Organizational Dynamics

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Assignment

### *Developmental Readings*

Review Assignment #3, the 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.

* Refer to the “[Student Guide to Developmental Readings](https://drive.google.com/file/d/161V_FaYR2BnNGCSFUlWPjUSIQzcH04Hq/view?usp=share_link)” for updated information on sample comments, rubrics, and key definitions related to developmental readings.

**Source One:** Kim, E., Kim, T., & Rhee, M. (2021). The dynamics of organizational reputation and status: Momentum and volatility. [The dynamics of organizational reputation] *Management Decision, 59*(10), 2442-2455. https://doi.org/10.1108/MD-06-2020-0711

**Comment 1:**

**Quote/Paraphrase:**

“Thus, reputation is a multidimensional construct that dynamically changes over time; while status is a unitary, and rather stable, construct” (pp. 2442-2443).

**Essential Element:**

Organizations Relations to Society

**Additive/Variant Analysis:**

The contrast between an organization's reputation and status is an addition to my knowledge of organizational dynamics while the author’s description of status as stable is variant to my understanding.

**Contextualization:**

Both an organization’s reputation and status in society are crucial. It is my assessment that reputation can determine status and that status will therefore change depending on a positive or negative reputation. Currently, from my understanding, Amazon has a somewhat infamous reputation in the U.S. Economically, they are at the top and are known for great customer service and great accessibility to various products on the internet. Socially, they are infamous for not treating their employees fairly and violating civil rights in the workplace. Because of their economic power, their reputation has changed over the years but their status, perhaps, has not. They also have a dichotomous relationship with smaller businesses.

Smaller businesses say that they have no choice but to do business with Amazon so that their products and services can be streamlined on the internet but at the same time Amazon charges high fees or strips away their profits. Personally, I initially thought that Amazon coming to Arlington, VA would be a positive move but when you dig deep, there are all types of consequences and repercussions associated with their building their headquarters in the D.C. region. Higher taxes, disenfranchisement, congestion to name a few. Again because of their monopoly, their reputation may continue to change but their status may not.

**Comment 2:**

**Quote/Paraphrase:**

“More recent studies subsequently investigated when and how organizations form status-heterophilous ties. Their findings suggest that high-status partners are likely to tie with a low-status organization which can offer an access to unique resources and that these high-status partners particularly value the reputation of its potential counterpart as a salient signal” (p. 2444).

**Essential Element:**

Organizations Relations to Society

**Additive/Variant Analysis:**

Heterophilous and subsequently homophilous business relationships are an addition to my knowledge of organizational dynamics.

**Contextualization:**

Amazon the superpower can also be used in this context as well. They are a high-status company because of the many smaller companies that use them to ship and market their products. This would constitute a heterophilous relationship in which Amazon receives unique product offerings for their faithful followers (customers) thus providing a reason to associate with companies that have less significant societal status and less economic power. The question remains, is this a zero-sum relationship considering the benefits Amazon receives weighed against the minimal amount of benefits the smaller businesses receive?

 One of the reasons I wanted to enroll in OGS, is that I wanted to experience academic relationships with cohorts from different cultures and who were of different ethnicities. It would be an opportunity to debate with, exchange ideas with, and learn from those who come from different backgrounds and cultures. Going back to an HBCU for a third degree would only give me an opportunity to form more heterophilous relationships. My belief is that while similarities can be beneficial to relationships, dissimilarities can breed intellectual creativity and innovation whether it be a business relationship between two corporations or two individuals.

**Source Two:** Mastio, E., & Dovey, K. (2019). Power dynamics in organizational change: An Australian case. [Power dynamics in organizational change] *The International Journal of Sociology and Social Policy, 39*(9), 796-811. <https://doi.org/10.1108/IJSSP-07-2019-0142>

**Comment 3:**

**Quote/Paraphrase:**

“The research shows the effects of contradicting forms of abstract power (namely, hegemonic (ideological) power, dominant institutional logic, and structural power) as the firm struggled to address challenges to its existence (p. 796).

**Essential Element:**

Essential Elements of Management Theory and Practices

**Additive/Variant Analysis:**

The various forms of abstract power are an addition to my vocabulary and an enhancement to my understanding of organizational dynamics.

**Contextualization:**

In my mind, abstract power is somewhat informal, but it does exist. Abstract power within an organization, especially one that subsumes the agentic power of subordinates and lower-level managers, is dangerous and dictatorial. This type of power can go unchallenged therefore rendering an organization stagnant and unproductive. The ideologies of those in control can be vastly different from those of lower-level management as well as vastly different than the customer base it is trying to serve. Having worked for various property management companies in the past, it is my belief that the company I currently work for has a structural power format that demeans and smolders its employee base.

The executives of the company offer no consistent training, give their employees the least amount of autonomy possible, and do not create avenues for cross-department communication. In my mind, abstract power is kin unto a looming odor in the air, whose color is faint but is yet ominous. The ideologies and structural power, from what I can tell, have been embedded in my company for so many years, that it is uncontested and have become woven into its fabric creating a dysfunctional and inefficient organization.

Its executive members do not believe in receiving critical feedback, do not give praise and recognition to their employees, are not interested in ideas for improvement, and refuse to acknowledge their own incompetencies. The only reason I do not express dismay is that I am not as invested in this company as I have been with other companies at the beginning of my career. My relationship with my employer is solely an exchange of self-serving interest. They provide me with a flexible schedule and paycheck so I can work on my degree and I manage one of the buildings in their portfolio to the best of my ability with the resources provided.

**Comment 4:**

**Quote/Paraphrase;**

“Goes further in saying that structural power, in conjunction with the institutional logic, serves “to construct, justify and stabilize the obedience of people” without their own awareness thereof” (p. 799).

**Essential Element:**

People Problems in Organizations

**Additive/Variant Analysis:**

The described effects of abstract power types, institutional logic, and structural power are an addition to my understanding of organizational dynamics.

**Contextualization:**

To my understanding, the Senate governing body of the United States can be considered an organization along with its cohorts in the House of Representatives. The current dynamics of this organization, in my opinion, are dysfunctional, with divergent ideologies. Additionally, the relational dynamics of the House and Senate are vastly different. There is cohesion in the House and polarization in the Senate. Furthermore, I find that the power structure of the Senate is as described in the above quote. The hegemony that exists is cultic and stifling to its member's autonomy.

It is my belief that many members of the Senate are more moderate, amenable, and bipartisan than acknowledged but the existing abstract power structure constricts and dictates most members into obedience making it seem as if they are for the good of the whole body and the nation, when in fact they have their own agenda. Their ideologies and institutional logic are extreme providing for no compromise or rationality. It is so interesting that although I am a conservative independent, I find that the Senate’s way of governing is destructive, radical, and acute. As much as I want to, I find no home with either the Democrats or Republicans and pray that one day the Republican party will be more inviting to people like me, respectful of all people, democratic, fair, and equal yet still upholding conservative values.

**Source Three:** Obermayer, N., & Toth, V. E. (2020). Organizational dynamics: Exploring the factors affecting knowledge sharing behavior.*Kybernetes, 49*(1), 165-181. https://doi.org/10.1108/K-04-2019-0300

**Comment 5:**

**Quote/Paraphrase:**

Generation Y are the most motivated to share knowledge by reciprocity and the existence of organizational rewards. It is also revealed that Baby Boomers are afraid of losing their knowledge of power by sharing their knowledge with others, thus, it can be considered a barrier to this generation. A reason for this could be that they were not raised in an age of IT tools and required individually to learn skills to compete in the job market. They are not necessarily sharing knowledge because of organizational incentives because they already have the right experience and position (p. 177).

**Essential Element:**

People Problems in Organizations

**Additive/Variant Analysis:**

The generational habits of knowledge sharing (KS) were insightful and an enhancement to my knowledge of organizational dynamics.

**Contextualization:**

One thing that is frustrating is being in a job where no one wants to properly train you and share with you the wisdom and knowledge they have gained during their tenure with the company you have now been hired by. It is one thing to look through training manuals and watch training videos that give you step-by-step instructions and procedures. It is another thing to have someone sit down with you and help you with hands-on training sharing little tidbits you would not gain from a video. It would be interesting to know the habits of my generation, X, and whether they are more apt to share knowledge on the job or not.

I have always had the reputation of being a generous trainer. For the most part during my two careers (hotel management and now property management), there has been someone to sit with me and go over technical processes and procedures for the job I was hired to do. The training I have traditionally had to conduct was to train the person that was taking over my position whether it was that I was promoted or leaving the company. Most of the time, a replacement was designated before my two weeks were up. I was happy to do it. My desire when I left that office or company was that the new person replacing me would not have to struggle.

**Comment 6:**

 **Quote/Paraphrase:**

“Therefore, it becomes important to develop and implement a well-functioning KM system. The abilities to share knowledge and engage in KS behaviors are the key competencies, which arise in a well-structured, collaborative organizational environment, and which could be developed” (p. 178).

 **Essential Element:**

Essential Elements of Management Theory and Practices

 **Additive/Variant Analysis:**

KM or Knowledge Management is a new construct and an addition to my knowledge of organizational dynamics

 **Contextualization:**

When one thinks of knowledge management and sharing, one may only think of sharing or attaining knowledge of one’s specific job function. Knowledge management should pertain to cross-departmental efficiencies as well. As stated previously my company is not set up to where the various departments communicate with each other on a regular basis. In previous companies I worked for, the compliance team would have monthly meetings with property managers to correct frequent inefficiencies they were seeing in application and recertification packets. During these meetings, they would also share updates from local agencies, whose rules we as property managers had to follow to a tea.

These meetings were also a chance for property managers to ask questions and share unique problems they were having with new applicants and tenants. Other property managers would be able to gain solutions from problems other managers had and solved. The accounting team would also have regular meetings with property managers or send frequent emails out with updated instructions on the light accounting functions that property managers were responsible for. The company had an efficient knowledge management system. This is what is missing in my current company.

Managers are not sure which accountant is assigned to the property they manage; regional managers do not have portfolio meetings and the compliance team does not communicate or provide opportunities to listen to issues managers may be having when trying to recertify existing tenants or process new applicants. It is obvious how a knowledge management system makes for a well-structured, collaborative organizational environment

**Source Four:** Tijhuis, W. (2022). Building our future and the future of building: Challenges from an organizational-cultural viewpoint.*IOP Conference Series. Earth and Environmental Science, 1101*(8), 082008. https://doi.org/10.1088/1755-1315/1101/8/082008

**Comment 7:**

**Quote/Paraphrase:**

“This altogether makes it clear that the way how parties do react instantly within their (professional) circumstances makes it still quite difficult to predict, although one of the most interesting moments to compare and to analyze (professional) behaviour are “conflicts”, i.e. situations in which one cannot stay in-active but one must react, because of the (often negative) consequences if not taking action” (p. 6).

 **Essential Element:**

Group and Teamwork Dynamics

 **Additive/Variant Analysis:**

The dynamics of conflict within an organization are an addition to my knowledge of organizational dynamics

 **Contextualization:**

In almost any context, conflict has the ability to make us better and stronger. It’s all about how we handle it. Most people are afraid of conflict, including amongst co-laborers within an organization. The idea is to embrace the conflict and not avoid it or stay in it. Allow for the conflict to happen strategically. As a manager, I have had to have tough staff meetings where the staff could not stand each other as well as manage the conflict one of my staff was having with his other manager. It was getting out of control. Upper management wanted me to just give instructions without addressing the core issues. This does not work humans will be human.

The problem may not go away on its own and productivity will suffer if one employee is extremely disgruntled. It came to a point where the other manager with whom I shared a maintenance technician had to hire someone else. He was just not able to work for her any longer. The company had to face this reality. Although the building she managed and the building I managed were just a few blocks away from each other, which made it convenient for him, he chose to work at my building and a building in Silver Spring. Sometimes we have to sit down and have tough discussions and perhaps change the way we engage with each other or change processes and procedures.

**Source Five:** Prieto, L., & Md, F. T. (2023). Resilient agility: A necessary condition for employee and organizational sustainability.*Sustainability, 15*(2), 1552. https://doi.org/10.3390/su15021552

**Comment 8:**

**Quote/Paraphrase:**

“Although socioecological and organizational change is undoubtedly a collective issue, successful sustainability changes will rely heavily on the individual’s appropriate evolution and sustainability in terms of power, health, self-drive, autonomy, intrinsic motivation, self-influence, control, self-developing capacity, self-management, self-efficacy, human capital, and social capital, as well as copower and positive productive relationships” (p. 2).

**Essential Element:**

People Problems in Organizations

**Additive/Variant Analysis:**

The author’s determinacy on self-reliability during organizational and socio-ecological change is an enhancement to my knowledge of organizational dynamics.

**Contextualization:**

No one can control how we as individuals respond to change. We determine how we are going to respond and that includes reliance on the Holy Spirit. A theological integrative approach is necessary in this contextualization, which is something that the author is missing. The author has mentioned many factors and aids that will help us as humans to deal with change or crisis. Our health is crucial. Staying hydrated, regular checkups, and releasing pheromones during exercise are important in keeping the mind healthy while navigating change on the job.

A support network with positive, encouraging relationships as the author has mentioned, and confidence in one’s abilities (self-efficacy) is also imperative. The author also included social capital as a supplement. For the last two Cores at OGS, I have been researching the benefits of social capital in low-income housing. It is an intriguing construct that I became familiar with only in the last twelve months. Having the right kind of social network, with access to referrals, resources, ideas, and connections is important in life and many do not have these things to rely on.

What is imperative is the help of God, his Holy Spirit, and his Angels. The peace of God, the wisdom of God, and connection through prayer with God to know his ordered steps are the only ways I navigate change. During 9/11, during COVID and other organizational crises in my career, I could not have survived without God.

 **Comment 9:**

 **Quote/Paraphrase:**

“Understanding the relationships between supervisors’ safety and coworkers’ safety with resilient agility as mediated by workplace belongingness, willingness to embrace organizational change, job satisfaction, and creativity requires considering a comprehensive view of some factors that may contribute to employees’ agility in crisis times” (p. 10).

**Essential Element:**

Group and Teamwork Dynamics

**Additive/Variant Analysis:**

The intersection of work safety and resilient agility is an addition to my understanding of organizational dynamics.

**Contextualization:**

During COVD, I felt totally safe. Personally, for me, it was actually a beautiful time. While many were struggling with isolation, uncertainty, and wage loss, my job became more peaceful. The author’s dissection of resilient agility in the workplace is solely driven by the effects of the pandemic. The necessity of resilient agility can appear anytime during one’s life and career or during an organization’s operations.

As a property manager, safety is constantly a concern. This is not something many are aware of. When becoming part of people’s daily lives and personal situations, the manager and the resident incidentally become too close. Crimes are sometimes committed inside people’s apartments (soft and hard), domestic violence may ensue, and when facing economic crises, residents may become a landlord or manager's worst nightmare. There is also the element of mental illness. When you approve someone to move in the apartment building, you never really know their mental state until they have been living there a few months or until conflict arises.

Over the years, I have always loudly advocated for myself and my staff’s safety. Having had to manage evictions, mentally ill residents, and disturbing family members, the company’s ability and interest to keep me safe has been a key factor contributing to my job satisfaction and loyalty. The supervisor was me and I had to protect myself and my staff. The regional manager was a corporate supervisor and was only on the property every few months. It was important that the corporate office shared an interest in my safety and played a key role in ensuring it.

Whether it was a security guard, visitation by the regional manager to deal with a difficult resident, or training on how to deal with mental illness, their intervention was imperative. What has also been key is relying on God’s strength to bounce back after a conflict with one of my residents. The next day was always a new day and these are the things that buoyed my resilient agility and willingness to keep working.

**Source Six:** Laasch, O., Moosmayer, D. C., & Antonacopoulou, E. P. (2023). The interdisciplinary responsible management competence framework: An integrative review of ethics, responsibility, and sustainability competences: JBE.*Journal of Business Ethics, 187*(4), 733-757. <https://doi.org/10.1007/s10551-022-05261-4>

**Comment 10:**

**Quote/Paraphrase:**

“There are natural implicit connections evidenced by overlaps between ethics, responsibility, and sustainability management competences” (p. 737).

**Essential Element:**

Essential Elements of Management Theory and Practices

**Additive/Variant Analysis:**

The intersection of the three named competencies is an addition to my knowledge of organizational dynamics.

**Contextualization:**

Of course, with my background in theology and my interest in business ethics, the ethical competency is the most interesting of the three. In today’s volatile sociocultural environment, these three competencies are imperative to an organization’s success. A moral compass, social responsibility, and the ability to sustain structure and profits are what will keep the company or group afloat.

The goal must be a contribution to society over profit. If people are the business, even if the product is a tangibly sourced good, the company's success will be more assured.

One of my goals is to create a consultant business and go into property management companies to train their managers on transformational leadership. A transformational leadership style versus a transactional leadership style contributes to high ethics, responsibility, and sustainability within a company. The transformational leader is ethical, moral, believes in mentoring, and feels a responsibility towards society, its employees, and its stakeholders. This dynamic can therefore create sustainability within the organization.

**Source Seven:** Stavros, G. (2022). *Organization Management - dynamic creative team coordination*. Springer Gabler.

 **Comment 11:**

**Quote/Paraphrase:**

“Roles allow coordination to be de-individualized: people do not rely on knowing others' unique skills, weaknesses, or preferences to figure out how to work together; instead they rely on knowing one another’s position in the role structure” (pp. 14-15).

**Essential Element:**

Group and Teamwork Dynamics

**Additive/Variant Analysis:**

The description of roles in an organization is a variant of my understanding of organizational dynamics.

**Contextualization:**

The quote emphasizes the importance of teammates knowing each other’s position versus the function of their position in the area of skills or preferences. In my opinion, this eludes transparency of someone’s role in an organization and does not contribute to efficiency and knowledge sharing (KS). If someone has a different role than I do, we are able to work together without me having your exact competencies. However, cross knowledge and understanding of our functions is necessary. It also depends on how closely we work together.

**Comment 12:**

**Quote/Paraphrase:**

“Sociological literature on role theory explains that there is a interplay between role structure and role enactment where roles represent expectations associated with social positions and therefore can facilitate continuity of behavior over time while at the same time, roles can be loosely and dynamically structured, as expectations are negotiated in interaction” (pp. 16-17.)

**Essential Element:**

Group and Teamwork Dynamics

**Additive/Variant Analysis:**

Roletheory is a new construct in my vocabulary and an additive to knowledge and understanding of organizational dynamics

**Contextualization:**

While I do use the word “roles” in everyday life, the sociological theory and its implications are new to me. The author has made a good point in that roles not only facilitate continuity, which is needed in organizations, but roles can be loosely structured provided that business climates, environments, and needs can often change.

 There is a scenario in which I was placed in a role, which had been structured by the nonprofit that hired me, but the role enactment was skewed. The director of the nonprofit, whom I had known for years, wanted to hire me for my expertise in property management and I assumed my leadership skills. Unfortunately, this organizational environment was not a good fit as the director was to enact the role of both director and property manager.

My belief is that she felt that making certain property management decisions, inserting herself into my role would protect her status. Her actions consequently relegated me to a lesser role, stripping away my autonomy and ability to actually lead. She had a hard time with knowledge sharing, was controlling and arrogant. Although she was paying my requested salary, my role in the organization did not fit my years of experience and skill level.

**Source Eight:** Klutz, D. (2019). *Insider intervention research: organizational and group dynamics in a small sized company.* Springer*.*

**Comment 13:**

**Quote/Paraphrase:**

“Cassel and Johnson (2006) classified action research in five categories whereby the two categories “participatory research practices” and “participatory action research” describes intervention research best in terms of the Klagenfort School of Group Dynamics and Intervention Research that also sees it as meaningful and appropriate to enter into the research via the management or the superior level” (p. 3).

**Essential Element:**

People Problems in Organizations

**Additive/Variant Analysis:**

The top-down approach of entering research via the superior level is somewhat variant to my understanding of problem-solving in organizational dynamics.

**Contextualization:**

The context in which the author is writing is research efforts into a small company’s standard operation procedures and processes to make sure they are efficient and that there is cohesion in the workplace. It seems that any time research is done within a company to investigate its adherence to policies, compliance issues, and the like, the research always starts with top management. While this approach is necessary, it is also important to conduct research on the lower levels of the employee tier. Lower-level employees are the ones who enact the processes and procedures and carry out the basic day-to-day functions of the company. These employees can offer crucial insight into what is going on in the company and even reveal the inefficiencies of superior-level employees.

Participatory research and participatory action both provide insight into the working fibers of a company. Participatory action research allows team members to conduct hands-on audits and research into their own jobs which may reveal solutions they never thought of. The only way I can relate to participatory action research is in the past when I, as a manager was notified of an upcoming audit and I then with my staff conducted a pre-audit of our files and compliance procedures. Although the self-audits have proved successful (one was disastrous), they have always given my staff and me an opportunity to improve or implement even stricter standards for the future.

**Works Cited\**

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