**Organizational Plasticity Drives, Social, Business Development**

**LDR 813-42: Organizational Dynamics**

**DSL, Core 4**

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**Developmental Reading**

1. Create Developmental Readings from seminal sources and scholarly peer-reviewed

journal articles. Review instructions for Assignment #3, the course essential elements,

and course readings to identify selections of books and journals to create entries.

a. Refer to the "Student Guide to Developmental Readings" in the General

Helps folder for updated information on sample comments, the grading rubric,

and key definitions related to developmental readings.

**Organizational Plasticity Drives Social, Business Development**

**Introduction**

 This study takes a critical look at how organizational plasticity drives business development and the ability of its human capital to adapt to any cultural change to stay competitive in any business management industry. Organizational plasticity is the seeming new norm and tradition designed to sustain organizational behaviors toward organizational cultural change.

 Puthanveedu, M. (2023). “Organizational plasticity is inspired by neuroplasticity, the ability of neural networks in the brain to change through growth and reorganization – to adapt to new situations. We believe that through reorientation and reprioritizing, incumbents can achieve organizational plasticity that empowers them to capitalize on the economic upswing.” [Abstract]. Levinthal, D. A., & Marino, A. (2015). There are three facets of organizational adaptation: selection, variety, and plasticity.” [Abstract]. While Puthanveedu focuses on the psycho-mental ability of the brain to adapt to change through “reorientation, and reprioritizing”, Levinthal and Marino see plasticity as change-adaptation consisting of complimenting elements of “selection” (based on choices), “variety” (based on variations and options). The analogy of plasticity sets the pace and direction of this study to determine how, and what factors can be utilized to foster organizational adaptation to change to attain resourceful stability, sustained performances, and productivity.

**Sources One**: Levinthal, D. A., & Marino, A. (2015). Three facets of organizational adaptation: Selection, variety, and plasticity. *Organization Science*, *26*(3), 743-755.

 **Comment 1:** Organizational identity and behaviors arecritical in shaping the organizational culture and adaptation.

**Quote/Paraphrase:** When considering the adaptive dynamics of organizations, it is important to account for the full set of adaptive mechanisms, the possibility of learning and adaptation of a given behavior, - Selection occurs over expressed behavior, -the possibility of adaptive learning, -mitigates the effectiveness of selection processes, and the reliability with which practices are enacted (Levinthal & Marino, 2015).

**Essential Elements:** Adaptive dynamics of organizations, adaptive mechanisms, selection, expressed behavior, adaptive learning, mitigates, the effectiveness of selection processes, the reliability and practices are enacted.

**Additive/Variant Analysis:** The additive, “possibility of adaptive learning mitigates reliability and effectiveness.” This presents the basis for reinforcement in adaptive learning of skill sets, policy manuals, organizational identity, and behaviors. This framework is designed to engineer a congruency or commonality of thought processes geared toward common goals, culture, and practice.

**Contextualization:**  The takeaway is that organizational behavior and culture have a direct correlation to human capital, behaviors, and identity in my place of work. It is ensured that the identity of the employee is based on the ability and integrity to adapt to workplace ethical standards. Moreover, employees adapt, learn, and sustain the organizational culture, the skill set for teamwork, and team efforts to accomplish effectiveness in services offered.

**Comment 2:** Articulated business models and strategies would drive business performance enhancement and sustainability in modern organizations.

**Quote/Paraphrase:** Business sustainability has advanced from greenwashing and branding to being a business imperative. Stakeholders demand all five factors, economic, governance, social, ethical, and environmental (EGSEE) dimensions of sustainability performance (Rezaee, 2017).

**Additive/Variant Analysis:** The variant is “greenwashing and branding” a common marketing ploy designed to make products seem more sustainable than they are, to appeal to customers who care about the environment without having to make meaningful changes in their business practices. It is unethical. It should not be practiced.

**Contextualization:** Greenwashing and branding do affect organizational credibility. My organization abides by best practices. It stays clear of ghost trading, price, match-fixing, etc. During staff training or seminars, the employees are reminded about the negative impact greenwashing can have on one’s services to the community.

**Source Two:** Kaydos, W. (2020). *Operational performance measurement: increasing total productivity*. CRC press.

**Comment 3:** Performance enhancement skills directly affect an organization’s cultural dynamics when employee productivity falls short of expectations.

**Quote/Paraphrase:** Implementation of a performance improvement program can significantly improve performance, increase personal productivity, and an easier day at work (Kaydos, 2020).

**Essential Elements:** Implementation, performance improvement program, increase productivity.
**Additive/Variant Analysis:** The additive is “increased personal productivity and an easier day at work.” The positive outcomes from performance enhancement and improvements (PEI) are apparent in workers “increased productivity. Some elements of performance improvement include effective communication and feedback, time management, setting achievable goals, and motivation.

**Contextualization:** Performance enhancement is a recipe for continual sustainable productivity. In my organization, there is employee recognition, they are involved in goal setting, collective input, and policy plans to enhance performance productivity. The employees are encouraged to exercise their initiative and sense of innovation for optimum performance, and productivity.

 **Comment: 4:** The goal of employee motivation is work commitment and

 organizational- citizenship, designed to foster an organizational culture, employee

 retainment and success.

 **Quote/Paraphrase:** The link between work motivation and work commitment

is well established in various work settings. However, the role of organizational

culture is not explored in depth, especially as a moderator between work motivation and work commitment (Irfan & Marzuki, 2018).

**Additive/Variant Analysis:** The variant is, “the role of organizational culture is not explored in-depth.” During the onboarding of new hires, organizational culture should be extensively taught. It should include job shadowing. It takes time to adapt to any cultural environment and diversity. Several employers would require training in this direction.

**Contextualization:** The management of my organization is continually reminded that it takes time to get employee**s** committed to the organizational vision and missional goals. It is not like a light switch you turn on and off. This is why employees in my organization are incentivized to train and be committed to working hard and smart. Moreover, to be well grounded in the organizational culture, conversant with the way the organization does its things, the norms, traditions, and values.

**Source Three:** Pisoni, G., Gaio, L., & Rossi, A. (2019, December). Investigating soft skills development through peer review assessments in an entrepreneurship course. In *2019 IEEE International Symposium on Multimedia (ISM)* (pp. 291-2915). IEEE.

**Comment 5**: Studies show that most tertiary institutions or colleges are yet to embrace sets of soft skills as the central aspect of their syllabus despite the pressures from employers to do so.

**Quote/Paraphrase:** We present an approach to stimulate the development of soft skills in tertiary education students, which are seen as critical skills for active citizenship, personal fulfillment, and employability in a knowledge-driven society (Pisoni et al., 2019).

**Additive/Variant Analysis:**  The additive is, the “development of soft skills in tertiary education- they are seen as critical skills,” not by mainstream colleges and universities. Colleges and universities are still bent on hard skills that exemplify conventional academic degrees which are scholarly and prestigious and yet short of soft skills. There has never been a better time to embrace soft skills than now, which is 85% of career success.

**Contextualization:** During onboarding the newly employed staff are thoroughly trained on soft skills like customer service relations, relationship building among staff, skills related to positive attitude, teamwork, good ethics, and problem-solving initiatives. Soft skills constitute the centerpiece of training schedules for my employees. The line supervisors and managers ensure the employees in their span of control are skillfully trained in soft skills.

**Comments 6:** One of the most sought-after sets of skills is enabling and equipping personal growth in a business model.” It provides a basis for well-structured outputs.

**Quote/Paraphrase:** One school of thought sees empowerment as "the ability to take control over one's circumstances." At the same time, another says, "It is the process of aiding one towards enhancement of one's capability and potential and thereby making one self-reliant and productive" (Obi, 2021). [Abstract].

**Essential Elements**: School of thought, empowerment, the ability to take control over one's circumstances, process of aiding, enhancement of capability and potential, self-reliant, productive.

**Additive/Variant Analysis:** The additive is “empowerment- the process of aiding one towards enhancing one's capability and potential.” Empowerment enhances creativity and innovation, performance reliance, and productivity. It conveys a sense of freedom to explore new opportunities.

**Contextualization:**  My organization embraces the context of employee empowerment which enhances individual growth due to the multi-dimensional skills acquired from in-house training on both soft and hard skills. It is our belief and tradition that all employees must have both soft and hard skills to work with others as part of a team. The absence of, or insufficient soft or hard skills resorts to deficiency in labor or work input-output, and productivity.

**Source Four:** Williams, R.M. (2018). Navigating Conflicts Between Religious and Professional Values: Psychologists' Experiences. Michael Ray Williams, Brigham Young University.

**Comment 7:** Areas of Conflict exist between Christian ethics and professional ethics in psychotherapy in their attempt to integrate religious ethics with professional ethics.

**Quote/Paraphrase:** We assumed that religiously committed psychotherapists could find themselves in situations where personal values are discrepant or incompatible with the values endorsed by the profession-letting the therapists caught in conflicts give a detailed description of what they are experiencing and their tactics to navigate through the conflicts (Williams, 2018).

**Essential Elements:** Religiously committed psychotherapists, personal values -discrepant or incompatible with the values, tactics to navigate through the conflicts.

**Additive/Variant Analysis:** The variant in William's quote is "tactics to navigate through conflicts." There must be a predetermined and computerized simulation portraying actual practical conflict scenarios taught to psychotherapists to confront adverse situations for time management professionally. Independent navigation may be a source of good experience, but it takes time and is not cost-effective.

**Contextualization:**  As a Christian-oriented organization, both religious and secular therapies are encouraged. Divine, Prayers form the basis, the primary functions of the transcendental-oriented therapy and counseling available to employees by choice options. However, secular, psychological, cognitive learning, observations, and treatment analytics constitute the secondary aspects of counseling and therapy also subject to individual choices. Most employees desire divine therapy to be infused with secular, mental healthcare, and therapy for optimum result outcomes.

**Comment 8:**  Conflicts in Christian organizations are more social and religious causative than in business or professional settings. There are conflicts when there is an attempt to compromise any ethical standards like honesty, truthfulness, sincerity, and integrity in a Church or Christian organization.

**Quote/Paraphrase:** Conflict is unavoidable in relationships as people are bound by their sinful nature. Conflict is not necessarily bad or damaging but often is dealt with poorly, which leads to destruction.When clergies were asked why they were leaving the previous pastorate of the church, they were 26% – Conflict; 13% – Moral or Ethical Issues; and 10% – Burnout **(**Hayashi, 2018).

**Essential Elements:** Conflict, relationships, sinful nature, pastorate, moral, ethical issues; burnout**.**

**Additive/Variant Analysis:** The additive in Hayashi's quote is "conflict is unavoidable in relationships, not necessarily bad." Conflict can arise from dishonesty and bribery, disagreements, and moral or ethical issues like clergy dating minors or another clergy's spouse. You have conflicts of interest-employing or awarding contracts to relations or friends, etc.

**Contextualization:** Moral or ethical conflicts are avoided through regular staff training and sensitization. Burnout is unavoidable when employees cannot manage themselves at home and in the office when faced with psychological, perhaps physiological, mental, and physical exhaustion from work. Moreover, it is ensured that potential conflicts are contained or stemmed in their buds before they manifest into big conflicts. However, Employees in my organization have access to in-house therapy and counseling with a contracted therapist.

**Source Five:** Yeganeh, H. (2023). Culture and innovation: A human emancipation perspective. International Journal of Sociology and Social Policy.

**Comment 9:**Culture as interdisciplinary social research plays significant roles in

Christian sociology.

**Quote/Paraphrase:**The analysis shows that emancipatory cultural dimensions such as rationality, secularity, self-expression, individualism- and autonomy have significantly positive associations with national innovativeness. The opposing cultural values, such as traditionalism, religiosity, survival, collectivism, high uncertainty avoidance, and conservatism, are negatively associated with national innovativeness (Yeganeh, 2023). [Abstract].

**Essential Elements:** Emancipatory cultural dimensions, rationality, secularity, self-expression, individualism, and autonomy, significantly positive associations, innovativeness, opposing cultural values, traditionalism, religiosity, survival, collectivism, high uncertainty avoidance, and conservatism.

**Additive/Variant Analysis:** The additive,“Cultural individualism and collectivism" seems to strike some similar chords. However, the conflict of traditionalism, progressivism, liberalism, and have significantly impacted Christian organizations like the Evangelicals, the Southern Baptist Church, and the Pentecostals in such national discourse as Pro-life and pro-life abortion, LGBTQs, etc.  Sometimes with, or without due consideration to God’s Loving grace and command.

**Contextualization:**Without a doubt, my organization has gained tangible lessons about Christian liberalism and conservativism. Some people may see the actions of Evangelicals, Pentecostals, and Anglican denominations as going too extreme with absolute Christian traditionalism that abhors peoples' lifestyles different from theirs and classifies them as sinners. The local Pentecostal church I attend welcomes people with different sexual orientations for the love of God and neighbors. Moreover, my Church and organization are not judgmental against straight people, or LGBTQs. However, the Church does not subscribe to any marriage that is not between the opposite sexes.

**Comments 10:** Dwindling Churches may be due to issues of lacking connectivity and relationship building between the Churches, the people, and the community.

**Quote/Paraphrase:** In 2014, the New York Archdiocese of the Catholic Church announced the closing of dozens of empty church buildings, and hundreds of other Protestant congregations faced dwindling- In 1989, my family and I started Redeemer, a new church in Manhattan. We faced cultural attitudes toward Christianity that ran from profound indifference to mockery to shouting-out-loud hostility" (Keller, 2023). [Introduction].

**Essential Elements:** Protestant congregations, dwindling, Redeemer, cultural attitudes, profound indifference to mockery, to shouting-out-loud hostility.

**Additive/Variant Analysis:**The unlikely "cultural attitudes" towards the ministry may have been i) due to a lack of socio-economic connectivity between the Church, the poor people in the neighborhood, and the community, ii) the neighborhood was reeking of poverty everywhere. iii) There was no food pantry distribution to support perhaps the hungry, poor people. iv) the Church was not organizing monthly job fairs and a quarterly scholarship program. Including vi) gospel outreaches to evangelize and build relationships in the neighborhood.

**Contextualization:**The great lesson to my organization is to always build positive relations with customers and the community. The church community may have people who need jobs, counseling, and blending bible studies (which is non-judgmental). There should be constructive therapy for healing drug abuse and domestic violence victims. Building relationships and utilizing community resources to engage and recruit the community's inhabitants is crucial to changing the negative cultural narratives against modern Churches.

**Source Six:** Abid, G., Sajjad, I., Elahi, N. S., Farooqi, S., & Nisar, A. (2018). The influence of prosocial motivation and civility on work engagement: The mediating role of thriving at work. *Cogent Business & Management*, *5*(1), 1493712.

**Comment 11:** The success of an organization is inextricably tied to socio-cultural considerations in its business model and strategies.

**Quote/Paraphrase:** Thriving at work is a psychological state in which employees experience both a sense of vitality and learning. Drawing on the Self-Determination Theory, Job Demands and Resources model, and Socially Embedded Model of thriving, our study examines the direct influence of two behavioral antecedents (i.e. prosocial motivation and civility) on work engagement (Abid, et al., 2018). [Abstract].

**Additive/Variant Analysis:** The additive is a “sense of vitality and learning”: These attributes carry evident motivational strengths and growth prospects the worker enjoys. The others are “self-determination theory, self-thriving, prosocial motivation with civility.” These are productive elements and pathways for a cohesive organizational culture that thrives.

**Contextualization:** Through “self-determination and self-thriving” my employees find prospects in working. There is room for career advancement, paid professional training, and academic education. The employees are motivated, mentored, and avail themselves of coaching resources.

**Comment 12:** It is expedient, the business model has in-built soft skills in it. New sets of softskills offer a competitive advantage. Hard skills account for lesser sets of skills required by modern organizations.

**Quote/Paraphrase:** Employers expected fresh graduates to possess soft skills related to positive attitude, teamwork, good ethics, and problem-solving. However, the employers felt that fresh graduates usually have less than good soft skills. The study suggests these skills should be embedded in the curriculum (Majid et al., 2019).

**Essential Elements:** Skills related to positive attitude, teamwork, good ethics, problem-solving, good soft skills, curriculum.

**Additive/Variant Analysis:** The additive is, “the study suggests these skills should be embedded in the curriculum.” There is a wide disparity between soft and hard skills. Most employers want to hire soft-skilled candidates. According to research from Harvard University, the Carnegie Foundation, and Stanford Research Center, 85% of career success comes from soft skills, while only 15% comes from hard skills (Deepa & Seth, 2013). [Abstract].

 **Contextualization:** Getting grounded in soft skills is the collective responsibility of the new and existing employees and trainers in my organization. Most times employers take it for granted and presume the qualified staff has all the required soft skills and hard skills. Even if the employee does have some soft skills, there are still regular training and seminars conducted to refresh their skills on soft skills.

**Conclusion**

 Organizational identity and behaviors illustrated in my organization arecritical in shaping the organizational, and social culture (Stammler, 2023; Zhao, 2023; Zhang, 2023) geared towards adaptation to social change. Moreover, it is determined that an organization like where I work has a vast expanse of written and unwritten rules and regulations, ethical morality, or a universal template of ethical contracts and standards designed to guide the employee initiative and innovative ideas (Yeganeh, 2023), to enable such organization to succeed. However, the organizational infrastructure to make the right choices in their decisions, and be able to prune, and select the right applicable options, and the social, and cultural capacity to compete and navigate conflicts (Williams, 2018), make the difference. Staff mentoring and coaching have become indispensable tools (Carmel & Paul, 2015; Deepa & Seth, 2013) in organizational plasticity. These tools help to foster employee relations with the management and fellow employees. This study reveals the strategic relevance of recruiting or developing staff with soft skills (Majid et al., 2019), consisting of organization citizenry, emotional intelligence, mentoring and coaching, building relationships, having the right working attitudes, empathy, and a sense of initiative. Others include innovation, integrity, and working virtues. Moreover, these policies are grounded in ethical standards (Marquette University, 2021; NAADAC, 2021; Josephson, 2015) that find their origins and bearings in some religious, doctrinal principles (Nichols, 2022) and practice, for sustained cultural change, capable in the existing competitive environment.

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