Discussion 1: JI

**Ways Organizations Change**

Over the past five years, and more noticeable during the COVID-19 pandemic, the massive business transformation has become a necessity and effective way for organizations to keep up with the evolving workplace. For organizations to stay ahead of a constantly evolving business world, they need to implement enterprise-wide changes that innovate their processes, products, people, and services to stay competitive. Constant change is inevitable in every progressive business, and It can be difficult, and people often resist it, especially in larger organizations. Nevertheless, organizations must follow a systematic approach to managing significant change to develop an agile workplace culture and develop experts plus established approaches for successfully navigating through changes that affect the organization. This global problem is why successful organizations invested in world-class research and development in Organizational Transformation (OT) through technology and culture, which is relevant and consistent with how organizations have changed over the years. Just as David, the young shepherd boy, the youngest male in his family, led sheep in preparation for leading the children of Israel. He was chosen by God and prepared for the change and transition without him knowing by guiding him while he killed lions and bears. Likewise, organizational leaders must prepare their subordinates with the necessary technology and Culture change from different aspects.

**Technology Change Organization**

In most organizations, technological advancements and digital transformation are providing executives and managers opportunities to leverage some of the internal and external networks challenging and important initiatives. At the center of those challenges are technology and members' engagement. The technology used in an organization may not be able to create or change the corporate culture single-handedly, but it can have a profound impact. How an organization approaches the challenges determines the impact. Timothy Keller affirms, "A biblical understanding of work energizes our desire to create value from the available resources. Recognizing the God who supplies our resources and gives us the privilege of joining in as cultivators helps us enter into our work with a relentless spirit of creativity (Keller, 2012)." In 2015, the World Economic Forum launched the 'Digital Transformation Initiative' based on the idea that this digital transformation could 'unlock a 100 trillion dollars for business and society. The initiative aims to mobilize incumbent corporations to grasp an accelerating technological transformation based on 'digital technologies' changing how people live and work (World Economic Forum, 2018). Between 2015 and 2021, the number of academic publications dealing with said digital transformation doubled yearly, from 58 in 2015 to 3380 in 2021, as a foundation of economic progress. The digital transformation is said to radically reshape economies (World Economic Forum, 2018), a claim shared by overlapping narratives about a 'fourth industrial revolution and the emergence of '4.0 technologies' (Laffi and Lenzi, 2021). This revolution has been gathering steam since the mid-2010s. It relates to the merging, or fusion of digital, biological, and physical worlds, giving rise to automation and the use of new technologies that are transforming the way we work and live (Meeteren & Trincado-Munoz & Tzameret & Vorleye 2022). Innovation takes strong leaders and vision. Bottom line, When effective change management and buy-in are not clearly outlined within the organization, the net income (the company's income after all expenses have been deducted from revenues) can suffer. Significant changes to operations such as those impacting people, processes, and technology must be addressed with thoughtful change management strategies, carefully crafted communications, and an approach to continuous improvement.

"Information and communication technologies (ICT) are often subsumed under the general concept of technology, but all can agree with Burton and Obel that they are more appropriately treated as a "dimension of structural design" a means for communication and coordination (Scott, 2007)." The motivation and the ability to implement some ICP are greater in larger companies. These companies may have more financial and human resources available for developing, implementing, and maintaining environmental initiatives such as ICP. Furthermore, society (environmental), non-governmental organizations, media, and governments pay more attention to large companies (Gorbach, & Pickett, & Kost, 2022). A revenue-neutral ICP scheme is more suitable for some organizations when internal policies and external expectations are favored. If the organization favors revenue-neutral ICP methods, it should consider the emission structure of the different cost centers. Naturally, as technologies converge and sectors coalesce, the innovation frontier shifts, rendering older sectoral and technological taxonomies obsolete. Patent data are suboptimal to follow the technological change in real-time, given patents' time lag and how digital technology patents are dominated by filings from large corporations (Ménière et al., 2017). Improving technology influences society's values by changing expectations and realities and enabling businesses to attain and maintain greater reach on their customers and new markets. Underline, technology has created skepticism in society; it is also blamed for unemployment, cultural lag, and social and institutional changes, sparking change in organizations' Cultures and the way they do business.

**Social and Culture Factors Shaping Technology**

The impact of technology on culture, tradition, and social values is undoubtedly huge, as to how it affects our society today and how it influences human activities, especially in an organization. It is no secret that companies pay a lot of attention to corporate Culture with different technology and matrix. However, it is still challenging to know just what the focus should be when creating or changing corporate culture. For example, should there be added perks and benefits? Upgrade the working/office space? Implement a new communication strategy? Ultimately, company culture comes from leadership and stems from the company's and network values. "House and colleagues (2004) have employed Hofstede's scales in their collaborative study of organizations in sixty-two societies to examine the modes of leadership best suited to deal with cultural differences. These and additional cross-cultural studies contribute to the growing evidence that the broader social context influences technology-structure relations. Keller states, "personal idols profoundly drive and shape behavior, including the work. Idols of comfort and pleasure can make it impossible for a person to work as hard as is necessary to have a faithful and fruitful career. "Idols of power and approval, on the other hand, can lead to overwork or to be ruthless and unbalanced in the work practices (Keller, & Alsdorf, 2012)." Organizations that fail to place a measure of importance on their internal culture, and allow toxic culture to grow and spread, are bound to experience a wave of difficulties trying to make the corrections.

An organization's culture, or the beliefs and behaviors that influence how people act within that organization, play a major role in the organization's success or failure. As stated, more and more organizations' leaders are paying attention to the impact of their culture. Communicating with department heads is essential to change the company culture and create a consistent practice across each business area. An effective process can be to schedule weekly and monthly meetings to learn about what employees see within their networks or departments requiring change. For example, better communication, training or inclusivity, incentives, or motivation. Experience proves, In order to create a beneficial work environment that promotes employee productivity and overall company success, time should be taken advantage of to allow for the implementation of a few changes at a time so that your employees can get used to new processes or incentive programs before implementing other changes. In other words, organizations do not change people. Hence people change organizations. Hence it is critical to creating an effective change management communications plan that will inspire, engage, and support the employees to navigate and accept change effectively.

Changing a culture is a daunting task that takes careful strategy and planning. It holds the unique requirement of starting at the top and being an organization-wide process. However, be strategic when determining when the cultural change is needed, then decide how to influence others with the culture change. One of the first places to gather information and learn what challenges need to address is the Human Resources (HR)experts. Find out what they identified during their process and the recommendations for overcoming the organization's roadblocks to culture change in the workplace. According to a Harvard Business Review, "Culture is like the wind. It is invisible, yet its effect can be seen and felt. When it is blowing in your direction, it makes for smooth sailing. When it is blowing against you, everything is more difficult. For organizations seeking to become more adaptive and innovative, culture change is often the most challenging part of the transformation. But, culture change cannot be achieved through a top-down mandate (Walker & Soule, 2017)" In context, Romans 12:2 states, "Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what the will of God is, what is good and acceptable and perfect (ESV, 2016)."

**Personal Perspectives**

Constant and consistent change is the norm in today's fast innovating technology, which greatly impacts culture. Organizations continue to adjust as best they can to stay relevant, but when it comes to employees, many need new ways to adapt quickly and build resilience. Creating a collaborative learning environment where employees can develop the skills they need to succeed and the skills that will drive innovation and growth for the organization's future. Another helpful tool is Change management; when employing an outside agency for a short time, it is a systematic approach and application of knowledge, tools, and resources to deal with change. It involves defining and adopting corporate strategies, structures, procedures, and technologies to handle changes in external conditions and the business environment. Effective change management goes above project management, and technical tasks were undertaken to achieve organizational changes and involve leading the people in a significant change within the organization. The primary goal of change management is to successfully implement new processes, products, and business strategies while minimizing adverse outcomes, so it is effective with a manager and an external entity.

Organizational Culture has been a primarily avoided part of digital transformation because people hate change. Culture is personal to many business owners and employees; the reality is it blocks version because of the proximity to its inception. From experience, an organization's culture makes or breaks the organization's success. Technology has had a long-standing impact on culture from the industrial revolution to the internet boom; in every shape or implementation, technology has had a tremendous impact on culture. However, Navigating the balance between culture and technology is one of the toughest challenges of digital transformation. When disruption occurs, employees are often left dealing with feelings of fear and uncertainty that impact their engagement, productivity, and service levels. One of the biggest lessons from COVID is the value of business communication platforms evident in companies migrating to Zoom and Microsoft Teams exacerbated before and during the pandemic and is still a reason for not going to the office. New tech tools allow multiple, innovative ways to acknowledge staff and recognize peers. Showing appreciation as soon as possible has always been powerful. Technology allows people to do it faster than ever before on many levels. It has been a driving force in organizational change over the years and will stay relevant.

**Conclusion**

"In miracles, you taste the past and the future. We glimpse Eden where there was no foul water, and we glimpse the future when there Will be streams of water that bring life, and there is no death. We see grace here! Elisha restores the water to its original design, and the curtain of history is pulled back ever so briefly, and the curse is lifted (Merida, p. 190, 2015)." Technology has transformed the way the office looks today. While many employees still go into the office for their workday, other employees have the option to work remotely. A fact of culture and technology have been working together to change organizations over the years. *Workplace culture* is the attitude and practices that members take on when conducting their job and includes factors such as accountability, dependability, teamwork, motivation, and productivity. Workplace culture has a powerful impact on these factors, meaning a positive workplace culture can contribute to the overall success of a business. Technology has made communication more effortless than ever before. For example, emails, texts, interactive documents, and video conferences make communication easier and faster. Advanced communication delivers another level of complexity to an organization. Applying concise and friendly ultramodern communication can be challenging but is extremely important to maintaining a professional work environment, especially remotely.

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Discussion 2: WM

**The Changes of Organizations**

Organizational change is a function of innovation and adaptability. Ecological and institutional forces play the role of change agents in tracking the evolution of organizations since their emergence as a prominent part of society in the twentieth century (Scott & Davis, 2015). Change is part of the natural selection process or ecology of all organizations. This discussion forum reviews the following two ways organizations have changed from the late nineteenth and the twentieth century to the current century: a) workforce and b) globalization. This discussion also includes a summary of those changes from past to present, including a personal perspective on organizational development and changes.

**Workforce Changes**

From the nineteenth century, when organizations began to take shape and influence society, workforces have evolved and changed within their organizational hosts. During the middle of the nineteenth century, the railroad development in the United States included events that defined contemporary organizational structure, including workforce specializations and administrative hierarchies (Scott & Davis, 2015). The railroads literally and figuratively paved the way for organizational structures. Scott and Davis describe the railroads as a unitary (U-form) organizational form. In this design, the authors share that the workforce was more functional and compartmentalized. During this period, the workforce was treated like a commodity; human resources were objectified to align with the rational systems perspective for organizations. The job function was of primary value, and the individual experiences were insignificant (Cárdenas-García et al., 2019). Cárdenas-García et al. (2019) share in their interesting paper comparing this period to the digital age that the organization was not empathetic to the workforce. They state that "the capitalist is unconcerned about the intellectual or physical makeup of the humans it hires, just so long as the person hired meets the minimal requirements for the job at hand, leaving room for on-the-job training" (p. 313). Most organizations were aligned to a rational systems perspective, utilizing theories like Taylor's Scientific method to measure and control efficient operations (Scott & Davis, 2015). This period, also known as the industrial age, set the stage for workers' unions that developed in the next century. This activity resulted from overworked factory workers living in poverty, highlighting a large gap between the extremely wealthy and poor (Mohajan, 2019). This organizational structure led to the workforce organizational changes defined within the twentieth century.

Organizations gained societal prominence in the twentieth century. Scott and Davis (2015) describe this century as when organizations became more formalized and dominant, particularly in Western and European cultures. Berg (2020) notes that the first forms of a workers union developed in Sweden in the nineteenth century. In her study, she shares that the workers' organization's goals included improving education and providing economic support. However, this workforce activity was a precursor to the robust union development within employing organizations in the twentieth century. Unions are sub-organizations within organizations comprised of voluntary membership. In the twentieth century, unions led to a power shift in the workforce in favor of the workers who demanded better working conditions, including more robust job security and less job inequity. Unions resisted rational perspective tactics like standardized task timing and scheduling per Taylor's Scientific Methods (Scott and Davis, 2015). This activity weakened the rational organizational paradigm popularized in the nineteenth century; and opened the doors to both natural and open systems perspectives that have significantly more consideration for the workforce (Eisenberg-Guyot et al., 2021).

Although unions provided many positives to organizational workforces, they began to decline in the second half of the twentieth century. Organizations and shareholders influenced politics and economics on a larger scale in this era. In the United States, legislation passed in the earlier part of the century to protect unions was overturned with new laws influenced by lobbyists hired by organizations (Eisenberg-Guyot et al., 2021; Scott & Davis, 2015). Scott and Davis also share that many organizations adapted to models with improved working conditions to deter union activities. These activities triggered the decline of unions, especially in the United States.

Downsizing in the mid-1980s is another significant effect on workforces within organizations. Technology through machine automation is the root cause of job elimination. In the United States, over nine hundred thousand jobs were eliminated between 1989 and 2004 (Scott & Davis, 2015). Scott and Davis' research shows that a large portion of this job loss resulted from the machine or computer-based innovations within the Information Communications and Technology (ICT) domain, which streamlined organizational processes and reduced the need for human involvement. Towards the end of the twentieth century into the twenty-first century, the United States experienced high employment for both waves of unemployment in white-collar and middle management populations (Van Roy et al., 2018; Scott & Davis, 2015). ICT-related technology drastically impacts the modern workforce and continues to create disruptions today.

The latest trend seen in organizational workforces is the temporary or contract workers. As organizations have leveraged technology to become faster, stronger, and more productive, the organizational workforces have evolved to be more flexible, self-managed, and independent.   Temporary and contract workers represent a more ad hoc and transient working relationship considered typical within many organizations today (Livne-Tarandach & Jazaieri, 2021). In their research, Livne-Tarandach and Jazaieri (2021) describe this current workforce phenomenon as a "project society" for workers in the organizational structure (p. 1147). The authors indicate in the study that the project society represents how workforces have adapted as organizations have transitioned from the traditional firms of the previous decades. Scott and Davis (2015) organizations are becoming boundaryless, to which a contributing factor is a workforce that is less static and more on-demand. Because job security is no longer presumed, workforces like organizations are evolving these new forms to both survive and thrive.

**Globalization**

Clegg and Carter (2009) share from their research findings that "we live in a globalizing, rather than globalized world" (p. 6). The researchers define contemporary globalization as organizations with large world geographical footprints enabled by a high degree of functional integration. Since the nineteenth century, organizations have grown more complex and extensive, crossing nation-state boundaries. Organizational study scholars believe that the first significant wave of global organizations developed in the early twentieth century, shortly following World War I (Clegg & Carter, 2009). Clegg and Carter (2009) describe how the war affected organizations, providing more focus on machinery and automation in factories. The workforce also became more diversified, with more racial groups and women. Since this time, a combination of internal and external factors has grown organizations worldwide. Clegg and Carter (2009) share the following as globalization enablers: a) the world wide web and web browsers, b) supply chain management, c) workflow technology and software, d) mobile devices and e) outsourcing and insourcing.

Much like the questions related to the effect of the temporary and contract workers' influence on the future organizational ecology, globalization also drives introspection about impacts on organizational structure and design. Organizational that are global are more multifunctional, which is characterized by the multi-divisional format (M-Form). The M-form allows organizations in different geographic locations to operate autonomously but leverage the organization overall for shared services (Scott & Davis, 2015). This is beneficial because each division operating under different governments or regulatory oversight conforms as needed. The organization as a whole still benefits from the global scaling of it resources.

Globalization is also associated with more recent theoretical analysis aligned to macro-organizational trends or macro-level units of analysis (Scott & Davis, 2015). Micro units are the present-day representation of organizational growth. Scott and Davis (2015) share that macro units represent the varying operating models and global locations for organizations today. The authors state that organizations were less diversified and more inclined to be bounded by geography leading up to the twenty-first century. They describe these periods as more microunits levels of organizational analysis.

Digital technology has directly affected the organization's ability to span globally. In a study on internationalization, Monaghan et al. (2020) studied organizations that they described as being "born digital' (p. 11). Born-digital firms rely on the internet to run their business, including production, operating processes, and delivery cycles (Monaghan et al., 2020). In their study, many firms that developed in the current century have the technology to build the digital networks that allow them to perform on the global stage shortly after being formed. Specifically, the authors share that ICT improved stakeholder communications, scalability, automation, and technical change management, which drove globalization.

One example of this type of organization is Amazon. In a recent study on Amazon and globalization, Dey and Francis (2021) discuss how organizations like Amazon transformed the global market. The authors point out that before globalization, organizations dealt in microunits of commerce, limited by the few markets within geographical reach. With improvements in digital technology, organizations born digital are influenced by competitors and competitive products from around the world. Organizations like Amazon have grown by double digits in the last decade and continue to grow and expand beyond nation and territorial lines (Dey & Francis, 2021). Scott and Davis (2015) describe this current and future trend as being boundaryless. Boundaryless organizations comply with government and regulatory requirements, when necessary, to be viable. Consequently, the multiplicity of international stakeholders under one organization's roof creates a new paradigm for future organizational studies.

**Personal Perspective**

Scott and Davis (2015) have a post-positivism philosophical view of organizational theory. Within this philosophical worldview, the researchers acknowledge biases innate in research studies of organizational structures, which are factored out of the findings to determine a more accurate view of reality (Turyahikayo, 2021). This approach is valuable. However, the pragmatic worldview is another philosophical paradigm that can be leveraged for more studies on organizational development and behavior. This philosophical worldview is a practical, problem-solving approach to organizational behavior. Concerning workforce and globalization changes, the genesis has frequently been problems or issues needing to be resolved for the organization's survival. For this reason, the pragmatic worldview is uniquely suited to track how real-world issues and problem-solving drive an organization's ecology and actions.

Most workforce changes result from some problem in the organization. This includes the poor working conditions in the late 1800s, the rapid spread of bureaucracy or management, and the impositions of some unions in the 1900s. Whenever these problems have conflicted with the organizational outcomes, which are paramount, a change has occurred. Similarly, globalization can also be linked to practical problem statements. In the world of commerce, globalization has enabled economies of scale. It has also created a global economy and allowed consumers more choices in the marketplace beyond geographical boundaries. This is also behavior related to a problem. For example, many organizations sought to take their businesses overseas to reduce labor cost demands from unions. Some unionized industries, such as manufacturing, lost out to overseas manufacturers.

The pragmatic worldview also allows insights into the moral and ethical issues related to organizational ecology and future development. Organizations without a moral compass are unlikely to succeed. However, they can leave behind a significant amount of damage. As organizations grow and expand internationally, failure has more detrimental implications on society. In short, the bigger they are, the harder they fall. A pragmatic worldview of organizations can shed light on some of the contributing indicators and characteristics of unethical organizational behavior. Elshaer et al. (2022), in a recent study on unethical organizational behavior (UOB) in the tourism industry, evaluate the precursors of UOB. The authors share that understanding the root cause of UOB is critical because unethical activities decrease organizational performance and a loss of customers and revenue. All contributing factors to the inability to survive. Elshaer et al. (2022) find in their study that UOB is linked to a scarcity of resources in the workplace, such as time or money. Furthermore, the authors share that the resources engaged in UOB believe this is the way to get the organization back to a healthy, ethical state.

A multiparadigm approach to organizational studies is critical to building theoretical and conceptual knowledge bases. As Scott and Davis (2015) shared, organizational perspectives have evolved from a unitary platform to a multiparadigm. They also state that most of this transformation resulted in the second half of the current century because of the exponential growth in organizational design, complexity, and differentiation. Future research will provide greater clarity on organizational development in terms of analyzing past events and predictors of what lies ahead. This knowledge will lead to the wisdom needed to manage organizations effectively and ethically, which is essential to the well-being of society overall. Colossians 1:16-17 shares this verse 'For by him were all things created, that are in heaven, and that are in earth, visible and invisible, whether they be thrones, or dominions, or principalities, or powers: all things were created by him, and for him' (King James Bible,1769/2017). This verse speaks to the need for ethical organizations, regardless of the organizational design, perspective, or theoretical platform. Governmental organizations leading nations have been overthrown due to unethical behavior. Similarly, commerce-based organizations have been bankrupted resulting from news reports of bad behavior. This is all avoidable when organizations practice strong ethics and good values as part of their overall evolution.

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