Analysis Of The Organizational-Administrative Configuration Of The Metropolitan Curia Of Aracaju In The Light Of The Multidimensional-Reflective Model

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Abstract:

Background: To better understand the organizational configuration of the Metropolitan Curia of Aracaju, this study applied the Multidimensional-Reflective Model, originally developed for for-profit business organizations. The primary research question investigated was: to what extent can the multidimensional-reflective model be applied to understand the organizational-administrative configuration of the Metropolitan Curia of Aracaju? The general objective was to analyze the organizational-administrative configuration of the Curia based on this model.

Materials and Methods: The research adopted exploratory and qualitative methodological procedures to scientifically validate the results. Data collection involved documentary and bibliographic surveys, as well as qualitative data from field observations, questionnaires, and direct observation.

Results: The findings indicated that the studied organization resembles the comparative-adaptive type of the model, with the agent characterized as adaptive. The analysis of structural characteristics and coordination mechanisms revealed the presence of secular norms and rules guiding agent actions, and the significant influence of the economate within the institution's legal domains. Additionally, the analysis of agent characteristics and internal relationships showed friendly, cooperative relationships with minimal conflict, and a softened influence of the bureaucratic structure.

Conclusion: These results elucidate the organizational configuration of the institution, highlighting its hybrid nature and the dynamic balance between bureaucracy and patriarchy. The study provides valuable insights into the institution's current organizational-administrative configuration and potential future behaviors and challenges. The application of the multidimensional-reflective model allowed for a deeper understanding of aspects that would be difficult to perceive with a unidimensional model, thus meeting the expectations related to understanding the Metropolitan Curia of Aracaju's organizational context.

Key Word: *Multidimensional-Reflective Model; Organizational Configuration; Metropolitan Curia of Aracaju; Organizational Analysis, Administration of Religious Organizations.*

I. Introduction

Explaining the various phenomena occurring within the organizational environment and striving to understand them to enhance organizational effectiveness has always been one of the primary responsibilities of researchers and organizational leaders. Given the unique dynamics of nonprofit institutions, the following question arises: to what extent can the multidimensional-reflexive model be applied to better understand the organizational-administrative configuration of the Metropolitan Curia of Aracaju?

To address this question, the general objective is to analyze the organizational-administrative configuration of the Metropolitan Curia of Aracaju based on the multidimensional-reflexive model, aiming for a better understanding of the institution's organizational-administrative context. To achieve this general objective, the following specific objectives were established: conduct a theoretical survey on the topic, describe the organizational structure of the institution, identify the organizational characteristics of the institution based on the studied model, compare the institution's alignments and/or deviations from the types defined by the model, and present a diagnostic that allows managers to better understand the institution's organizational context.

Although there are several scientific works in the field of organizational analysis, there is still a need for more alternatives and tools to understand and interpret situations peculiar to nonprofit institutions, such as religious organizations. Knowing that the model used in this analysis was initially created for for-profit business organizations, this study justifies itself by applying the model to a nonprofit organization, aiming to consolidate new possibilities of application and expand alternatives for understanding organizations in this segment.

To ensure the reliability and scientific recognition of the research, it is characterized as exploratory research. Through it, a survey of documentary and bibliographic data will be conducted, as well as data obtained from the researcher's field observation, using qualitative data collection methods such as questionnaires and direct observation. It is expected that the model will allow for the analysis and understanding of the organizational-administrative configuration of the Metropolitan Curia of Aracaju.

II. Theoretical Foundation

Ideal Type of Weberian Domination

For a better understanding of the topic, before addressing Weber's Ideal Types of Domination, it is essential to discuss the orientations of human-social actions. Notably, instrumental, functional, or technical rationality acts in a conscious, calculated, and deliberate manner. In contrast, the second orientation values an action based on its intrinsic merit, where the meaning of the act itself is more significant than reflecting on its consequences. Therefore, the purpose of this action aligns with the conduct itself, considering that such conduct constitutes the rational value pursued (Lins & Correia, 2008).

Both are types of rational action. According to Weber, all rights, granted by pact, can be established in a goal-oriented rational way or value-oriented rational way, with the intention of being respected, at least, by the members of the association (Catunda, 2009).

Affective and traditional actions have different characteristics from rational actions. Affective actions involve the emotional state of the agent, resembling an action where feelings, along with emotions and affections of the individual, take precedence in a specific situation, rather than a goal or a set of values (Catunda, 2009). This type of domination legitimizes itself through a charismatic leader, due to the affection and trust individuals place in the leader. The legitimacy of charismatic domination comes from individuals' emotional involvement with the charismatic leader, and affective action underpins this type of domination (Catunda, 2009).

Traditional actions are established through long-standing customs and are directly related to the legitimacy of traditional domination. Traditional action is established based on customs enshrined over time, and its legitimacy stems from powers inherited from the past (Alves, 2004). Weber (2004) asserts the necessity of some form of domination to manage organizations, requiring some command powers to be in someone's hands, albeit modestly, making the dominator considered as someone who serves the dominated.

The pure structures of domination presented in Weber's three ideal types - bureaucracy, charisma, and patriarchy - can be better understood. The patriarchal structure, a Weberian variant of domination, is based on tradition and can be considered the most universal and primitive form of legitimacy. It is founded on personal relationships through a set of rules, values, and principles usually objectified in organizations, learned at an early age, applied in concrete situations, and transmitted to subsequent generations (Catunda, 2009). For Alves (2004), patriarchy represents the authority and control of the father, or the oldest man, over the family, household members, and domestic servants, legitimizing itself in the belief of an authority that has always existed. Personal loyalty, as well as respect for customs and ancestors, underpin the patriarchal structure.

Although the patriarch is committed to the tradition that gives him legitimacy, this same tradition sanctions his right, albeit limited, to exercise his authority through his personal will. Alves (2004) states that patriarchy can be understood in an area strictly linked to tradition and another containing elements of free will. The difference between tradition and the free will exercised by the patriarch can be understood through associations, such as: tradition to the expression conservative; free will to the term reformist; and balance between tradition and free will to the term renovator.

The structure of domination based on charismatic leadership is founded on natural leaders, as in patriarchy, but differs in that this foundation comes from an individual endowed with charisma and representative of a mission he establishes for his followers, based on his personal conviction, without external influence (Catunda, 2009). This is the most effective type of domination, as it influences followers from within, through the leader's seduction, legitimizing itself from personal characteristics and the devotion the leader imposes on his followers (Silva, 2005).

A leader with this leadership model is notable for a strong argumentative-persuasive capacity, associated with seductive characteristics to convince his followers that the best option is to follow him. However, for Weber (contextualized by Alves, 2004), the effect of charisma changes over time, transforming into dogmas, doctrines, or jurisprudence, or ending in tradition. Charisma goes through a cycle, becoming institutionalized, objective, and routine, giving way to characteristics of patriarchy or rationalism.

Bureaucracy presents itself as a type of domination based on rational or formal authority, where subordinates consider the orders of superiors legitimate since it is from them that command emanates. Goal-oriented action progressively supersedes affective and traditional action (Alves, 2004). Bureaucratic rationality leads to a type of technical, meritocratic, and administrative authority, esteemed from laws that can be enacted and free regulation through formal procedures. The selection or election of lower-ranking rulers by superiors

makes these subordinates exercise authority command under their domains, adhering to rules and laws. Obedience occurs due to previously established legal norms and regulations, differing from obedience stemming from tradition and charisma (Catunda, 2009).

Bureaucracy attempts to formalize and coordinate human behavior through the action imposed by rational legal authoritarian exercise, aiming to achieve general organizational goals. As a domination process, bureaucracy introduces a revolutionary mechanism through technical means, transforming organizations and things to later transform men (Silva, 2005).

The forms of bureaucratic, charismatic, and patriarchal domination are not observed in their "pure" state in organizational environments, with the hybridization of this triad characterized by distinct types of domination that compose the Multidimensional-Reflective Model?

The Multidimensional-Reflective Model (MRM)

The model created by Alves (2004), used as a reference for this study, consists of a combination of the determining components of Weberian ideal types: bureaucracy, patriarchy, and charisma, through a re-elaboration that considers them as a set of variables. Based on the Weberian typology, the ideal types of domination manifest through traditional, affective, and rational-objective social actions, exercised respectively by agents identified as patriarch, leader, and bureaucrat, and being legitimized by tradition, charisma, and legality. These agents are recognized respectively by family members, followers, and employees/subordinates.

It is important to highlight that these Weberian ideals are merely the starting point and that the structuring of the model is only possible with the understanding that these theoretical constructs are impossible to find empirically in their conceptual purity. Alves (2004) emphasizes that the multidimensional-reflective model, far from being a mere reordering of components of the fundamental structures of domination, is represented by a multifaceted, triptych, and transient organizational-administrative configuration, in whose anatomy elements characterizing the patriarchal management style, charismatic leadership traits, and bureaucratic administration are dynamically related and mutually influencing each other in varying intensities.

Alves' (2004) assertion allows us to perceive that patriarchy, charisma, and bureaucracy continuously interrelate in the model. This situation permits multiple combinations, configuring, according to Catunda (2009), a polyform, hybrid, and mutable structure, generating a dynamic balance of antagonisms and complementarities.

The model assumes that the market logic does not extinguish socio-affective bonds or devotion to old customs, as the multidimensional-reflective approach considers that both dimensions articulate and coexist within organizations (Alves, 2004).

To understand the dynamics proposed by the model, it is necessary to describe a constant element within the theoretical construct called the Multidimensional-Reflective Agent (MRA), described by Alves (2004) as an individual who acts rationally regarding goals, also oriented by tradition and driven by affective feelings. Thus, like the multidimensional-reflective model, the agent possesses the three Weberian constructs of domination, occurring to a greater or lesser degree.

The multidimensional-reflective agent presents three types of representations: the conservative organizational agent, who acts in defense of established precedents, as well as preexisting norms and habits; the transformative organizational agent, who advocates for innovation and the promotion of changes in administrative practices; and the adaptive organizational agent, considered the mediator, as they assist in balancing the standardization of procedures and creative free initiative (Alves, 2004).

Based on the interaction proposed by Alves' model (2004), two opposing vector systems are highlighted, which do not merge, manifest alternately, or intermingle. The first of these vectors interacts directly with the association of variables related to order, structure, and conservation, due to: tradition, stability, rigidity, discipline, repetition, centralization, standardization, and routine. These associations help the organization maintain its structure, recognize its identity, promote the preservation of its historical-cultural trajectory, ensure the strict observance of its operations, and guarantee that its experiences and knowledge are preserved (Lins & Correia, 2008).

In the second vector, the forces corresponding to freedom, action, and change are directly related to contemporaneity, instability, autonomy, originality, decentralization, creativity, and innovation. These forces provide the organization with the potential to better adjust to possible emerging demands and needs (Catunda, 2009).

The coexistence of these two vectors creates an organizational-administrative structure where a dynamic balance between order-freedom, structure-action, and conservation-change occurs. Thus, the coexistence of a group of antagonistically synchronized phenomena prevails, which, however, complement each other.

Structural Types and Subtypes of The Multidimensional-Reflective Model

The multidimensional-reflective model is based on three fundamental types: the comparative-adaptive, the ordering-conservative, and the liberative-transformative types, which can be broken down into subtypes as presented below (Alves, 2004).

The comparative-adaptive type represents predominance in a business organization, without favoring either the agent or the system-organization. This base type evidences a dynamic balance between change and conservation, flexibility and rigidity, autonomy and control, innovation and routine. This is considered the basic configuration of the multidimensional-reflective model, with its multidimensional-reflective agent being the adapter. Although it may seem the exemplary type for organizations in general, Alves (2004) emphasizes that the most suitable structural option for an organization depends on a set of conditioning factors, internal or external, limiting or facilitating, present in a particular situation.

Within the various possible situations, this model subdivides, according to Alves (2004), into three variants of bureaucracy: less flexible bureaucracy, characterized by reformist patriarchy and a weak presence, or occasional absence, of charismatic leadership; more flexible bureaucracy, highlighted by a weak presence, or occasional absence, of the reformist patriarchal dimension and the presence of leadership with mitigated charismatic traits; and flexible bureaucracy, identified by a weak presence, or occasional absence, of the reformist patriarchal dimension and a weak presence, or occasional absence, of moderate charismatic leadership.

The ordering-conservative base type is characterized by focusing on the system-organization to the detriment of individual actions, high resistance to change, lack of an environment conducive to innovation, and strong adherence to regulations and norms that promote the maintenance of traditional practices. This type is structured around objectified charisma, conservative patriarchy, and rigid bureaucracy, with a combined linkage of rigid bureaucracy and traditional patriarchy elements (Catunda, 2009).

The patriarchal-conservative variation, presented by the ordering-conservative base type, is characterized by minimizing the presence and intensity of bureaucratic components and minimizing charismatic leadership. In contrast, the rigid-bureaucratic variation presents a rigid bureaucracy and minimized presence of patriarchal components, along with the absence of charismatic leadership.

The liberative-transformative base type has flexibility, originality, and innovation as its main characteristics. This base type presents bureaucracy in its incipient state, with weak intensity of its components compared to the ideal base type (Catunda, 2009). It has two variations: reformist patriarchy and charismatic leadership. The reformist-patriarchal variation is characterized by reformist patriarchal management and minimizing leadership with charismatic traits. Conversely, the charismatic-leadership variation minimizes the role of the reformist patriarchy; however, both subtypes present incipient bureaucracy characteristics at their base (Alves, 2004).

It is important to note that none of the presented types will be found in pure form in organizations and that one base type does not override another, nor can it completely replace it. Correia (2007) explains that a new structural configuration will not entirely replace the previous one unless it appropriates some of its original characteristics. Therefore, a sequential evolution is not necessarily followed, nor is there a predefined hierarchy for ascending from a lower type to a higher one.

For a better interpretation of the organizational analysis of the Metropolitan Curia of Aracaju and in observance of Correia's (2007) assertion, only two of the indicators proposed by Alves (2004) in his model will be considered, as this was initially created for for-profit business organizations. Thus, the analysis will be conducted in light of the indicators of structural characteristics and coordination mechanisms, as well as agent characteristics and internal relationships, to identify the current situation of the organization and possible points for change that may facilitate the organization's daily operations.

III. Case Study Of The Metropolitan Curia Of Aracaju

The Archdiocese of Aracaju, a non-profit religious organization, is headquartered at Praça Olímpio Campos, No. 228, Centro, Aracaju, Sergipe. The activities of the Metropolitan Curia of Aracaju, the focus of this analysis, are concentrated in this location. The Diocese of Aracaju was created on January 3, 1910, by the Bull "Divina disponente clementia" of Pope Pius X, detached from the Archdiocese of São Salvador da Bahia. Its first bishop was Dom José Tomaz Gomes da Silva, who governed until his death in 1948. In 1913, the Minor Seminary was founded by the first bishop.

Dom Fernando Gomes dos Santos, the second bishop, assumed leadership in 1949 and remained until 1957 when he was transferred to Goiânia, GO. He founded the Major Seminary of Aracaju, which was later closed. The third bishop, Dom José Vicente Távora, assumed the diocese in 1958 and, after almost twelve years of pastoring, passed away, leaving the see vacant.

On April 30, 1960, Pope John XXIII elevated the Diocese to Metropolitan See, through the bull "Eclesiarum omnium," appointing Dom Távora as the first archbishop. Dom Távora had auxiliary bishops Dom Nivaldo Monte (1963-1965) and Dom Luciano Cabral Duarte (1966-1970). After the death of Dom Távora,

Dom Luciano Cabral Duarte assumed the Archdiocese. One of his main works was the reanimation of vocations, reopening the Minor Seminary and encouraging prayer for vocations. He had auxiliary bishops Dom Edvaldo Gonçalves do Amaral (1975-1980), Dom Hildebrando Mendes Costa (1981-1986), and Dom João Maria Messi (1988-1995).

In March 1996, Dom José Palmeira Lessa was appointed coadjutor archbishop, sharing the work with Dom Luciano, who resigned on August 26, 1998. Dom Lessa became metropolitan, and on July 16, 2001, he received the assistance of Dom Dulcênio Fontes de Matos as auxiliary bishop (2001 to 2005). On April 1, 2009, Pope Benedict XVI appointed Dom Henrique Soares da Costa as the new Auxiliary Bishop of Aracaju.

The Diocesan Curia assists the Bishop in governing the diocese, directing pastoral action, administering the diocese, and exercising judicial power. Its actions and policies are aimed at unitary cooperation in the pastoring of the diocese. Currently, the Metropolitan Curia of Aracaju does not have an official organizational chart representing its structure, with the representation used based on the reality observed during the research.

The structure of the Metropolitan Curia of Aracaju includes:
- Archbishop: Appointed by the Pope as the highest authority of the Church in the jurisdiction of the archdiocese. Currently, this title belongs to Dom José Palmeira Lessa.
- Auxiliary Bishop: Appointed by the Pope to assist the archbishop in the administration of the Church. Currently, Dom Henrique Soares da Costa occupies this position.
- Economate: Appointed by the Bishop to manage the diocese's economy, currently occupied by Father Diógenes Oliveira da Silva.
- Ecclesiastical Chamber: Executes the rogatory of Regional Courts and assists the Diocesan Bishop. The current responsible is Father Lucivaldo Ribeiro.
- Chancellery: Handles the drafting and dispatching of Curia acts, currently under the responsibility of Father João Felix Neto.
- Accounting Department: Manages the Archdiocese's accounting, led by accountant Virgílio Figueiredo.
- Reception: Responsible for public service and document forwarding, under the responsibility of Lucíola Conceição Moura da França.
- Administrative and Personnel Department: Manages the Curia's assets and handles the hiring and firing of employees, directed by Father Diógenes Oliveira da Silva.
- Communication Advisory: Disseminates the archdiocese's events and improves internal and external communication, coordinated by Father Adeilson Carlos Santana Santos, supported by journalists Edmilson Brito and Rosalvo Andrade Nogueira, and secretary Alécia Aurea.
- Legal Department: Advises the archdiocese's administration on legal matters, ensuring administrative legality and resolving disputes.

This organizational structure, although based on observations and not on an official organizational chart, allows for a better understanding of the functions and responsibilities within the Metropolitan Curia of Aracaju.

IV. Application Of The Multidimensional-Reflective Model In The Analysis Of The Institution

To address the research problem and present the results achieved, this section demonstrates the application of the multidimensional-reflective model in analyzing the organizational-administrative configuration of the Metropolitan Curia of Aracaju.

Initially, the application of this model allowed for the observation of aspects that would hardly be noticed if a unidimensional model, such as one based exclusively on bureaucracy, were used. The studied institution exhibits peculiar characteristics, such as the non-profit nature and the lack of emphasis on process efficiency. These particularities contribute to the divergence between the observed real type and the ideal types of the multidimensional-reflective model.

Although originally created for business organizations, the model met expectations in understanding the current organizational-administrative configuration of the Metropolitan Curia of Aracaju. The confrontation between the real and ideal types revealed similarities and differences, leading to the conclusion that the organizational-administrative configuration closest to the real type is that of the comparative-adaptive base type, through its variants. Therefore, it is coherent to assert that, due to the hybrid nature of the configuration presented by the organization, it should not be classified based on a single variant or subtype. Furthermore, the Multidimensional-Reflective Agent (MRA) found in the Aracaju Curia is of the adaptive type.

Table 1: Approximations and distances between the ideal type and the real type studied.

(Ideal Type) → (Real Type – distancing) ← (Real Type – approximation)			
Base type Comparative-Adapter (Original situation)	Comparative-Adapter Type (Variant I)	Comparative-Adapter Type (Variant II)	Comparative-Adapter Type (Variant II)
Flexible Bureaucracy	Less flexible bureaucracy. ○ →	More flexible bureaucracy. ○ →	Flexible Bureaucracy. ← ○
Renewing patriarchy	Renewing patriarchy. ○ →	Weak presence, or eventual absence, of the renewing patriarchal dimension. ← ○	Weak presence, or eventual absence, of the renewing patriarchal dimension. ○ →
Leadership with mitigated charismatic traits	Weak presence, or eventual absence, of the moderate charismatic leadership dimension. ← ○	Leadership with mitigated charismatic traits. ○ →	Weak presence, or eventual absence, of the moderate charismatic leadership dimension. ○ →

Regarding the indicator "Structural Characteristics and Coordination Mechanisms," it was possible to identify the presence of secular norms and rules that determine the actions of agents. This indicator also revealed that the economate exerts significant influence within the legal domains of the institution, creating a contrast between the impersonality typical of bureaucracy and the personal nature characteristic of patriarchy.

In relation to the indicator "Agent Characteristics and Internal Relationships" in the Metropolitan Curia of Aracaju, relationships were considered good, friendly, and cooperative, with no competition between sectors and minimal possibilities for conflicts. The Multidimensional-Reflective Agent (MRA) was identified in various hierarchical sectors of the institution, intertwining the temporal dimensions of present, past, and future, and experiencing a softened influence of the bureaucratic structure.

Regarding aspects related to the economate, it was observed that it contributes to the association with the adaptive MRA due to its flexible approach. The tradition maintained by the economate, with the endorsement of other members of the organization, and the charisma evidenced when the ideals of the institution's members coincide with those of the economate, also reinforce this association.

The analysis indicates that while the Metropolitan Curia of Aracaju displays a hybrid organizational-administrative configuration, the comparative-adaptive base type predominates, facilitated by the adaptive MRA. This configuration underscores the dynamic balance between bureaucracy and patriarchy, where norms and traditions coexist with flexibility and cooperation, enabling the institution to navigate its unique non-profit, religious context effectively.

V. Conclusion

The research objectives were achieved both generally and specifically, resulting in the definition of the organizational-administrative context of the Metropolitan Curia of Aracaju through the comparative-adaptive type, considering its variants. It was identified that the organization corresponds to the comparative-adaptive type and that the Multidimensional-Reflective Agent (MRA) present in the Metropolitan Curia of Aracaju is of the adaptive type.

Based on the findings, it is evident that the weak presence of moderate charismatic leadership and reformist patriarchy are factors that inhibit and hinder change and innovation in the institution's management. This could compromise the performance of the organization's activities in the long term. However, the tendency towards flexible bureaucracy indicates that this scenario is neither static nor predictable in the long term, and changes in its organizational context can occur without the need for a change in its agent.

The research results contribute to a better understanding of the organizational configuration of the Metropolitan Curia of Aracaju and provide insights for improving its organizational processes. It is hoped that this study, inspired by the investigations conducted by Catunda (2009) based on Alves' model (2004), will promote more academic discussions, taking into account the uniqueness of the studied institution.

The application of the multidimensional-reflective model allowed for the observation of aspects that would be difficult to perceive with a unidimensional model. The Metropolitan Curia of Aracaju, characterized by being non-profit and not emphasizing process efficiency, naturally diverges from the ideal types of the multidimensional-reflective model. However, even though it was initially created for business organizations, the model met expectations related to understanding the current organizational-administrative configuration of the Metropolitan Curia of Aracaju.

Comparing the real type with the ideal type, similarities and differences were identified, concluding that the organizational-administrative configuration closest to the real type is the comparative-adaptive base type, through its variants. Due to the hybrid nature of the organization's configuration, it is not appropriate to classify it based on a single variant or subtype. Additionally, the MRA found in the Aracaju Curia is of the adaptive type.

The analysis of "Structural Characteristics and Coordination Mechanisms" revealed the existence of secular norms and rules guiding the actions of agents. It was also identified that the economate exerts significant influence within the legal domains of the institution, creating a contrast between the impersonality typical of bureaucracy and the personal nature characteristic of patriarchy.

Regarding the "Agent Characteristics and Internal Relationships" in the Metropolitan Curia of Aracaju, relationships were considered good, friendly, and cooperative, with no competition between sectors and minimized conflict possibilities. The MRA was identified in various hierarchical sectors, intertwining the temporal dimensions of present, past, and future, and experiencing a softened influence of the bureaucratic structure.

The influence of the economate reinforces the association with the adaptive MRA due to its flexible approach, maintaining tradition with the endorsement of other organization members, and displaying charisma, especially when the institution members' ideals coincide with its own.

Therefore, the results of this research not only clarify the organizational configuration of the Metropolitan Curia of Aracaju but also provide valuable insights for improving organizational processes. This study, based on previous works by Catunda (2009) and Alves (2004), aims to promote further academic discussions on the uniqueness of non-profit institutions and their organizational specificities.

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