

Anti-networking and digital technology animosity as a challenge in postmodern organization

Anti-redes y animadversión tecnológica digital como reto en la organización posmoderna

Anti-redes e animosidade tecnológica digital como desafio na organização pós-moderna

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Abstract

Purpose: The preceding construct served as a central element in fully identifying the benefits and alternatives for transforming a conventional organization into an intelligent organization through the proper implementation of technology.

Method: The study employed a qualitative approach within a post-positivist paradigm, adhering to grounded theory. Data collection techniques included participant observation and semi-structured interviews.

Results: Through the triangulation of grounded theory and data analysis, the following findings emerged:

- New ICTs have a significant impact on business strategies.
- ICTs contribute to improved efficiency and effectiveness in business processes.
- Digital-human configurations are essential, highlighting the relationship between human intelligence and technology and signaling the emergence of new job roles.
- The adoption of technology has shifted from being optional to a fundamental and non-deferrable requirement for economic entities.
- Business reinvention has become a key driver of excellence in response to current challenges.

Conclusions: The use of ICT enhances an organization's ability to manage and integrate data and documents across functional units. Information technologies increase organizational flexibility and job coherence. Intelligent organizations are characterized by their ability to adapt to change through technology and systems, fostering autonomy, self-responsibility, and improved performance. Organizations that leverage technology gain advantages in productivity and inclusion, ultimately adding value to their operations.

Key words: Strategy, innovation, intelligence, technology.

Resumen

Propósito: El constructo anterior permitió, como elemento central, establecer plenamente aquellos beneficios y alternativas para transformar una organización convencional en una organización inteligente, implementando el correcto uso de las tecnologías.

Método: El enfoque metodológico se basó en la utilización del enfoque cualitativo, el paradigma pospositivista con apego a la teoría fundamentada, la técnica de obtención de los datos fue la observación participante y la entrevista semiestructurada.

Resultado: A través de la triangulación de la teoría fundamentada y el análisis de los datos, se obtuvo:

- Existe una marcada influencia de las nuevas TIC que impactan en las estrategias empresariales.
- Existe un efecto convergente de las TIC como mejora de la eficiencia y eficacia en los procesos.
- Las configuraciones digital/humano son esenciales como asociación relacional entre la inteligencia humana y la tecnología, para indicar la aparición de un nuevo puesto de trabajo.
- El uso de las tecnologías ha pasado de ser de libre adopción a una condición fundamental e inaplazable en las entidades económicas.
- La reinención de los negocios se ha convertido en el plus hacia la excelencia como condición de las circunstancias actuales.

Conclusiones: Las TIC y su uso permiten a la organización mejorar la gestión e integración de datos y documentos en las unidades funcionales. Las tecnologías de la información aumentan la maleabilidad organizativa y la coherencia de las ocupaciones. El cambio organizativo, la tecnología y los sistemas son factores identificativos de las organizaciones inteligentes, ya que promueven la autonomía y la autorresponsabilidad en el trabajo y aumentan el rendimiento organizativo. Es típico de las organizaciones que se apoyan en las tecnologías tener ventajas y oportunidades, tanto en productividad como en inclusión, consiguiendo añadir valor.

Palabras clave: Estrategia, innovación, inteligencia, tecnología.

Resumo

Objetivo: O constructo acima, como elemento central, permitiu-nos estabelecer plenamente os benefícios e as alternativas para transformar uma organização convencional em uma organização inteligente, implementando o uso correto das tecnologias.

Método: A abordagem metodológica baseou-se na utilização da abordagem qualitativa, no paradigma pós-positivista e na adesão à teoria fundamentada nos dados. A técnica de coleta de dados foi a observação participante e entrevistas semiestruturadas.

Resultado: Por meio da triangulação da teoria fundamentada nos dados e da análise dos dados, obteve-se:

- Há uma influência marcante das novas TICs que impactam as estratégias de negócios.
- Há um efeito convergente das TICs como melhoria na eficiência e eficácia dos processos.
- As configurações digitais/humanas são essenciais como uma associação relacional entre a inteligência humana e a tecnologia, indicando o surgimento de um novo emprego.
- O uso de tecnologias deixou de ser livremente adotado para se tornar uma condição fundamental e incontornável nas entidades econômicas.
- A reinvenção dos negócios tornou-se a chave para a excelência como condição das circunstâncias atuais.

Conclusões: As TICs e seu uso permitem que as organizações aprimorem a gestão e a integração de dados e documentos entre unidades funcionais. As tecnologias da informação aumentam a flexibilidade e a coerência organizacional entre tarefas. Mudança organizacional, tecnologia e sistemas são fatores determinantes das organizações que aprendem, pois promovem autonomia e autorresponsabilidade no trabalho e aumentam o desempenho organizacional. Organizações que dependem da tecnologia normalmente desfrutam de vantagens e oportunidades tanto em produtividade quanto em inclusão, agregando valor.

Palavras-chave: Estratégia, inovação, inteligência, tecnologia.

1. INTRODUCTION

In today's world, continuous learning and the constant expansion of skills and knowledge through training are essential across all fields. Disruptive changes—understood as shifts in a company and its operating environment caused by digitization, which may render existing business models obsolete [1]—drive digital transformation across various industries. These rapid or disruptive innovations in digital technologies create high levels of uncertainty, prompting industries and companies to adapt through various strategies. For instance, banks implement e-banking to gain a competitive edge, while agile and innovative companies integrate transformational requirements into their strategies to maintain market positions. By doing so, they respond to new opportunities and enhance resilience in the face of risks. This research, conducted in collaboration with Surcolombiana University and the Comfanorte Higher Studies Foundation in 2024, examines how businesses navigate technological disruptions.

The diversity of technological resources has significantly facilitated business research, fostering competitive advantages while accelerating strategic management and simplifying inter-organizational operations. Companies that successfully

anticipate future trends and optimize strategic alliances can better navigate uncertainty, develop products, and harness their assets. Despite awareness of the potential threats—or opportunities—posed by new technologies, many organizations fail to fully capitalize on them for renewal and innovation. Novel digital advancements contribute to both business performance and research-driven market exploration. However, even successful business models often struggle to expand into new markets.

Beyond adopting technological solutions, companies must invest in processes that foster sustainable communities within decentralized, globally connected ecosystems. This requires identifying key risk areas that demand urgent, high-level intervention, particularly in governance and online social networking platforms. Additionally, long-term commitments are necessary to counteract harmful digital discourse and cultivate healthier online exchanges.

Business models evolve over time, influenced by technological advancements and shifting economic landscapes. Technology functions as both a business asset and a research tool, enabling organizations to measure client partnerships, business infrastructure, productivity, and technological effectiveness. Such insights support the expansion or revision of business models. However, despite their growing adoption, emerging technologies are still in a developmental phase and require further refinement before reaching their full potential.

Social networks play a crucial role in modern business communication, facilitating resocialization processes that shape perceptions, behaviors, and decision-making models. These platforms satisfy fundamental human needs such as belonging, identity formation, self-evaluation, and self-judgment. To thrive in the digital era, individuals and businesses must continuously adapt to and integrate new technologies, fostering innovation and responsiveness to change. One of the primary functions of social networks is digital resocialization, which transforms the way people communicate, interact, and integrate into digital culture. This phenomenon extends across various sectors, including the economy, politics, healthcare, and education, fostering a social logic centered on collaboration, exchange, and feedback. Digital transformation is closely linked to adopting a suite of technologies such as the Internet, virtual applications, artificial intelligence, machine learning, and Big Data [2]. Analyzing these digital tools is critical for enhancing organizational efficiency and resource mobilization.

The rapid progression of specialized technology, the expansion of service-based economies, and the globalization of markets and finance have triggered significant transformations in the business environment. Organizations are increasingly integrating robotics, information technology, telecommunications, and telematics into their operations. These advancements profoundly impact job roles, occupational

structures, team dynamics, processes, and organizational management. As technological development accelerates, its influence on business operations will continue to grow, driving new methods of working, organizing, and managing. To remain competitive, organizations must adopt a proactive approach to continuous improvement, leveraging existing technologies while aligning with management policies and stakeholder expectations.

From a strategic perspective, the relationship between technological and organizational change is crucial. Technological advancements can enhance business outcomes only if organizational processes are effectively managed [3]. Understanding this dynamic enables companies to harness digital technology's potential for intensified surveillance, automated data analysis, and improved human-business interactions.

Digital transformation is no longer optional—it is a necessity for organizations aiming to sustain competitiveness and relevance in a rapidly evolving world. Businesses must not only adopt new technologies but also refine their organizational processes to maximize their impact. By embracing continuous learning, fostering resilience, and strategically integrating technology, companies can navigate uncertainty, drive innovation, and build sustainable business models for the future.

1.1 Definition of Concepts

Robotics is an interdisciplinary branch of computer science and engineering [4]. It involves the design, construction, operation, and application of robots in various fields.

Digitization, in its most basic form, refers to converting analog information into a numerical format readable by a computer.

The Internet of Things (IoT) is a global network infrastructure that integrates sensors, networks, data processing, and communication technologies to connect various devices, enabling remote and digitally automated control. The IoT concept was first introduced in the 1980s at Carnegie Mellon University and later gained popularity in 1999 through the Auto-ID Center at MIT when it was combined with RFID technology [5].

Blockchain technology was first described by its pseudonymous inventor, Satoshi Nakamoto, in 2009 as Distributed Ledger Technology (DLT). DLT is best understood as an innovative combination of existing mechanisms forming a distinct class of technologies [6]. Blockchain can be defined as a synchronized, shared database stored across multiple nodes and maintained through a consensus algorithm.

Artificial Intelligence (AI) is essentially a virtual machine or an "information processing system envisioned by the programmer and used by individuals" [7]. AI

has multiple definitions, with Margaret Boden describing it as the attempt to “make computers do the kinds of things that [human] minds can do” [7].

Digital automation has evolved significantly since the advent of mass computing. Initially, computerization facilitated the digitization of automated machinery and administrative processes [8]. However, recent advancements in computing power and sensor technologies have enabled AI-driven digital automation, with integrated platforms expanding globally and transforming various economic sectors [9]. The significance of the current wave of technological advancements lies in AI-powered digital automation. Vertically integrated digital platforms are now expanding worldwide, positioning themselves to dominate numerous industries [10].

The transformation of the business model aligns with shifts in work processes, commercial trade segments, and overall economic operations. Organizations frequently adopt digital transformation as a key driver of change in their business models [11].

Organizational and cultural transformation is integral to effective digital evolution. A weak adoption of digital processes can hinder strategic objectives, reducing efficiency, revenue, and overall value [11].

The transformation of business processes requires adapting core tasks to meet evolving competitive and consumer demands. Digital transformation provides a technical framework that supports these organizational shifts, ensuring businesses remain agile and innovative [11].

Based on the previous discussions, this research aims to precisely define the benefits and alternatives for transforming a conventional organization into an intelligent organization through the strategic implementation and appropriate use of technologies. This objective is guided by the following key research questions and hypotheses:

- Is digital transformation truly beneficial for organizations?
- How do networks and resistance to digital technologies impact the challenges faced by smart organizations?
- Are all stakeholders aligned and prepared for a digital transformation that suits the current landscape?
- What are the essential requirements for successfully executing a digital transformation project?

This research seeks to provide insights into these questions by examining the role of digital technologies in organizational evolution, their impact on business efficiency, and the challenges involved in adopting and integrating digital strategies.

2. RESEARCH METHODOLOGY

The research methodology was based on a qualitative approach, aligned with the analytical stance of the post-positivist research tradition and grounded theory. This framework supports the understanding of digital transformation in modern intelligent organizations. The qualitative approach allowed for significant findings to emerge from key informants within the companies involved in the study. Grounded theory assumes that conclusions are derived from the data gathered directly from the studied reality, reinforcing an experiential and interpretative perspective.

This methodological stance reflects a qualitative investigative approach, where data is obtained through direct interaction with participants. The study advances by comparing subjective experiences rather than aiming to establish universal codes. Instead, it seeks to cultivate a deeper understanding of the challenges posed by (anti-) networks and digital technology aversion in postmodern organizations [12].

To collect data, the research employed participant observation and semi-structured interviews. Consistent with qualitative research traditions, the analysis was conducted without quantification, prioritizing validity and reliability. Data collation was operationalized through triangulation, which integrates multiple research methodologies to derive complementary findings, thus achieving a comprehensive understanding of the study's core themes [13].

During the fieldwork and data analysis phase, information was systematically collected, organized, categorized, triangulated, and interpreted. Four key informants were interviewed, initiating the analysis of (anti-) networks and digital technology aversion as challenges in postmodern organizations. Following the triangulation process, the category analysis matrix presented in Table 1 was developed.

Table 1. Analysis matrix

General Purpose: to establish in a complete way those benefits and alternatives to transform a conventional organization into an intelligent organization, implementing the correct use of technologies.			
Specific Purposes	Category	Subcategory	Indicators
Establish different perspectives as alternatives for the use of technologies in an organization.	Technologies for a smart organization	Alternatives for the use of technology in an organization	Change in organizational schemes and social dynamics
			Evolving organizational capacity to manage
To address the issue, with the relevant processes for the transformation of an intelligent organization.	Technologies for a smart organization	Processes relevant to the transformation of a smart organization	Transformation of the business model
			Organizational and cultural transformation
To raise awareness of the most suitable technologies for use in an intelligent organization.	Technologies for a smart organization.	Technologies best suited for use in a smart organization.	Business process transformation
			Robotics
			Digitization
			Internet of Things
			Blockchain
			Artificial intelligence
			Digital automation

Source: Own elaboration (2023).

3. RESULTS

Through the procedure carried out in this study, the following conclusive considerations were established.

Regarding the first specific objective—establishing different perspectives and alternatives for the use of technologies in an organization—it is concluded that the implementation of technology within the studied organizations enables the efficient management of data and files within functional modules. Information technologies enhance organizational flexibility and coherence across all operations.

Corporate activity has always been inherently linked to technological progress. Market demands have necessitated the development of numerous technological innovations. In the current era, the adoption and application of technology have expanded exponentially, making specialized processes increasingly essential.

While technology can significantly improve business efficiency and internal knowledge management, many small and medium-sized organizations continue to operate using outdated methods. This stagnation prevents them from fully benefiting

from technological advancements. The failure to adopt modern data management strategies puts them at risk of falling behind in a rapidly evolving economic landscape.

Regarding the second specific objective—analyzing the processes required for the transformation of an intelligent organization—findings from key informants indicate that digital transformation is perceived as a strategic asset for businesses. Although some of the studied economic entities have yet to fully integrate technological advancements, digital transformation is recognized as a catalyst for innovation, communication, and idea dissemination, as well as for fostering self-management and labor flexibility.

Furthermore, technological advancements drive organizational change by optimizing business management systems. These changes define intelligent organizations, promoting employee autonomy and self-responsibility, which in turn enhances overall organizational performance.

Concerning the third specific objective—identifying the most suitable technologies for intelligent organizations—the study highlights the importance of technological awareness among employees and management. Effective use of specialized or computerized tools for collecting, processing, and disseminating various types of data—whether visual, digital, or otherwise—is not only essential but also a prerequisite for coordinating diverse business, research, and academic activities.

Ultimately, businesses that integrate technology gain distinct advantages and opportunities in terms of productivity and market inclusion, increasing both their value and their expertise in corporate social responsibility. However, these advancements also lead to the concentration of information in fewer hands, the emergence of new market players, enhanced online visibility, and improved organizational transparency.

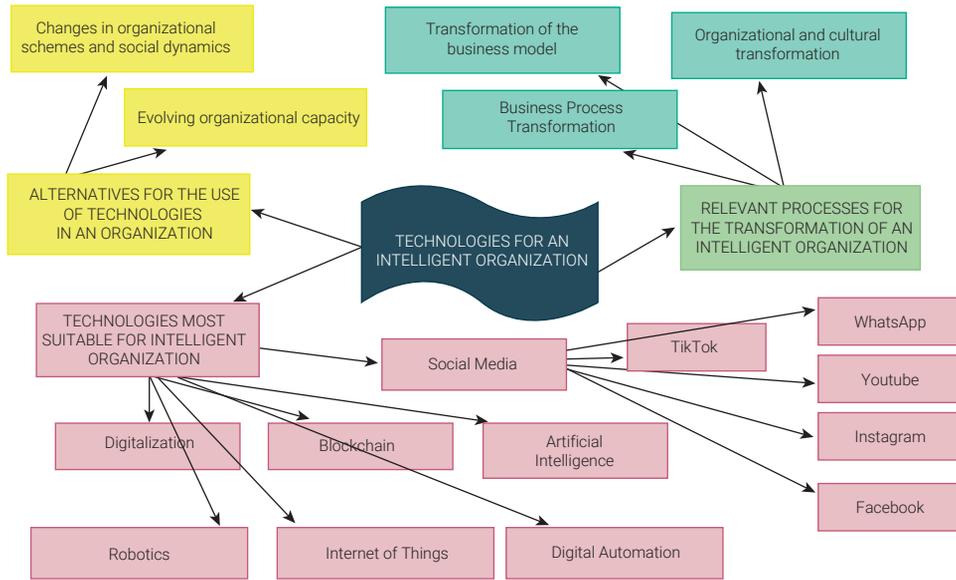


Figure 1. Integrator Category technologies for an intelligent organization
 Source: Own work (2023)

4. DISCUSSION AND CONCLUSIONS

After analyzing the responses of key informants and conducting triangulation, the following discussion is structured through systematization within a qualitative approach and grounded theory. The triangulation process necessitates a thorough examination of the collected data, supported by a category matrix linked to emerging theories and the theoretical framework developed in this research, which was derived from the interviews. The discussion first addresses the primary research categories, followed by subcategories and units of analysis informed by existing theories, leading to the development of emerging theories and concluding with the researcher’s contribution to the findings [14].

For the category *Technologies in an Organization*, as expressed by most interviewees and aligned with the thesis of [7], it is evident that new information and communication technologies significantly influence business strategies, such as online banking and its application in credit unions [4].

In alignment with the perspectives of researchers and theoretical positions on organizational technologies, as outlined by [15], the use of workplace technologies generates *first-order effects*—immediate, intended, and incremental improvements that reinforce and enhance existing practices without fundamentally altering organizational systems. [16] conceptualized first-order effects as *convergent change*, referring

to improvements that occur within stable structures, such as when an organization increases efficiency and effectiveness without reconsidering core processes [7]-[17].

Regarding the subcategories *Alternatives for the Use of Technologies in an Organization*, *Relevant Processes for the Transformation of a Smart Organization*, and *Technologies Suitable for Use in a Smart Organization*, these align with Schuman's theories, as cited by [12]. Schuman argues that the evolution of workplace technologies and their increasingly transformative effects necessitate a shift in terminology, advocating for the concept of *digital/human configurations* to emphasize the relationship between humans and technology and the complexities involved in managing these configurations [14].

This perspective aligns with [15], who assert that as configurations become more complex, the digital component assumes a primary role in *digital/human configurations*, marking a new type of digital-human work where digital aspects hold unprecedented prominence while human effort remains crucial [18].

Furthermore, Schuman introduces the concept of *figuring together* or *figuring*, which involves shaping and identifying configurations, highlighting human involvement in refining these systems. However, this effort has evolved from direct task execution to interaction management and automated workflow refinement, which can become more demanding and, for some, less satisfying [19].

The researchers of this study assert that adopting modern technological innovations is imperative for organizations of all sizes. The dynamic nature of markets and their participants demonstrates that developing intelligent organizations is essential for addressing globalization and contemporary challenges. Businesses operate in an evolving space of information, data gathering, learning, and the adoption of new methodologies to enhance performance. Notably, organizations with strong leadership continuously refine their strategies and actively seek information from internal and external stakeholders to leverage technology for new opportunities [20][21].

In this context, the authors argue that technology use in intelligent organizations is a key driver of business success, enabling strategic approaches that enhance efficiency and innovation. By leveraging modern tools such as Artificial Intelligence, Machine Learning, the Internet of Things, and Data Analytics, companies can create value and meet postmodern demands. The implementation of these technologies not only increases productivity but also establishes a foundation for long-term growth, fosters innovative business models and operational routines, and ultimately benefits stakeholders across the board [22].

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