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Omega Graduate School

3/12/2023

Professor

Dr. Jared Sorber

Assignment

### *60 Day Developmental Readings*

Review 100-day assignment, course essential elements, assigned readings, and recommended readings to identify selections of books and scholarly articles to identify and select developmental reading sources and entries.

See the **General Helps** in **AA-101 The Gathering Place in DIAL** *Assignments-Developmental Reading Instructions, Grading Rubric, and Resources.*

* Read the “[Developmental Reading Log Instructions & Template, Description, Rubric DPhil-MLitt](https://docs.google.com/document/d/13uuz2f5Zxi8u5mpJdt5LLHzLAFYlqSttN6OBJN_d_GY/edit?usp=sharing)”.
* Download the [“Developmental Reading Assignment Template](https://drive.google.com/file/d/1T183jyirFQh6vmacflr_w8GMAJea3kYJ/view?usp=sharing)” Word document to use in writing your developmental reading assignment.”
* **Include** developmental readings from a minimum of **fifteen research sources**. Include developmental readings taken from **three to four books** and the **remaining** developmental readings taken from **scholarly peer-reviewed journal articles**. For grading criteria go to the “[Developmental Reading Log Instructions & Template, Description, Grading Rubric\_DPhil\_MLItt](https://docs.google.com/document/d/13uuz2f5Zxi8u5mpJdt5LLHzLAFYlqSttN6OBJN_d_GY/edit?usp=sharing)” document, in the **General Helps** folder in the AA-101 The Gathering Place Course on [DIAL](http://www.ogsdial.org/).
* Document all sources in APA style, 7th edition ([APA 7 Reference Example](https://drive.google.com/file/d/1MOW2xmjS9fBRboojA-ADFQBlpahm2iFM/view?usp=sharing), [APA 7 Quick Guide](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/documents/APA%20Poster%2010.22.12.png)) for in-text citations and for Work Cited. Include page numbers.
* Include a separate **Works Cited** page, formatted according to APA style, 7th edition.
* Submit through **DIAL** to the professor.

**Source One:** Abdelwahed, N. A. A.,& Al Doghan, M. A., & L (2023) Developing Employee Productivity and Performance through Work Engagement and Organizational Factors in an Educational Society. *Societies*, *13*(3), 65. https://doi.org/10.3390/soc13030065

**Comment 1**:

**Quote/Paraphrase:**  Highly motivated and engaged employees reproduce the organization’s core values and make the organization successful (Abdelwahed et al., 2023).

**Essential Elements:** Essential Elements of Management Theory and Practices

**Additive/Variant Analysis:** This statement is additive to me as with most things with humans, if they are able to buy into the cause of someone, they will also willingly promote their cause.

**Contextualization:**  In a work environment, it is very important that the employees are engaged and feel like they are a part of an organizati+on.

**Comment 2:**

**Quote/Paraphrase:** Generally, employee engagement is the highest commitment and involvement of employees to the organization [8] and improves productivity and job performance. In the workplace, employees demonstrate initiative and professional behaviours and commit to errands with high-performance criteria (Abdelwahed et al., 2023).

**Additive/Variant Analysis:**This statement is additive to me as I have observed the more engaged workers are I'm an organization, the more productive the organization is.

**Contextualization:** One of my most fulfilling work experiences was at an organization which felt like a family where we were deeply invested in not only each other's life but the lives of the young people we were assisting. Due to our attachment to our charges and each other, the team I worked with was consistently rated one of the highest performing teams on performance appraisals.

**Source Two:** Nadeem, Q., Saeed, I., & Gul, H. (2020). Effect of Destructive Leadership on Workplace Deviance and Interpersonal Deviance: Mediating Role of Emotional Exhaustion. *International Journal of Business and Economic Affairs*, *5*(5), Article 5.

**Comment 3:**

**Quote/Paraphrase:** Destructive leadership is a type of leadership exhibited through patterns of behaviour that many would consider as ”harmful and deviant toward followers and/or the organization” (Lutgen Sandvik, Tracy, & Alberts,2007 ). It is a unique form of harm doing that is unequivocally tied to the leader’s voluntary engagement in such behavior and DLB excludes behaviours that emerge through good intentions and/or incompetence; rather, it emerges when actions are performed by a supervisor with a consciousness that the behaviour, whether passive or active, verbal or physical, direct or indirect, is harmful to the subordinate (Nadeem et al., 2020).

**Essential Elements:** People Problems in Organizations

**Additive/Variant Analysis:** This statement is additive to me unfortunately, as I have experienced some suppervisors who displayed this sort of behaviour.

**Contextualization:** In my first year working at my current job, there was a previous director who made a comment about the previous cohort of workers. He stated that they were not doing their job to the best of their ability as most were able to have the time to pursue further educational pursuits. I was quite taken aback by his statement as I had previously had a supervisor who encouraged her subordinates to better themselves and upgrade their resumes if the opportunity presented itself.

**Comment 4:**

**Quote/Paraphrase** One of the most serious and recurrent problems that subordinates have at the workplace includes psychological abuse from supervisors [(Nadeem et al., 2020)](https://www.zotero.org/google-docs/?dgKtWA).

**Essential Elements:** People Problems in Organizations

**Additive/Variant Analysis:** This statement is additive as I know how toxic some work situations could be.

**Contextualization:** People react to differently to situations, fortunately for me, my temperament does not leave me stressed out where I take home the burden of work stress.An old coworker of mine was the opposite, the snide remarks we received from supervisors would profoundly affect her. In recent years the morale of the job has severely changed as the original director was removed and a new administration was brought in.

**Source Three:** Mutonyi, B. R., Slåtten, T., & Lien, G. (2020). Empowering leadership, work group cohesiveness, individual learning orientation and individual innovative behaviour in the public sector: Empirical evidence from Norway. *International Journal of Public Leadership*, *16*(2), 175–197. https://doi.org/10.1108/IJPL-07-2019-0045

**Comment 5:**

**Quote/Paraphrase** Empowering leadership is defined as a subordinates’ belief that their leaders have transferred, shared or delegated power to enable them to make independent choices in their work roles (Mutonyi et al., 2020).

**Essential Elements:** Essential Elements of Management Theory and Practices

**Additive/Variant Analysis:** This statement is additive to me as I have experienced leadership that has been empowering.

**Contextualization:** My first job after University and returning to Trinidad was with a female supervisor who poured into her staff, not only careewise but prayerfully. Four years after leaving that job, she is still a source of wise counsel in my life.

**Comment 6:**

**Quote/Paraphrase** Empowerment is derived from the belief that subordinates who are given more opportunities for autonomous self-leadership will achieve great outcomes that benefit the long-term performance of an organization. Thus, scholars have argued that modern organizations would benefit greatly from the outcomes of empowering leadership (Mutonyi et al., 2020).

**Essential Elements:** Essential Elements of Management Theory and Practices

**Additive/Variant Analysis:** This statement is additive as I have seen firsthand how empowering leadership can benefit not only individuals but organizations.

**Contextualization:** An empowering leader does not micromanage but allows their staff to thrive by giving them opportunities. Many projects and experience I would have gained was by a supervisor enabling me to learn from them but also learn by doing and problem-solving.

**Source Four:** Tekin, Ö. A., Üngüren, E., Doğrucan, A., & Yıldız, S. (2023). How Does Organizational Toxicity Affect Depression? A Moderated Mediation Model. *International Journal of Environmental Research and Public Health*, *20*(5), 3834. https://doi.org/10.3390/ijerph20053834

**Comment 7:**

**Quote/Paraphrase:** In fact, toxic events can be observed in all organizations on some level; however, if they are ignored, employees can leave behind innovative ideas and productivity ; their ties with the organization may be damaged, and they can experience issues such as anxiety, stress, depression and burnout syndrome (BS) due to the negative effects on their physical and psychological well-being (Tekin et al., 2023).

**Essential Elements:** People Problems in Organizations

**Additive/Variant Analysis:** This statement is additive as I have known of people who may like the job that they are doing but, due to the treatment they receive and their reaction to it, they leave the job.

**Contextualization:** If individuals are not apropriately treated and feel validated in their jobs they can easily become disenfranchised and not perform to the best of their ability. I have observed initially passionate people in a job, but due to the toxicity within an organization their work interest and output decreased ,and unfortunately, when their work output decreased, they lost their jobs.

**Source Five:** Arif, S., Zainudin, Z., & Hamid, A. (2019). Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City. Budapest International Research and Critics Institute-Journal

**Comment 8:**

**Quote/Paraphrase**: Work motivation is a psychological condition that encourages workers to make an effort to produce goods or services to achieve a goal (Arif et al., 2019).

**Essential Elements:** Organizations Relations to Society

**Additive/Variant Analysis:** This statement is additive as it has been proven that motivation encourages goal attainment.

**Contextualization:** I was fortunate in my work where I have had supervisors who were also mentors and were able to motivate me beyond what I thought of myself and were able to combat imposter syndrome I may have been battling.

**Comment 9:**

**Quote/Paraphrase**: Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction will create a feeling that supports /does not support the employee who is related to his work or with his condition (Arif et al., 2019).

**Essential Elements:** Organizations Relations to Society

**Additive/Variant Analysis:** This statement is additive as it is important for one to be satisfied in ones’ job to the benefit of one’s wellbeing

**Contextualization:** As adults, we spend a lott of time in our jobs if we are not satisfied with them, other aspects of the individual’s life will be affected. Our overall well-being will be hampered. Despite some of the concerns I have with the leadership at my job, I still experience a level of satisfaction with it. It has afforded me sense of fulfillment when I am able to interact with young people in the programs I develop.

**Source Six:** [Rahmat, A., Abdillah, M. R., Priadana, M. S., Wu, W., & Usman, B. (2020). Organizational Climate and Performance: The Mediation Roles of Cohesiveness and Organizational Commitment. *IOP Conference Series: Earth and Environmental Science*, *469*(1), 012048. https://doi.org/10.1088/1755-1315/469/1/012048](https://www.zotero.org/google-docs/?PxpGjU)

**Comment 10:**

**Quote/Paraphrase:** Organizational climate refers to organizational characteristics that are reflected in the employee's description of the policies, practices, and conditions that exist in the work environment. Another factor that may affect performance is cohesiveness. Cohesiveness refers to the resultant of all the forces acting on members to remain in the group [(Rahmat et al., 2020)](https://www.zotero.org/google-docs/?kXmgaM).

**Essential Elements:** Group and Teamwork Dynamics

**Additive/Variant Analysis:** This statement is variant to me as I have found that although a companys’policies may say one thing, the practices of the individuals determine the organizational climate.

**Contextualization:** In my experience, the climate or culture of a workplace is generally set by the boss or supervisor of the organization or department. My most memorable workplace was an all female department, despite the common complains or stereyotypes about female coworkers , this was not my experience. My supervisor at the time set the tone for how we treated and worked with each other. There was no cattiness or backstabbing between coworkers.

**Comment 11:**

**Quote/Paraphrase** Moreover, organizational commitment often is connected to performance. Organizational commitment refers to “the acceptance of organizational goals and a willingness to exert effort on behalf of the organization and is associated with positive behaviors such as job performance and attendance”. Organizational commitment plays an important role in shaping the difference in motivation between individuals with low and high organizational commitment.[(Rahmat et al., 2020)](https://www.zotero.org/google-docs/?nqUeHc)

**Essential Elements:** Organizations Relations to Society

**Additive/Variant Analysis:** This statement is additive as an individual who committed to the causes of an organization is more likely to be participative in the organisation.

**Contextualization:** Motivation is essential for an employee as it will determine how a person does a job. The job can be done with excellence or the bare minimum can be done. Not all people are intrinsically motivated to do their jobs if their is little motivation by the organiztion those people are more likely to do a poor job.

**Works Cited**

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