. Maintain control to reach the goal: a playing field that has clearly marked territory, thoughts, feelings, needs and dreams are respected, heard and acted on and the gift of goose. Encourage each other, congratulate the employees even when they have not reached their goal, congratulate them because the best stimuli must be true, on time, with unconditional and enthusiastic encouragements these complement each other in order to achieve the objectives expected.

This article is composed of five sections where in the first phase the term organization is described by the main scholars of the same. The second section includes an analysis of the problems of the Walton Works # 2 plant, from its inception and explains how the implementation of the Gung Ho prevents the closure of the same once it has had a significant increase in productivity.

In the third phase the spirit of the squirrel suggests that the collaborators value the importance of their work with the purpose of achieving maximum efficiency, the achievement of the above will depend on the importance that is given to what is done and the quality and efficiency of doing it. Collaborative work is what makes it possible to achieve shared goals; values are the guide of all plans and decision making. In section four, the beaver method suggests that managers give up their possession (power and control) while maintaining control to reach the goal. This method breaks the centralist and totalitarian regime where everyone works as a working group and the boss is flexible and understanding.

In the fifth phase, the Goose Gift emphasizes the motivation of staff to achieve organizational goals, since it would be very unmotivating to achieve goals or achieve achievements and workers will not be recognized, mentioning the implementation of the phases mentioned above in the Walton Works # 2 plant. Finally, the findings are exposed in relation to

the situation of the Walton Works # 2 plant and the Gung Ho, with respect to the classical theories of administration proposed by Frederick Taylor, Henry Fayol and Max Weber.

DEVELOPMENT

1. The organization

The organization is a fundamental part of the study of administration. All organizations are affected by internal and external factors that directly influence their operation. Currently, an industrialized environment is experienced in organizations where human resources are very performance oriented. Therefore, organizations are a necessary means of order and constant cooperation of human resources that need to be organized to achieve common goals. Organizations need to be efficient and effective in order to face a competitive and globalized market. To carry out a study within organizations, it is necessary to conceptualize it from the perspective of different authors.

Organizations are social units created deliberately in order to achieve specific objectives, for which they have three types of resources: material, technical and human (Arias, 1990., p. 49). The organization can be defined as the set of people, jobs, systems, functions, offices, facilities and dependencies that constitute a body or social institution that is governed by its own uses, norms, policies and customs and have a specific objective (Bravo, 1985). According to Henry Fayol cited by Hall, (1981). He says that "organizing a business is to provide it with everything necessary for its operation raw materials, tools, capital and personnel" (p. 19). This author recognizes that the organization can be divided into two parts: material organization and human organization. According to Leon (1985), "an organization, in the broadest sense, is an agreement between people, to cooperate in the development of some activity" (p. 68).

However, Koontz and Wehrich, (1999), defines the organization as the identification, classification of required activities, set of activities necessary to achieve objectives, assignment of a group of activities to an administrator with power of authority, delegation, coordination and structure organizational.

"An organization arises from the fact that a group of individuals with divergent interests jointly manifest and specify some activity" (Castillo, V., 2013, p. 13). The organization is a social entity designed to achieve results. In this sense the word organization means any human enterprise intentionally shaped to achieve certain goals and objectives. According to (Chiavenato, I., 2006) "Men who have to perform any function within a social organism must always look for themselves under the criteria that they meet the minimum requirements to carry

it out adequately" (p. 344). In other words, "the adaptation of men to functions and not functions to men must be sought" (Reyes, 1987, p. 257).

According to (Reyes, 1987) the address is "That element of the administration in which the realization of everything planned is achieved, through the authority of the administrator, exercised on the basis of decision-making" (p. 303). The control closes the cycle of managerial processes because it relates the progress or real progress with the one that was foreseen through planning. "The making of reports, comparisons or evaluations is the basis for intervening, making adjustments, rethinking and applying other corrective measures." (Hampton, 1997, p. 24).

The concept of organization is of multiple uses for some people, it includes all the tasks of all the participants. They identify it with the total system of social and cultural relations. However, for many administrators the term organization implies a structure of functions or formalized positions.

2. Problems with the Walton Works # 2 plant and implementation of Gung Ho

The company Walton occupies the place No. 32/32 in terms of low productivity, which is why there are possibilities of closing it in case of not reaching the required profitability, besides mistreating the workers which brings as a consequence the lack of interest and lack of motivation of the same, the staff does not identify the importance of their work, each department acts in isolation consider that the bosses have strange ideas in the business administration since they do not practice values that guide their plans, nor do they exist goals shared and the empowerment of the worker base is needed to carry out their activities autonomously.

Reason why there is a need to make radical changes in the organization and in the paradigms of people with the purpose of achieving competitiveness and profitability of it. As Drucker himself asserts, an organization is defined by its task, the symphony orchestra does not try to care for the sick, it plays music. The hospital takes care of the sick but does not pretend to play music. "An organization is efficient if it concentrates on its task, in which the mission must be defined and perfectly clear to all participants" (Drucker, 1996, p. 81).

The word "Gung Ho was a Chinese expression that means working together" (Blanchard and Bowles, 1998, p. 17). That is, work as a team. "Teamwork is the understanding and commitment to the goals of the group by all team members" (Lussier, K., 2012, p. 282). Who works in a team knows that they must be committed, understand the objectives that are pursued and execute them jointly and not individually as many thinks. Gung Ho is based on three basic principles: "the spirit of the squirrel, the style of the beaver and the gift of the goose" (Blanchard

and Bowles, 1998, p.1). Each of these principles complements each other; so any organization that applies the Gung Ho can lead to organizational success.

3. Phase of Gung Ho. The spirit of the squirrel: work that is worth through

this phase of discovering why your work is important, the development of shared goals is required and the understanding of them and the emphasis on values guide what we do (plans and decision making). To know that work is important, "people must understand how their work contributes to the well-being of humanity" (Blanchard and Bowles, 1998, p. 11), and the positive impact it represents. Values should serve as a guide. "It is necessary to be proud of the goal and also of the way to achieve it" (Blanchard and Bowles, 1998, p. 12) Achieving the goals set generates satisfaction in the workers and considers that it is worth carrying out.

4. Phase del Gung-Ho Method of the beaver (maintain control to reach the goal)

This method proposes a playing field that clearly marks the territory, suggests that thoughts, feelings, needs and dreams are respected, heard and acted upon in addition, he proposes that managers give up their possession (power and control) while maintaining control to achieve the goal, as managers in their role as strategists and team members executing tasks. "Each beaver has a high degree of control about his own destiny. They decide how work should be done. They operate as independent contractors" (Blanchard and Bowles, 1998, p. 21).

The current organizations are trying to distribute and share power to all their members through the Empowerment that means empowerment and is based on empowering to delegate power and authority to people and confer on them that they are masters of their own work, forgetting the pyramidal, impersonal structures and where decision making was made only at the highest levels of the organization.

This style also establishes that people should be put to work on what they really know how to do, value what they do, make them feel that their work is not a job but something pleasant, that they feel that they do not have to work, but that they have the opportunity to do it.: Control over the fulfillment of the goal, follow-up, a field of play with the territory clearly demarcated, clear rules, thoughts, needs and dreams are respected, listened to and taken to action. Respect and action towards the team. Capable but aware of the challenge, security and team confidence.

5. Gung Ho phase the gift of the goose stimulate work well done

Where he makes the recommendation to make congratulations that are true, timely, authentic in response to something concrete, unconditional and enthusiastic. Congratulate on

the progress and encourage the employee of this treats the gift of the goose. Motivation is the state or condition that activates behavior and drives an action, implies and derives needs that exist in people. In this regard, Maslow considers that needs are essential in the lives of individuals and includes them in the following categories: physiological, safety, belonging, esteem and self-realization. (Castillo, V., 2013).

Based on Maslow's conception, it can be seen that the needs are different in each individual, for this reason it is important that human resources departments recognize that each worker needs a different incentive to achieve that motivation and at the same time, job satisfaction. The objective of the incentives is to motivate the workers of a company so that their performance is greater in those activities carried out, that perhaps; this is not a sufficient reason to carry out these activities with the compensation systems, such as the payment per hour, for seniority or both (Snell y Bohlander 2008).

Incentives focus employees' efforts on specific performance goals. They provide a true motivation that produces important benefits for the employee and organization. The compensation of the incentives is related to the performance of the operation and is a way to distribute the success among those responsible for generating it.

In this regard (Chiavenato, 2006) interprets the motivational cycle as follows: "when a need arises this is a persistent dynamic force that causes a behavior" (p. 70), every time a need appears there is the equilibrium state of the organism and produces a state of tension, dissatisfaction, nonconformity and imbalance that leads the individual to develop a behavior or action capable of releasing tension and freeing it from nonconformity and imbalance. The more the cycle repeats, the greater will be the learning and reinforcing, the actions become more effective for the satisfaction of some needs and when the need is fulfilled it ceases to be motivating since it does not cause more tension or nonconformity.

According to (Koontz, H. & Heinz, W., 2004). Motivation "is a generic term that applies to a wide range of impulses, desires, needs and similar forces" (p. 497). For his part (Robbins, S. & Coulter, M., 2005) says that motivation is "develop high levels of effort to achieve organizational goals under the condition that such effort offers the possibility of satisfying any individual need" (p. 484). In this regard (Hellriegel, D. & Slocum, H., 2000) defines the motivation as "any influence that arouses, directs or maintains the behavior oriented to the goals of individuals" (p. 460). He adds that motivation is what makes an individual act and behave in some way, but always in search of an objective. Motivation is the impulse that leads the person to act in a certain way, that is to say that it gives rise to a specific behavior, this impulse to the action can be provoked by an external stimulus, that comes from the

environment, or generated internally by mental processes of the individual (Chiavenato, I. 2006, p. 143).

6. Findings in relation to the situation of the Walton Works # 2 plant and the Gung Ho, with respect to the classical theories of administration proposed by Frederick Taylor, Henry Fayol and Max Weber

A) Frederick W. Wilson Taylor

The center of attention was: the productive process and the objective to increase productivity and efficiency, the greatest merit of Taylor is to have conceived that "the inefficiency of the workshops of his time could be overcome by substituting the empirical method of execution of the works by scientific methods in all trades (Castillo, 2013, p. 26), since this method substitutes improvisation and empiricism for scientific management, such as: observing in the case of the present investigation squirrels, beavers and geese classify, systematize and enrich the work.

The measurement of times and movements to determine the most efficient method or process (Castillo, 2013). That is, a period of no more than six months or the plant is closed. "There was natural laziness that made workers calmly take things systematically, in which co-workers imposed the rhythm" (p. 26). However, this laziness responded to the condition of human nature: The ability to value what was best for them.

The insistence of Frederick Taylor was that efficiency could be achieved by stimulating the profit motive of individuals and managers with low labor costs. For Taylor, the only way to achieve this was to use more productive machinery and through productivity in the work of both workers and managers. The essence of Taylor's work is characterized by using the scientific method to increase efficiency according to the following process: Analysis and decomposition of work on a scientific basis, recognition of the relationships between the workers' efforts and the rewards. That is to say, to recognize the remuneration and rewards in function of the individual efforts (piecework), adequacy between the demands of the tasks and the capacities of the workers, increase of the productivity. (Castillo, 2013). Taylor considered that it was linked to the prosperity of the company, cessation of conflicts between managers and workers, clear demarcation between the prerogatives of the managers and the obligations of the workers.

The principles of the administration developed by Frederick Taylor are:

1. Principle of planning: substitute the worker's improvised work, by methods based on procedures.
2. Principle of preparation: selection of workers according to their skills and abilities to produce more and better.
3. Control principle: control the work to verify that it is being done correctly.
4. Principle of execution: distribute the attributions and responsibilities so that the execution of the work is disciplined.

Taylor argued that the success of these principles required a total revolution of the mentality of the workers and bosses. Instead of fighting for profits, the two parties should put their effort to raise production and, in his opinion, to do so, the profits would rise to such a degree that the workers and the bosses would or would have to fight for them. In a nutshell Taylor thought that both workers and bosses had the same interest in raising productivity.

Taylor based his system his administration in studies of time of the production line. Instead of starting from traditional work methods, I analyze and take the time of the movements of the iron and steel workers who carry out a series of jobs. From this same study, separated each of these works into their components and design the most appropriate and fastest methods to execute each component. In this way, he established the amount of work that workers should carry out with the equipment and materials they had.

He also suggested that employers pay more to more productive workers more than others using a correct rate that would benefit both the company and the worker. With the above, workers would be encouraged to exceed the parameters of their previous results, with a view to obtaining a better salary. Taylor called his plan the differential rate system.

The findings of this theory are:

- Uses steps of the scientific method through direct observation of the three animals.
- The center of attention was the productive process and increased productivity and efficiency (directing it to a company Gung Ho).
- Through the method of accelerated production of the squirrel similar to times and movements.
- The stimulus by observing the goose is what is given to each worker by the number of units produced (exceeding the goal of fixed productivity).

However, the importance given to productivity and therefore to profitability, caused some managers to exploit their workers and customers. Workers and unions began to oppose this

approach, fearing the fact that working more and faster would exhaust the work available and lead to staff cuts.

The Taylor system clearly meant that times were essential. His critics opposed the accelerated conditions that exerted excessive pressure on employees to work increasingly faster. As a result, the number of workers who unionized increased and, with that, reinforced the pattern of suspicion and distrust that overshadowed employer-employee relations for several decades. Because of the above, it was considered that he saw the human element as a simple machine, he forgot that man is a social being that needs interaction with others.

Although this theory has been criticized, the modern assembly line throws products at much greater speed than the that Taylor could have never imagined. This miracle of production is one of the legacies of scientific administration. In addition, their techniques for efficiency have been applied to many non-industrial organizations, from the fast food service to the training of surgeons.

B. Henry Fayol

The classic theory of the administration called Fayolism current in honor to its creator Henry Fayol, distinguished by its integral systemic approach, that is to say, its studies included the whole company, since for Fayol it was very important to sell as well as to produce, to be financed as secure the assets of the company. In short, the organization and its components were considered as a large interdependent system, as internal customers.

For Fayol the worker as well as the manager were human beings and it was necessary to take them into consideration to create a single energy, a unit, a team spirit. The classical theory focused on defining the structure to ensure the efficiency of all parties involved whether these bodies or individuals, sections or departments. The administrative task should not be a burden for the authorities, but rather a shared responsibility with the subordinates. Fayol created favorable scenarios for administrative efficiency and therefore for the generation of profits for companies.

The findings presented in this company and related to the theory promoted by this author are the following:

Henry Fayol highlights the structure or form and disposition of the different sections or people that make up an organization and allow it to achieve efficiency. "Divides into six groups the functions of a company: Technical, commercial, financial, security accounting, and administrative operations" (Chiavenato I., p. 64). Emphasizing the principles of administration such as: "The division of labor, authority and responsibility, discipline (obedience), unity of command, unity of direction, subordination of particular interests to general interests,

remuneration of the personal (equitable), the degree of centralization of the orders and the hierarchy (bosses and workers), order, equity and justice, the stability of the personnel, the initiative and the union of the personnel". (Chiavenato, I., 2006, p. 66-67).

Fayol considers that the components of the administrative function are:

- Prevention or planning (objectives, plans and programs etc.)
 - The organization (structuring and integration of human resources)
 - The direction (make the plans and coordination execute)
 - Coordination (harmony among all actors)
 - Control (verify that everything proceeds according to the adopted program).
- (Castillo, V., 2013). Fayol acquires a too formalistic vision of the company where the entrepreneur is the one who plans the formal organization of it and is granted certain ethical virtues (benevolence, moral value, etc.).

The administrative process proposed by Fayol has been a model to follow for generations.

In this plant all the staff works towards a goal that they share and they are fixed according to the productivity. The beaver style exercises control over the accomplishment of the goals. The leaders define the positions in which each one of the members of the group must participate in order to achieve the proposed objectives (Without a marker there is no game). The Goose. Values are established to guide the planned activities and decisions. They should be given a fair salary for the work done to motivate their performance. (Recognize the work well done and encourage each other) the goose.

C. Max Weber

The bureaucratic organization is an organizational system, based on a set of formal functions established by legal, rational, written and exhaustive rules. The power of the individual is impersonal and comes from the norm that creates the charge. The positions are ordered hierarchically, each lower position is under the control and supervision of a superior position. The performance of each position is based on the specialized preparation of its occupant, for which its members are selected under the objective principle of merit. The members of the organization do not own the ownership of the means of production; they are professionals, specialists, salaried employees and are appointed by a hierarchical superior.

The construction of the bureaucratic model arises from the search of the characteristics of formal organizations. Max Weber coined the term bureaucracy to identify organizations that

possessed those characteristics. The bureaucracy was an indispensable factor to manage a complex organization in a modern society with the purpose of improving the effectiveness in the achievement of the goals, to maximize the efficiency to achieve better results at the lowest cost and to control the uncertainty, by regulating the workers, to suppliers and markets based on known formal rules.

The bureaucratic model constitutes a fundamental pillar in the traditional theory of the modern organization to promote the great administrative processes in the industrial sectors, but, above all, in the services p public administrated by national or local governments in the orbit of the State. The Weberian theory resembles the classical theory of organization in the emphasis of technical efficiency and in the hierarchical structure of the organization, as well as in the predominance of industrial organization, proposing a solution to the problem with a focus on the product (good or service delivered) as a proposal to structure the organization so that it turns the results of its productive work to society.

Every company of domain that requires an administration needs on the one hand the attitude of obedience in human performance with respect to those who are considered as bearers of legitimate power and, on the other hand, by means of said obedience, the dispositions of those material elements, necessary for the physical use of coercion, that is: the personal administrative body and the material means of administration. For this, according to Max Weber, there are different ideal types of legitimate domination or authority.

1. Legal domination. The bureaucracy is an organization united by rules and regulations previously established in writing to ensure a systemic and univocal interpretation. For Weber these rules and regulations allow to form a rationally organized social structure. That is, the rules and laws are an instrument that supports the order required by the institutions for its operation. It is also the foundation of the discipline; hence the importance of people knowing and fully understands them to ensure compliance, which seeks to provide a platform to achieve organizational objectives.

The bureaucracy is, therefore, the organizational form that results from the application of rational-legal authority and is considered as an organization that: is based on written rules and systemic division of labor, establishes charges according to the principle of hierarchy, sets the rules and technical rules for each position, selects people on the basis of merit and not personal preferences and is characterized by the professionalization of its participants (Chiavenato, 2006).

2. Traditional domination. It is understood that domination is traditional when its legitimacy rests on inherited powers of command in distant and immemorial times. It is based on the past, the custom and the legitimacy of an authority that has always existed. The subordinates obey according to a personal loyalty towards their bosses. The relations of the administrative cadre to the sovereign are not determined by the objective duty of the office, but by personal fidelity.

Power tends not to be questioned is irrational and transmitted by inheritance and is extremely conservative of the server and the mandates of this person are legitimate in two ways: by the part of the tradition that unequivocally points out the content of the orders and the other by the free will of the lord, to which the tradition demarcates the corresponding scope. Submission rests on the daily belief in the sanctity of legitimated lord traditions and their vassals. (Castillo, V., 2013).

3. Charismatics is based on the existence of certain exceptional personal characteristics of the leader that create dependencies in relation to that assessment that subordinates make of the leader "in this type of domination the submission rests on the exemplarity of a person who has extraordinary gifts, supernatural, great charisma and magical faculties or intellectual or oratory power". (Castillo, V., 2013, p. 42). For example, Dalai Lama and Nelson Mandela.

Weber says that the quality that passes for extraordinary must be understood by charisma. For Weber, the charismatic leader is the one who stands in front of the masses and not the ones who put him in charge of them. Charisma is the factor that breaks the rationalizing order of bureaucracy and the historical order of rationalism. Charismatic domination is unstable and cannot be maintained over time.

"The bureaucratic organization considered only works in a context of stability, since everything is routinized, standardized and planned" (Chiavenato, I., 2006, p. 70), from this logic the rigidity in the rules instead of means, they become real obstacles to development. This proposal inhibits creativity, innovation and, therefore, continuous improvement since it leads to a rigidity in the behavior and performance of workers, for which they show resistance to changes. "Given that the bureaucracy is based on a rigid hierarchy of authority, it may happen that the one who possesses the highest category is the one who makes the decisions in any situation even if he does not have the required knowledge". (Castillo, V., 2013, pp. 46-48).

The Walton Works # 2 plant features of a bureaucratic administration. It has hierarchical positions at the level of general manager, division managers, departmental heads, supervisors and workers. Each hierarchical level has a well-defined line of command and the bosses always try to have control of everything. The functions of each position are defined. Both theories present certain differences. The classical theory was concerned with details such as the

maximum breadth of control, the allocation of authority and responsibility, the number of hierarchical levels, the grouping of functions, while Max Weber's theory was more concerned with the great schemes of formal support for the organization. Regarding the method, the classics used a deductive approach, while for its part Max Weber, raises an inductive scheme. Classical theory refers to modern industrial organization, while Max Weber's theory is integral to a broader general theory of social and economic organization. Finally, the classical theory presents a normative, prescriptive orientation, while Weber's orientation is more descriptive and explanatory of the best operating options.

The similarities found in the bureaucratic theory of Max Weber and that of his historical predecessors Frederick Taylor and Henry Fayol. The three theorists of the administration were concerned to a greater or lesser extent by the structural components of the organization. But they did it with different approaches. Taylor sought scientific means, methods to carry out the work of manufacturing organizations. His major contribution was to systematize the management and control of operations. For his part, Henry Fayol studied primarily the functions of management. His greatest contribution was to lay the foundations for the management of the organizations. Finally, Max Weber's greatest contribution was to consider the organization as a whole, according to its power structures and behavior patterns.

CONCLUSION

Gung Ho is an efficient management technique to maximize the potential of people within organizations that allows us to know the importance of the work we do and realize what this has a reason for being, if we as professionals of the formation of students do not value our training and the commitment that we have, hardly other people will be able to do it.

If we value and understand the work we do inside and outside the classroom, other people can also do it. Another important aspect is team work creates synergy in which the result of the sum is greater than the parties. Undoubtedly the most significant impact is the fact of reaching more things together than individually. It empowers each of the members, eliminating the obstacles that can prevent them from doing their tasks correctly, promotes more flexible work structures with less hierarchy, where the members have the necessary confidence to make joint decisions, promotes multidisciplinary work, fosters responsibility and the capacity to respond to change and promotes a sense of achievement, equity and friendship.

It is important that there is a leader who controls that he has natural authority and also exercises it naturally without effort or authoritarianism, that is clear and consistent, that demonstrate experience and knowledge in the task and that is sociable since the high levels of

performance of an organization are closely linked with the appropriate direction and leadership that handles who is at the head of it.

The main aspects addressed in the theory of Gung Ho. The spirit of the squirrel (worthwhile work), the beaver's method (being in control to reach the goal) and the goose's gift (all are supported) are essential aspects when carrying out any activity and the results will be spectacular.

The teaching of this technique will add value to the activities you perform in daily life in the personal, family and work mainly and perform activities today better than yesterday and tomorrow better than today which will allow continuous improvement, promote collaborative work and to recognize in a timely manner the results obtained with the family, students, and collaborators.

The implementation of Gung Ho in the Walton Works # 2 plant presents characteristics of the classical theories cited as they all related to the study of human behavior through observation and few results in terms of productivity, there being great resistance to change, lack of collaborative work and demotivation of workers due to little or no recognition of the work done by them. Which by means of this methodology the increase of the productivity was obtained and the closing of the same in the established period was avoided.

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Please refer to articles in Spanish Bibliography.

BIBLIOGRAPHICAL ABSTRACT

Please refer to articles Spanish Biographical abstract.