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Evaluating Organizational Dynamics and Performance Using the EDAS Method: A Comparative Analysis of Companies

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Abstract: Organizational dynamics encompass the intricate interplay of factors that shape an organization's behavior, culture, and performance. In an era marked by constant change and disruption, understanding and effectively managing these dynamics is paramount for organizational success. It delves into the essence of organizational dynamics, emphasizing the dynamic nature of modern workplaces. Organizations are not static entities; they are living systems constantly influenced by internal and external forces. Acknowledging this dynamism is the initial step in comprehending the complexity that organizations face. The abstract then explores the multifaceted drivers of organizational dynamics. Internal elements such as leadership styles, employee engagement, and culture significantly impact an organization's response to external pressures. Moreover, external factors like market shifts, technological advancements, and regulatory changes compel organizations to adapt and evolve. Successful navigation of these forces requires a nuanced understanding of the organization's unique context. *Adaptation to a Changing Environment:* In today's fast-paced world, organizations must adapt to a rapidly evolving business environment. Research on organizational dynamics provides valuable insights into how organizations can effectively respond to external changes, market shifts, and emerging trends, allowing them to remain competitive and sustainable. *Enhancing Performance and Productivity:* Understanding the inner workings of an organization, including its culture, team dynamics, and leadership, is essential for optimizing performance and productivity. Research in this field helps organizations identify areas for improvement and implement strategies to boost efficiency and effectiveness. It assesses the suitability of alternatives by considering their proximity to the mean solution. Through this analysis, the EDAS method identifies the most favorable solution based on the average evaluation in relation to its distance from the mean solution. Regarding the outcomes of the analysis, it is observed that the EDAS method favors solutions with shorter distances from the ideal solution and penalizes those with negative distances, signifying the preference for solutions that are closer to the ideal. However, the comparison of these distances does not exhibit significant differences among the alternatives. Despite this, the EDAS method remains the preferred approach for evaluating solutions due to its distinctive effectiveness in MCDM. From the result it is seen that company C is got the first rank where as is the company B having the lowest rank

Keywords: Institutional theory, Corporate social responsibility, Multinational, corporations, Organizational dynamic

1. INTRODUCTION

Organizational dynamics, social norms, and information systems are intricately interconnected elements that play pivotal roles in shaping the behavior and functioning of modern organizations. Organizational dynamics encompass the ever-changing nature of businesses, where internal and external forces interact to influence decision-making, culture, and performance. Social norms within an organization set the behavioral expectations and standards that guide interactions among employees and affect the organizational culture. Information systems, on the other hand, are the technological backbone that supports data management, communication, and decision-making processes. Together, these elements create a dynamic ecosystem where the flow of information, influenced by social norms and organizational dynamics, can either enhance or hinder an organization's ability to adapt, innovate, and achieve its objectives. Understanding how these factors intersect is crucial for effective management and decision-making within organizations, as they collectively impact the organization's capacity to

thrive and succeed in today's complex and ever-evolving business environment [1] The diffusion of corporate social responsibility (CSR) initiatives by multinational subsidiaries in Indonesia is a complex process influenced by both organizational dynamics and institutional factors. Organizational dynamics encompass the internal workings of these subsidiaries, including their strategic goals, leadership, and organizational culture. The degree to which CSR is embraced and integrated within the organization is influenced by factors like the commitment of leadership, the alignment of CSR with business objectives, and the willingness of employees to participate in CSR activities. Simultaneously, institutional factors, such as local regulations, societal expectations, and industry norms, also significantly shape CSR diffusion. Multinational subsidiaries in Indonesia must navigate a diverse and evolving institutional landscape, considering the demands of both global corporate standards and local expectations. The success of CSR diffusion depends on the subsidiary's ability to harmonize these organizational dynamics with the broader institutional context, ensuring that CSR initiatives are not only impactful but also aligned with local values and regulatory requirements, ultimately contributing positively to the company's reputation and societal well-being.[2]The study of organizational dynamics within the context of environmental sustainability presents a compelling case for examining the interplay between structure and agency of collective actors. Organizational dynamics, in this context, refer to the internal processes, behaviors, and strategies of organizations as they respond to environmental challenges and opportunities. On one hand, organizational structure sets the framework within which these collective actors operate, including the policies, resource allocation, and decision-making processes that guide sustainability efforts. On the other hand, agency represents the capacity of individuals and groups within the organization to enact change, make sustainable choices, and drive innovation. It's the synergy between the structured framework and the proactive actions of collective actors that determines an organization's ability to integrate and advance environmental sustainability. The balance between structure and agency is pivotal, as overly rigid structures can stifle innovation, while too much agency without a guiding framework can lead to inconsistency. Understanding this interplay is essential for organizations seeking to achieve meaningful and enduring environmental sustainability, as it provides insights into how to optimize their internal dynamics to foster a culture of eco-consciousness and drive positive environmental impact [3] The dynamics of subsidiary integration in Chinese multinational corporations (MNCs) are complex and can often be characterized by a situation where the acquirer companies exhibit aggressive tendencies, while the subsidiary owners adopt a more laidback approach. In such cases, the acquirer's aggressive posture typically involves a keen interest in rapidly assimilating the subsidiary into its existing operations, implementing standardized processes, and sometimes exerting a strong degree of control. Meanwhile, the laidback owners, often representing local management or founders of the acquired subsidiary, may resist or cautiously adapt to these changes, preserving elements of the subsidiary's original identity and practices. These dynamics are reflective of the inherent tensions that arise in cross-cultural mergers and acquisitions, where differences in corporate cultures, management styles, and objectives need to be reconciled. The challenge lies in striking a balance between the aggressiveness needed for efficient integration and the respect for the unique strengths and local knowledge of subsidiary owners, which can be vital for maintaining subsidiary performance and achieving overall MNC success. Understanding and effectively managing this organizational tension is crucial for achieving a harmonious and productive subsidiary integration within Chinese MNCs [4]Organizational dynamics within European 'peasant seed' movements facing opening-up institutions and policies are characterized by a delicate interplay of grassroots activism, policy advocacy, and adaptation to evolving agricultural landscapes. These movements, driven by small-scale farmers, seek to protect traditional seed-saving practices and promote agricultural biodiversity. In the face of opening-up institutions and policies that often favor large-scale, commercial agriculture, these movements encounter challenges in preserving their unique agricultural heritage. The dynamics involve mobilization efforts, networking, and policy engagement aimed at safeguarding local seed varieties and promoting sustainable agricultural practices. It's a tension-filled landscape where traditional knowledge meets modern regulations, and the organizations within these movements must find a balance between advocating for change and accommodating the realities of evolving agricultural systems. The success of these movements lies in their ability to navigate these organizational dynamics, effectively influence policies, and simultaneously empower small-scale farmers to continue their vital role in preserving agricultural diversity and resilience.[5] Organizational dynamics in the context of software process improvement present a unique challenge, often referred to as "The Agility Challenge." As organizations strive to enhance their software development processes to become more efficient, deliver higher-quality products, and meet evolving customer demands, they must simultaneously navigate the inherent tension between structured process improvement methodologies and the need for agility and adaptability. While process improvement frameworks like CMMI (Capability Maturity Model Integration) and Six Sigma offer structure and rigor, they can inadvertently stifle creativity and innovation. The organizational dynamics are marked by a constant push and pull between adhering to these methodologies and embracing agile principles, which emphasize flexibility, customer collaboration, and responding to change. Success in this context hinges on the organization's ability to strike a balance, encouraging process improvement without impeding the agility required to stay competitive in

the dynamic software industry. It also involves fostering a culture of continuous learning and adaptability, where employees are empowered to contribute to both structured process improvement efforts and agile, customer-centric development practices [6] The concept of "Idiergy," management, and the Second Law of Organizational Dynamics appears to be an intriguing and potentially academic topic, though the precise details are not provided. From the limited information available, it seems to involve a discussion that connects the principles of the Second Law of Thermodynamics, which pertains to entropy and energy dissipation, to the field of organizational dynamics. This connection suggests a consideration of how energy, in this case, could be likened to resources within an organization, and how their distribution, transformation, and dissipation might be managed effectively. While this abstract raises many questions, including the definition of "Idiergy" and how it relates to management, it appears to delve into the deeper dynamics of how organizations manage their resources and entropy, which can be crucial for understanding the sustainability and efficiency of organizational structures. However, to provide a more comprehensive understanding, a detailed examination of the content within the provided PDF would be necessary.[7] Supervising mental health clinicians within the context of complex organizational dynamics is a multifaceted and critical task. Mental health organizations often operate within intricate systems influenced by various factors, such as funding constraints, evolving treatment models, and shifting regulatory requirements. Effective supervision in this setting involves navigating these complexities, supporting the professional growth of clinicians, ensuring the quality of care, and fostering a resilient and adaptive organizational culture. Supervisors must strike a balance between providing guidance and autonomy, addressing the unique needs and challenges of clinicians, and helping them navigate the broader organizational dynamics. This includes managing issues like staff burnout, the incorporation of evidence-based practices, and responding to the evolving mental health landscape. It requires supervisors to be astute in both clinical and administrative aspects, ultimately contributing to the overall well-being of the clinicians and the delivery of high-quality mental health services within a dynamic organizational context [8] The organizational dynamics of mental health teams are characterized by a complex interplay of various factors, all aimed at providing effective care and support to individuals experiencing mental health challenges. These dynamics involve the collaboration and coordination of professionals from diverse disciplines, including psychiatrists, psychologists, social workers, nurses, and counselors. The dynamics are influenced by the need to balance individual expertise with teamwork, ensuring that each team member's skills and perspectives contribute to comprehensive patient care. Communication and information sharing are vital in this context, as timely and accurate information exchange is crucial for diagnosis, treatment planning, and ongoing patient support. The dynamics also encompass the integration of evidence-based practices, adapting to evolving treatment modalities, and addressing regulatory and ethical considerations. Additionally, the emotional toll of working in mental health teams must be managed, as clinicians frequently encounter challenging and distressing situations. Overall, the organizational dynamics of mental health teams require a delicate balance between professionalism, empathy, and adaptability, all with the ultimate goal of providing the best possible care and support to those in need.[9] The phrase "Early warning systems and the organizational dynamics of standardization" suggests a research topic exploring the intricate relationship between early warning systems (EWS) and the standardization processes within organizations. Early warning systems are crucial for detecting potential issues, risks, or emerging trends, providing organizations with the necessary information to take timely and informed actions. The organizational dynamics involved in standardization refer to how organizations establish and maintain standardized practices, procedures, or protocols. The PDF may delve into how the implementation of EWS impacts the standardization of processes and decision-making within an organization. This likely involves discussions on how EWS influence the adoption of standardized best practices, streamline communication, and improve organizational responses to potential challenges or opportunities. The study may provide insights into how the integration of EWS can drive greater efficiency, accountability, and adaptability within organizational structures by fostering standardized approaches to decision-making and response strategies. The specific details and findings would be outlined within the PDF document itself [10] the dynamics of organizational wisdom revolve around the acquisition, integration, and application of collective knowledge and experience within an organization to make informed, ethical, and strategic decisions. It encompasses the ability of an organization to learn from its past, adapt to evolving circumstances, and foster a culture of shared wisdom. Organizational wisdom goes beyond the accumulation of data and information; it involves the insightful interpretation of that knowledge to address complex challenges and seize opportunities. This dynamic process often requires effective leadership, open communication, a willingness to embrace diverse perspectives, and a commitment to continuous learning and improvement. Organizations that successfully cultivate and harness wisdom are better equipped to navigate uncertainties, make sound judgments, and act in ways that not only serve their interests but also contribute positively to their stakeholders and society at large. Understanding the dynamics of organizational wisdom is essential for achieving long-term sustainability and success in a rapidly changing world [11]Organizational dynamics founded on cross-functional development represent a strategic approach to fostering synergy and adaptability within a company. Cross-functional development emphasizes the nurturing of a diverse skill set and

knowledge base among employees, particularly by encouraging collaboration and shared learning among different departments and functional areas. By breaking down silos and fostering a culture of cross-functional cooperation, organizations can harness the collective expertise of their workforce to tackle complex challenges, innovate, and respond effectively to market changes. This approach can lead to a more agile and resilient organization, better equipped to navigate the dynamic business landscape. Organizational dynamics built on cross-functional development recognize that a multidisciplinary perspective can often result in creative solutions and improved problem-solving, ultimately contributing to the organization's long-term success [12]. The term "Organizational change and development" in a PDF likely pertains to a document or study that explores the processes and strategies involved in transforming and improving organizations. Organizational change and development encompass a wide range of practices aimed at enhancing an organization's effectiveness, efficiency, and adaptability. This often includes shifts in organizational culture, restructuring, implementing new technologies, improving leadership, and enhancing employee engagement. The PDF is likely to provide insights into the theories, models, and real-world case studies related to organizational change and development, offering guidance on how organizations can navigate transitions, manage resistance, and foster a culture of continuous improvement. The specific content and findings of the PDF would depend on the document itself.

2. MATERIALS AND METHODS

2.1 Employee satisfaction: Employee satisfaction refers to the contentment and fulfillment that employees experience in their workplace. It is a measure of how well an organization meets the needs and expectations of its employees, both in terms of the work environment and the overall employment experience. When employees are satisfied, they are more likely to be engaged, motivated, and committed to their work. Employee satisfaction encompasses various factors, including job security, compensation, work-life balance, career growth opportunities, supportive management, a positive workplace culture, and recognition for their contributions. High levels of employee satisfaction are often associated with increased productivity, lower turnover rates, and a more positive impact on an organization's bottom line. It reflects the well-being of the workforce and is a critical component of effective human resource management and organizational success.

2.2 Revenue growth: Revenue growth refers to the increase in a company's total revenue or income over a specific period of time, usually measured in months, quarters, or years. It is a key performance indicator used to evaluate a company's financial health and overall success. Revenue growth can result from various sources, including increased sales, higher prices for products or services, the introduction of new products or services, expanding into new markets, or improving operational efficiency.

2.3 Innovation Score: An innovation score is a quantitative or qualitative measure that assesses and quantifies an organization's or a product's innovation performance. It is used to gauge the level of innovation or the ability to create and adopt new ideas, technologies, processes, or products within a specific context. An innovation score often includes various metrics and indicators, such as the number of patents filed, successful product launches, research and development investment, employee creativity, or market responsiveness to new ideas. The purpose of an innovation score is to help organizations understand their innovation capabilities and identify areas for improvement. It can also be used to benchmark a company's innovation performance against industry competitors or best practices, facilitating strategic decision-making and fostering a culture of continuous innovation within the organization.

2.4 Leadership Effectiveness: Leadership effectiveness refers to the ability of a leader to achieve positive outcomes and effectively lead a team or organization toward its goals and objectives. It encompasses a range of skills, behaviors, and characteristics that enable a leader to guide, inspire, and influence their team or followers in a way that maximizes performance and drives success. Effective leaders demonstrate qualities such as clear communication, strategic vision, adaptability, empathy, and the capacity to motivate and empower their team members. They create a positive work environment, promote collaboration, make informed decisions, and adapt to changing circumstances. Leadership effectiveness is often measured by key performance indicators, such as team productivity, employee satisfaction, innovation, and overall organizational success. It is a critical component in achieving organizational objectives and maintaining a motivated and engaged workforce.

Method: The determination of the energy installation requirements for a manufacturing plant relies on the EDAS score, primarily determined by the proximity to the recommended processing machine. When it comes to solar energy and geothermal energy, there is a discrepancy between expert reviews and generated data. Despite the fact that solar energy is an eco-friendly energy source, it is the preferred choice among experts due to its accessibility and extensive availability (2nd position in the Fuzzy AHP space). However, it is hindered by its

high installation costs (4th position in the EDAS space) and subpar performance, as noted in reference [14]. The EDAS technique is recommended for evaluating energy sources in the stock category, owing to its superior accuracy and reduced mathematical complexity compared to other classification methods. The EDAS approach is well-regarded for both its scaling and standard solution capabilities. Furthermore, an extended EDAS technique for supplier selection is introduced, depending on the character replacement position. In the context of solid waste removal, EDAS-based intuition suggests a fuzzy model for site identification. The study employs EDAS to analyze the limitations of renewable energy development, as stated in reference [15]. In the field of Multiple Criteria Group Decision Making (MCGDM), the EDAS approach is used. It begins with the fundamental definition of projects and the distance approach, which is later augmented by EDAS. This methodology is applied in a real-world context and is influenced by the EDAS method [26]. The EDAS approach provides an innovative and environmentally friendly solution for solving the MCDM problem with inverse properties. The AVS is employed for option prioritization and assessment using the PDA and NDA EDAS method [17]. The MCGDM EDAS method also results in the development of several algorithms for neutrosophic decision-making. While it is evident that EDAS has garnered significant attention from scholars, there has been no research extending the EDAS approach to q-Rung, as mentioned in reference [18]. To address issues related to Multiple Criteria Decision Making (MCDM), EDAS presents an innovative solution, serving as a comprehensive system and framework. An examination of the existing literature suggests that the optimal application of the extended EDAS model is when it is predominantly reliant on intuitive parametric difference measures. Additionally, it serves as an empirical approach to sanitary waste disposal, aiding in the resolution of challenges in evaluating initial waste disposal procedures for sanitation while ensuring the robustness of results for the proposed approach. To validate the accuracy of the findings, various contemporary methodologies are compared [19]. The EDAS approach has been expanded to the DHHFL framework for achieving carbon neutrality, enabling Indian Smart Cities to significantly reduce their carbon footprint by 2050. EDAS relies entirely on distance metrics, and its ranking technique is rooted in the average of the Sweet and Nadir statistical components [20]. While EDAS is one of the most prominent and widely used MCDM methodologies, it also stands as a top alternative [21]. It is particularly applied in the context of supplier selection, as illustrated in the "EDAS Supplier Selection Methodology." Nevertheless, it's worth noting that, to the best of our knowledge, there is a dearth of studies exploring MADM problems through the EDAS approach in the current academic literature. Hence, the utilization of EDAS in MADM represents a captivating research avenue for assessing and identifying opportunities within a single-valued neutrosophic clean environment [22]. The EDAS approach, known as "Estimation distance from the mean solution based," introduces an innovative and efficient technique for addressing stock-related problems. The efficacy of the EDAS method is validated by comparing it with various MCDM techniques. Additionally, a fuzzy extension of EDAS is proposed and applied to provider selection. Furthermore, a simplified EDAS method is formulated for the selection of a reliable waste disposal site. Several methods for decision-making using neutrosophic units, grounded in the EDAS methodology, are also put forth [23]. In the context of order allocation, a mechanism utilizing EDAS is suggested, taking into consideration dealer evaluations and contextual factors. This method incorporates various steps from the EDAS approach and IT2FS mathematical functions to evaluate vendors adhering to environmental standards. For each supplier, this evaluation method generates two key factors: negative scores and effective ratings. The order quantity from each supplier is computed using multi-objective linear programming based on purchase expenses and fixed parameters.

3. RESULT AND DISCUSSION

TABLE 1. Organizational Dynamics

COMPANY	Employee Satisfaction	Revenue Growth	Innovation Score	Leadership Effectiveness
Company A	8	12	4	9
Company B	9	8	5	7
Company C	7	15	3	8
Company D	8	10	4	6
Company E	9	14	5	9
Company F	6	9	2	5
AVj	7.83333	11.33333	3.83333	7.33333

Table 1 shows comparison of above table. Employee Satisfaction: Company B has the highest employee satisfaction score with a rating of 9, followed by Companies A and D with ratings of 8 and 9, respectively. Companies C and E have slightly lower scores of 7 and 8, indicating that their employees are somewhat less

satisfied. Revenue Growth: Company C leads in revenue growth with a score of 15, followed closely by Company D with a score of 14. Company A and Company E has growth scores of 12 and 10, respectively. Company B has the lowest revenue growth score at 8. Innovation Score: Company B and Company E both have the highest innovation scores of 5, indicating a strong focus on innovation. Companies A and D have innovation scores of 4, while Company C has the lowest score at 3. Leadership Effectiveness: Companies A and D have the highest leadership effectiveness scores, both with a rating of 9, indicating strong leadership within these organizations. Company C follows with a score of 8, while Company B and Company E has scores of 7 and 6, respectively.

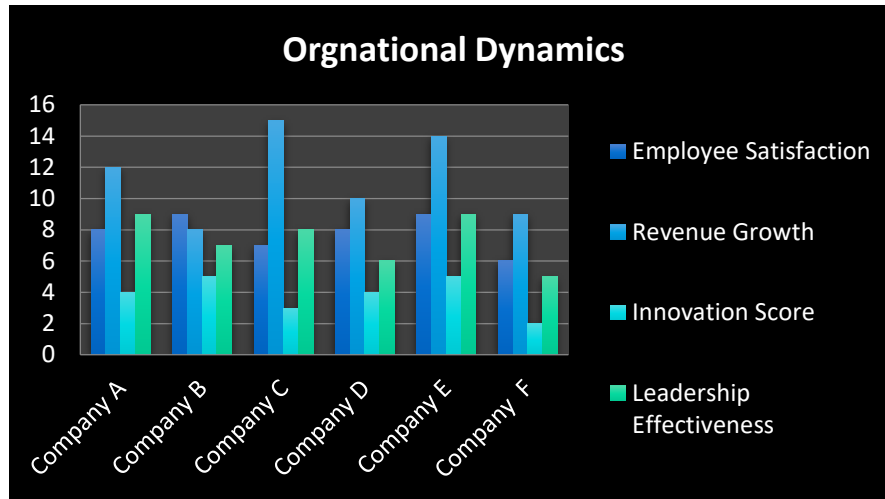


FIGURE 1. Organizational Dynamics

Figure 1 illustrate graphical representation of Organizational Dynamics

TABLE 2. Positive Distance from Average (PDA)

Positive Distance from Average (PDA)			
0.02	0.06	0.00	0.00
0.15	0.00	0.00	0.05
0.00	0.32	0.22	0.00
0.02	0.00	0.00	0.18
0.15	0.24	0.00	0.00
0.00	0.00	0.48	0.32

Table 2 shows the positive distance from the average it calculates from the average of the first table this value is calculated for the later calculation to get the final rank.

TABLE 3. Negative Distance from Average (NDA)

Negative Distance from Average (NDA)			
0.00000	0.00000	0.04348	0.22727
0.00000	0.29412	0.30435	0.00000
0.10638	0.00000	0.00000	0.09091
0.00000	0.11765	0.04348	0.00000
0.00000	0.00000	0.30435	0.22727
0.23404	0.20588	0.00000	0.00000

Table 3 shows the negative distance from the average it calculates from the sum of the average of the first table this value is calculated for the later calculation to get the final rank.

TABLE 4.Weight

Weight			
0.25	0.25	0.25	0.25
0.25	0.25	0.25	0.25
0.25	0.25	0.25	0.25
0.25	0.25	0.25	0.25
0.25	0.25	0.25	0.25
0.25	0.25	0.25	0.25

Table 4 shows the Weight

TABLE 5. Weighted PDA (SPi)

Weighted PDA				SPi
0.00532	0.01471	0.00000	0.00000	0.02003
0.03723	0.00000	0.00000	0.01136	0.04860
0.00000	0.08088	0.05435	0.00000	0.13523
0.00532	0.00000	0.00000	0.04545	0.05077
0.03723	0.05882	0.00000	0.00000	0.09606
0.00000	0.00000	0.11957	0.07955	0.19911

Table 5 shows the Weighted PDA the value of weighted PDA is product of the positive distance average to get the SPi value.

TABLE 6. Weighted PDA (SNi)

Weighted NDA				SNi
0.00000	0.00000	0.01087	0.05682	0.06769
0.00000	0.07353	0.07609	0.00000	0.14962
0.02660	0.00000	0.00000	0.02273	0.04932
0.00000	0.02941	0.01087	0.00000	0.04028
0.00000	0.00000	0.07609	0.05682	0.13291
0.05851	0.05147	0.00000	0.00000	0.10998

Table 6 shows the Weighted NDA the value of weighted NDA is product of the Negative distance average to get the SNi value.

TABLE 7. Spi&Sni&ASI&Rank

NSPi	NSNi	ASi	Rank
0.10057	0.54759	0.32408	4
0.24407	0.00000	0.12204	6
0.67917	0.67034	0.67475	1
0.25500	0.73077	0.49289	3
0.48243	0.11169	0.29706	5
1.00000	0.26491	0.63246	2

Table 7 shows the Organizational Dynamics final result of this paper the Company E is in 5th rank, Company C is in 1st rank, the Company F is in 2nd rank, Company D is in 3rd rank, Company B is in 6th rank, Company A is in 4thrank, the final result is done by using the EDAS method.

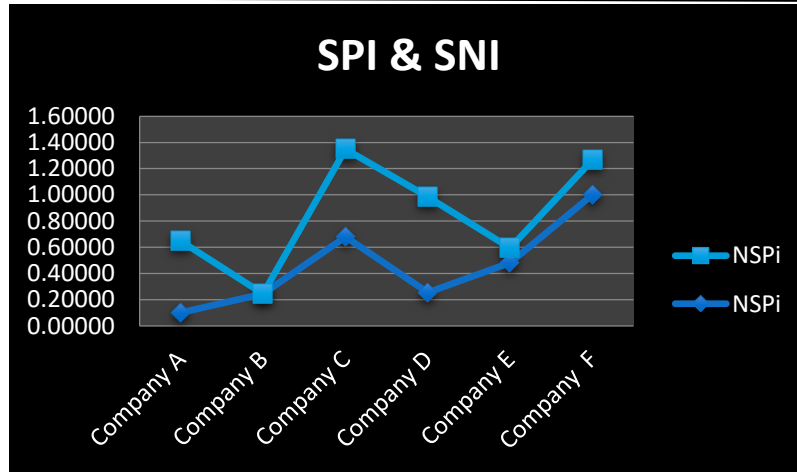


FIGURE 2. Spi&Sni

Figure 2 shows the graphical representation Organizational Dynamics SPi refers to positive average value and SNI refers to negative value.

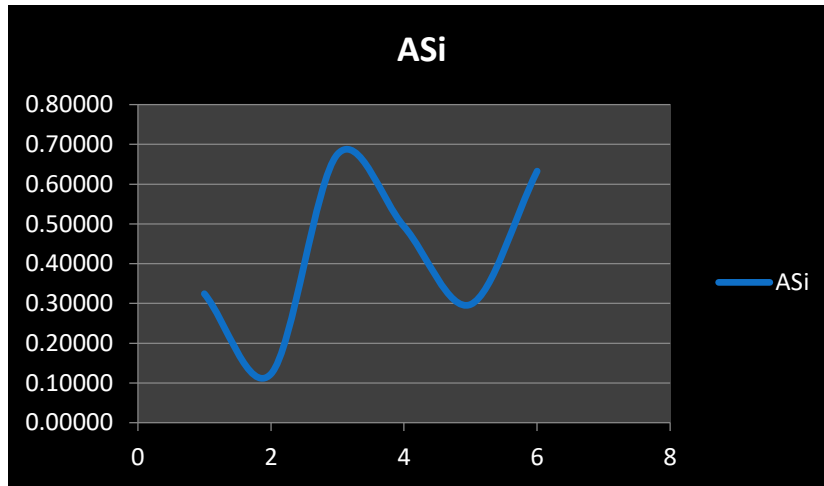


FIGURE 3. ASi

Figure 3 shows the graphical representation of Organizational Dynamics ASi value. Calculate the average value for positive and negative values. Company A is 0.32408 Company B is 0.12204, Company C 0.67475, Company D 0.49289, Company E 0.29706, and Company F 0.63246.

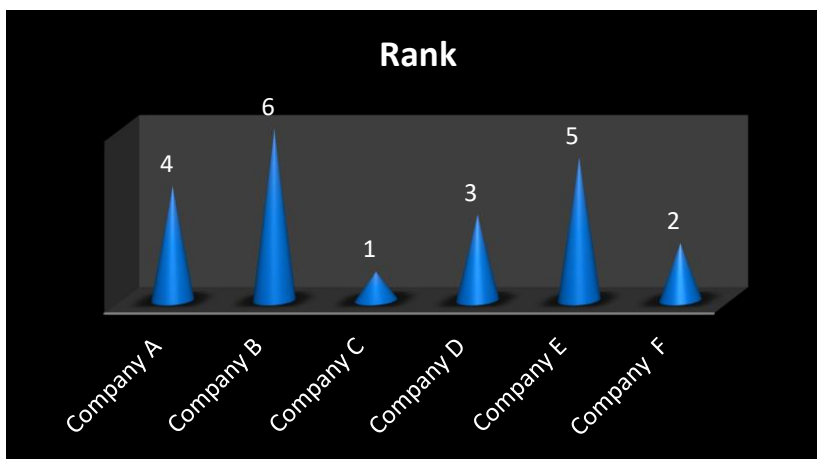


FIGURE.4 Ranks

Figure 4 illustrate graphical representation of Company C is got the first rank where as is the Company B is having the lowest rank

4. CONCLUSION

Organizational dynamics is a fascinating and vital area of study that explores the intricate inner workings of businesses and institutions. In conclusion, it is evident that the dynamics within an organization are shaped by a multitude of factors, including leadership, culture, communication, and the ever-evolving external environment. These dynamics influence how employees interact, make decisions, and drive the organization towards its goals. By understanding these complexities, organizations can better adapt to change, improve their efficiency, and foster a more positive and productive work environment. The study of organizational dynamics equips leaders and managers with the tools they need to navigate challenges, cultivate innovation, and build a resilient and agile organization. In an era of constant change and increasing competition, mastering organizational dynamics is not just an advantage; it is a necessity for long-term success.

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