**Question: What makes an organization more diverse, and what are the common issues (2-3 pages)?**

Stevenson (2010) defined an organization as an establishment comprising a group of people with a common purpose. He further contended that many organizations exist, including governments, companies, NGOs, political organizations, schools, armed forces, and partnerships. According to https://thelawdictionary.org/organization/, organizations are open systems because the external environment impacts them. Further, he asserts that organizations also influence the external environment. The organizations are, therefore, continuously changing to adjust to the dynamic internal and external environment.

Below is a discussion of a couple of factors that make organizations diverse.

**Organizational Culture**

Outtz (2011) affirms that organizational culture is a mutual coexistence of beliefs, philosophies, rules, norms, and values, both written and unwritten. Together, these form an environment in which the people working in that organization interact with each other. The culture differs from one organization to another, even if operating in the same industry and business environment. For example, some organizations pride themselves on being people-focused, while others anchor themselves on a tech-driven and innovative culture.

**Organizational Strategy**

According to Gupta (2014), an organizational strategy is the overall approach taken by the organization to meet the demands of its stakeholders while remaining sustainably competitive in the market. The strategy adopted by an organization is dependent on its SWOT analysis. An organization's SWOT differs from one organization to another, subsequently influencing the adoption of unique approaches. Some of the techniques organizations adopt include sales, recruitment, succession, market development and innovation, marketing, employee development, and employee engagement strategies.

**Organizational Structure and Design**

Aquinas (2008) asserts that an organizational structure is how the work will flow throughout the organization to allow teams to work together at their functions to execute tasks. Each organization will uniquely structure and design its workflow to suit its internal operational synergies. The organizational strategy and policies, processes, procedures, policies, and designs inspire organizations' adopted strategies.

**Size of the Organization**

The organization's size refers to the magnitude of an organization in terms of its revenue, market size, number of employees, products, services, and number of divisions. Stevenson (2010) further states that the organization's size refers to the scope and magnitude of the organization's operations. Sometimes, the larger the organization, the more complex the nature of the issues it must deal with and the actions it needs to take to address them. The organizations' categories are micro-enterprises, small, medium, and large enterprises.

**Management style of the senior leadership**

A couple of leadership styles, including democratic, autocratic, laissez-faire, transformational, charismatic, bureaucratic, servant leadership, and transactional, exist. An organization's senior leadership may adopt any leadership style that could differ from other organizations (Outtz, 2011).

**External and Operational Environment**

Different industries in which organizations operate differ in how they manage change. This may impact their planning, the nature of policies to adopt, the compliance oversight bodies, and the required certifications. Organizations' different change management approaches also determine how rapidly or slowly certain elements change, e.g., technology changes more quickly in electronics, telecommunication, and the healthcare industry, compared to agribusiness (Yang, 2008).

Despite the diversity in organizations, a couple of common issues exist among them.

**Common purpose**

Yang (2008) states that organizations are purpose-driven. They exist to fulfill a particular objective. The organizational leadership subsequently designs the systems and structures to support this common goal. Some common corporate objectives include profit maximization, market leadership, sustainable development, giving back to society, charity work, and service provision like in government organizations. An organization must clearly define its mission, vision, core values, and short- and long-term strategies to help employees understand and contribute to its direction.

**Human Resources / Personnel**

Every organization has employees. These employees drive its vision, mission, and strategy. Whereas the caliber of employees required by each organization may differ, all organizations need at least one employee to push their agenda. Even in highly automated organizations, employees, albeit lean, are required (Gupta, 2014).

**Work division**

All successful organizations establish strategies broken down into smaller tasks where employees are assigned those tasks based on their skills, interests, abilities, experience, and specialization. With the division of work, organizations can execute strategic priorities more effectively (Gupta, 2014).

**Organizational Structure**

According to Aquinas (2008), all organizations have deliberate structures. Through these structures, the leadership assigns employees specific authority and responsibilities. The systems in the organizations help distinguish the jobs each employee holds and the decision-making power for each of those roles. Ultimately, the organizational structure establishes the hierarchy of authority and the manager's span of control.

**Operating Environmental**

Each organization operates in a dynamic internal and external business environment. These factors impact the operations and performance of the organization. The business environment in which organizations operate affects them. As a result, organizations must align with these environmental changes (Yang, 2008).

**Statutory registration and operational requirements**

All organizations must comply with a specific compliance checklist for registration and continued operations. Non-compliant organizations operate illegally and could face punitive fines and charges when caught (Outtz, 2011).

In conclusion, organizations are distinct from each other in a couple of areas while, at the same time, sharing core similarities, as discussed above. It is upon the organizational leadership to ensure that the decisions they make concerning their organization are based on their uniqueness while embracing the similarities with the other organizations.

**References**

Aquinas, P. (2008). *Organizational Structure and Design* (1st Ed). Anurag Janes for Excel Books, New Delhi.

Gupta, C.B. (2014). *Strategic Management: Text and Cases* (1st Ed). S. Chand Publishers, New Delhi.

Outtz, J.L. (2011). Adverse Impact: Implications for Organizations and High Stakes Selection. Taylor and Francis Group, LLC. New York.

Pachuta, J. (2002). Creating a vibrant culture. Retrieved November 20, 2023, from http://organizational-culture.com

Stevenson, A. (Ed). (2010). *Oxford Dictionary of English* (3rd Ed). Oxford University Press.

Yang, I.M. (2008). A Strategic Approach to Sustainable Partnership Development. *European Business Review.*