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# Transnational and transorganization systems : evolution and implications for strategic management

International journal of business & management

## Provided in Cooperation with:

International Institute of Social and Economic Sciences, Prague

*Reference:* Motamedi, Kurt (2022). Transnational and transorganization systems : evolution and implications for strategic management. In: International journal of business & management 10 (2), S. 30 - 54.

<https://www.iises.net/international-journal-of-business-management/publication-detail-116981?download=3>.

doi:10.20472/BM.2022.10.2.003.

This Version is available at:

<http://hdl.handle.net/11159/12749>

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DOI: [10.20472/BM.2022.10.2.003](https://doi.org/10.20472/BM.2022.10.2.003)

# **TRANSNATIONAL AND TRANSORGANIZATION SYSTEMS: EVOLUTION AND IMPLICATIONS FOR STRATEGIC MANAGEMENT**

*KURT MOTAMEDI*

## **Abstract:**

The world is becoming increasingly interconnected and interdependent. Disruptions and changes penetrate across national and organizational clusters and impact organizational outcomes. The purpose of this paper is to aid organizations, strategists and practitioners to consider adopting transnational and transorganization systems thinking in their decision processes. In the transnational arena, organizations transact, collaborate, and compete with multiple organizations across national and regional boundaries. They pursue their goals while responding to the needs and characteristics of one another through the formulation and implementation of transorganization strategies. Transnational settings are composed of dynamic transorganization systems and clusters of interacting organizations reaching beyond national boundaries and regions. They can respond to the changing conditions and needs -- both internally and externally. This paper presents the strategic variables characterizing transorganization systems, the emerging transnational and global trends affecting such systems, and their implications for organizational strategists.

## **Keywords:**

Transorganization, Transnational, Strategy, Globalization, Collaboration, Change

**JEL Classification:** O19, F01, L80

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## **Citation:**

KURT MOTAMEDI (2022). Transnational and Transorganization Systems: Evolution and Implications for Strategic Management. International Journal of Business and Management, Vol. X(2), pp. 30-54., 10.20472/BM.2022.10.2.003

## Introduction

Early studies have noted that the development and maintenance of effective relationships among and across organizations (i.e., transorganization systems (TS)) are important in the successful assessment of the environments and formulation and implementation of a firm's strategies. Adroit organizations are skillful in management of relations with other organizations operating in the external environment (Achrol, 1991; Andrews, 1987; Gladwin & Wasilewski, 1986; Gricar, 1981; Ganco, Kapoor, Yee, 2017; Vitasek, 2020). For organizations engaged in international business, globalization is a pervasive and important dynamism (Green & Ruhleder, 1995; Yip, 2003) affecting TS. Macharzina (1999) includes the formation and growth of transorganization corporations, intensification and acceleration of exchanges, and trade made possible by innovations in transportation, communication, information technology, and management of human capital. The drivers of global economies are multinational companies "... [who] enhance trade and investment policies and have powerful social, economic, political, and cultural impacts" (Macharzina, 1999, p. 99). They function through transnational transorganizational systems (TTS) to advance their positions and bring about favorable change.

The recent Covid pandemic has amplified the importance of transnational and transorganization systems thinking and practice. At a TTS level healthcare agencies, pharmaceutical firms along with organizations from disparate fields joined, collaborated, and responded to the global pandemic crisis. Nations, governments, industries, and global and regional institutions developed pathways and took action to prevent and stop the spread of the disease and care for the ill. They formed transnational transorganization systems for prevention, protection, and subsistence to many across national and regional boundaries. Disruptions in TTS supply chains systems led to a breakdown of systems that could only be addressed through

collective transorganization efforts of the producers, suppliers, users, governments, nations, and many others. The emergence and spread of antimicrobial resistance is another major current global concern threatening the health and wealth of nations (Hays et al., 2019). Effective intervention strategies and policies are urgently necessary and to be targeted at individuals, communities, and nations. They require global TTS collaboration of transorganizations comprised of an array of institutions and actors for achieving timely innovative and effective results. Effective TTS enjoy the benefits of an open knowledge sharing and interchange among member organizations even when there are major changes (such as during a pandemic), to ensure continuity of evolving knowledge and innovations vital to overall success. As the capability for innovation spreads across a TTS ecosystem, the nature and understanding of opportunities and problems may shift along with the differing expectations for the kinds of answers and outcomes (Liedtka, Salzman, & Azer, 2017).

It is also noted that during upheavals and change, there may be unprecedented flow of “bad information” to and from a variety of sources within and from outside of the TS and TTS disrupting and skewing prudent decision making, planning and actions. Effective TTS are capable to maintain equilibrium, overcome and navigate through the mire that may affect its spiderweb of global systems without disruption. Clearly, the history of TTS pandemic dissemination of information is a strong indicator of the need for frequent, clear, precise, and transparent communication based on facts and not conjectures, while taking into consideration the limited and confusing knowledge that is broadly disseminated. As the trust in TS and TTS institutions is improved so does their effectiveness.

This paper aims to further the understanding of TTS and TS through the strategic elements that characterize transnational settings, and explore how the emerging global trends

affect the characteristics of transnational transorganization systems. We begin with a discussion of the nature of TS and the role of transnational globalization. Key descriptors characterizing the nature of TS and TTS are presented and the emerging global trends related to the TTS characteristics and their managerial implications are discussed.

### **Transorganization Systems (TS)**

TS comprise collaborating and even competing organizations that join, explicitly or implicitly, to accomplish common or complementary purposes. They require a level of analysis intermediate between single organizations and global systems. TS members advance their own individual strategies, goals, and preferences while pursuing collective goals through formal or informal relations, policy coordination, structures, and processes. They attempt to prevent and resolve problems, and to capitalize on opportunities that an individual single organization cannot address alone (Achrol, Scheer, & Stern, 1990; Achrol & Kotler, 1999; Agranoff & McGuire, 2001; Motamedi, 2004; Ruzicka et al., 2022).

TS emerge in response to internal or external changes that affect their members. TS are likely to form and influence the direction or magnitude of change for TS advantage. TS members may cooperate or compete with one another to promote, divert, resist, and avoid change (Achrol et al., 1990; Achrol & Kotler, 1999; Agranoff & McGuire, 2001; Motamedi, 2004; Roper, 1995). There are arrays of many different motives for forming TS, such as coordination and direction setting in joint national, industrial, and organizational competition and cooperation (Berry, 1994); generating new knowledge and innovations (Millar, Demaid, & Quintas, 1997), or influencing policies (Agranoff & McGuire, 2001) for social change (Waddock & Post, 1995). Their interactions represent efforts to pursue individual and collective self-interests while members may be competing and collaborating with one another depending on the nature and

impacts of the issues, opportunities, and threats that may emerge.

### **Transnational TS (TTS)**

Transnational transorganization systems (TTS) emerge in response to globalization, geographic and temporal spread of aggregates of organizations across national boundaries and geographies. They address multitudes of factors including products, services, people, capital, technologies, and operations throughout a world marked by increasingly porous national boundaries (Boudreau, Loch, Robey, & Straud, 1998; Braga, 1996; Berry, 1994; Kanter & Dretler, 1998; Jaworek, Kuzel, 2015; Folke, Österblom, Jouffray, et al., 2019). The emergence of social media, information sharing, and technological innovations has led to acceleration of interdependence, competition, and collaboration within, among, and across global transorganizations of organizations and their stakeholders. Globalization has enhanced global competition (Yip, 2003), presented numerous, diverse, strategic, and operational challenges for multinational enterprises (Buckley & Ghauri, 2004; Hromada, 2017; Beran, 2008, Čermáková, 2019). The development and use of transnational transorganization teams can help individuals and aggregates of organizations and transorganizations pursue business strategies across national and regional boundaries (Snell, Snow, Davison, & Hambrick, 1998; Snow, Davison, Snell, & Hambrick, 1996).

There are abundant examples of TTS. Whenever the interests of a group of global organizations are at stake, there is potential for emergence of TTS. Governmental regulations, corporate and citizen concerns, national and international economic policy changes, international trade modifications, technological development, scientific breakthroughs and other similar changes frequently affect not one organization or transorganization in one region of the world, but groups of organizations across regions and with possible worldwide impacts. For example,

national trade or WTO legislations affect sets of global organizations (TTS): TS of importers and exporters, consumers, manufacturers, suppliers, customs enforcement agencies, shipping, and other related organizations in distinct parts of the world. They may lead to the formation of international joint ventures (Inkpen & Li, 1999) and strategic alliances (Banks & Baranson, 1993; Doz & Hamel, 1998; Jagersma, 2005; Kauser & Shaw, 2004). Global oil companies, as TTS members, have often collaborated with one another to explore, produce, distribute fossil fuel products; manage supplies, demands, prices; and influence legislation and foreign policy globally for the benefit of overall oil TS or some of its affected segments.

The recent sanctions imposed on Russia in response to its invasion of Ukraine reflect a worldwide TTS response to weaken and undermine Russia's economy and prosperity and in turn its industrial and military capabilities to expand its invasion. The TTS response required substantial coordination, planning as well as encouragement, persuasion, reinforcement among nations, industries and plethora of TS and TTS bonding in the attempts to take timely actions and stop or at least slow the Russian invasion,

The European Joint Programming Initiative on Antimicrobial Resistance Transnational Working Group 'Antimicrobial Resistance—Rapid Diagnostic Tests' (JPIAMR AMR-RDT) features a transnational transorganization working group that has identified barriers and solutions to the development and implementation of rapid infectious disease (PoCT) for combatting the global spread of antimicrobial resistance. The TTS of global multi-sectoral requires collaboration between and across medical, technological, pharmaceutical, and industrial leaders involved in in-vitro diagnostics development, medical microbiology, and clinical control of infectious diseases. The increasing globalization along with formation of transnational systems continue to have broad and deep impacts on human and natural conditions. Transnational transorganizations wield

considerable social, economic, and political influence, both in the international market economy and within individual countries. Transorganizations and transnational corporations (Jamieson, 2019) can have positive or adverse effects on populations' health through production methods and delivery of products and services. Such TTS efforts shape social determinants of health, and the regulatory structures governing their activities sustaining societal healthcare.

Transnational transorganizations are comprised of a broad spectrum of clusters of entities reflecting the interest of their constituents including health, energy, technology, financial, manufacturing, and services across and within nations with everyday impacts on human and natural systems. Prior studies relating to TS phenomenon have generally focused on intra-TS concerns, the features characterizing alternative types of TS, the stages of TS development and how such developments may be influenced through internal interventions (e.g., Boje & Rosile, 2003; Clark, 2002, 2005; Motamedi & Wasilewski, 2000). Extra-TS considerations, such as macroeconomic and information technology developments and their impact on the nature, formation, and management of TS were not fully considered (Drucker, 2001; Davis & Stephenson, 2006; De Conte, 2012). In recent years, foundational global warming trends (e.g., political, societal, ecological, technological, economical) and their cross impacts are becoming increasingly evident. The trends have significant implications for and require changes in the conceptualization and management of organizations and their often-neglected impact on the global ecology. Understanding and assessment of such trends and their worldwide cross impacts require TTS thinking and developing sustainable policies towards enhancing ecological conditions and collective TTS actions.

Effective members of TTS understand and manage interdependence in both their internal and external environments across multiple transorganizations, and many boundaries (Doherty &



Delener, 2001). These boundaries may include nations, geographies, cultures, economies, technologies, and many more (Berry, 1994). A fundamental characteristic of interdependence is the existence and management of relationships (Gladwin & Wasilewski, 1986). TTS requires organizations give heightened attention to communication, coordination, development, maintenance and control of the relationships in the global arena (Achrol, 1991; Boudreau et al., 1998).

Effective TTS jointly optimize their diverse needs, compete, collaborate, and influence outcomes while paying homage to emerging and developing global macro and micro trends. Appropriate member organizations' coordination of interdependencies and positive relationships are critical for developing and improving performance of aggregate TTS efforts toward achievement of common or complementary goals (Motamedi, 2004). TTS multi-organizational forms may include multi-country consortiums, joint ventures, strategic alliances, inter-industrial collaboration, stakeholders groups, economic, and political coalitions, community organizations, and other groupings of organizations that function in a global transnational setting (e.g., Roper, 1995; Waddock & Post, 1995).

### **Emerging Global Trends**

In a dispersed and separated world, the events and changes in one region, sector or industry remain isolated and may not extend to other parts of the world if at all. In a highly connected world changes move faster and would have broader impacts across the nations, sectors, industries, and societies. The changes in one sector can bring and stimulate changes reverberating across industries and nations. Isolated parochial untested responses to change may not be appropriate, timely, nor effective. They may result in errors leading to undesirable consequences. For example, advents such as the Covid pandemic spread, global warming, and

social media excesses can have negative societal effects. To prevent undesirable consequences of changes, TS and TTS approaches to policy planning and decision-making, can be helpful. They will all profoundly shape the human and corporate landscape in the coming decades and will bring about worldwide changes. In a globally hyper-connected world the developments and changes in one arena may affect an array TTS. *Office of the Director of National Intelligence* (2021, pp. 10-11) reports five evolving transnational issues by 2040 with high impacts:

### ***Global challenges***

... Climate change, disease, financial crises, and technology disruptions—are likely to manifest more frequently and intensely in almost every region and country. The challenges—which often lack a direct human agent or perpetrator—will produce widespread strains...that could be catastrophic.

### ***Fragmentation***

.... There is an increasing mismatch at all levels between challenges and needs with the systems and organizations to deal with them. The international system—including the organizations, alliances, rules, and norms—is poorly set up to address the compounding global challenges facing populations.

### ***Disequilibrium***

The scale of transnational challenges, and the emerging implications of fragmentation, are exceeding the capacity of existing systems and structures,...There is an increasing mismatch at all levels between challenges and needs.

### ***Contestation***

A key consequence of greater imbalance is greater contestation within communities, states, and the international community. This encompasses rising tensions, division, and

competition in societies, states, and at the international level. Many societies are increasingly divided among identity affiliations and at risk of greater fracturing.

### ***Adaptation***

Adaptability will be both an imperative and a key source of advantage for all actors in this world. Climate change, for example, will force almost all states and societies to adapt to a warmer planet. Some measures are inexpensive and simple...; others are complex as building massive sea walls and planning for the relocation of large populations.

Demographic shifts will also require widespread adaption.

These transnational trends will have significant impact on societies and environment and require new knowledge and expertise for effective TTS response.

### **Evolving TTS Characteristics**

The organizational landscapes of transnational and transorganization systems will continue to evolve and adapt to ever changing conditions. Prior research has identified a number of variables that may be used to characterize and study organizations (e.g., Van de Ven & Ferry, 1980) and TS (e.g., Motamedi, 2004). Some selected dimensions of the past, present, and future TTS are captured along such characteristics as purpose, complexity, fluidity, linkages, scope, memory, learning, transactions, and characteristics. This is a representative list, selected to amplify the nature of the underlying changes in progress. The past, present, and future trends are outlined in Table 1. In the past the strategy and structure of TTS were dominated by an atomic view manifested by rugged individualistic thinking, competition, domination, and survival.

The twenty-first century can be characterized as an era when the emphasis shifted toward interdependence, teamwork, and collaboration whether face-to-face or virtual. Molecular notions of organizations manifested by industry groups, supplier, and user relations, interorganizational relations thinking are augmented with networks, virtual relations, platforms, virtualizations, artificial intelligence, cloud, and engagements embedding influencers, channels, user experience meta-frames, green technology, etc. Flow of information and communication was enhanced and

**Table 1. Evolving Characteristics of Transnational Transorganization Systems**

Characteristic	Timeline		
	Past	Present	Future
Purpose	Well-defined, inner-directed	Multi-faceted, other-directed	Diverse, evolving mutually-directed
Complexity	Simple form, hierarchies	Networks Clustering	Transorganizational transnational
Fluidity	Solid	Fluid	Virtual, agile
Linkage	Stable / permanent, hierarchical, sequential, unimodal	Flexible, bilateral, sequential, bimodal	Transitory / ephemeral, viral, embedded multilateral, multidimensional, multi-modal
Scope	Localized	Regionalized	Globalized, virtualized
Memory	Physical / analog (e.g., vinyl disc, tape)	Physical / electronic digital	Plasmic / virtual / Cloud
Learning	Explicit / rote, 'the right way'	Explicit / tacit / experimental 'a better way'	Abstract / experimental Artificial intelligence, 'new ways'
Transactions	With a roadmap, scripted. linear / sequential / evolution	Changing nonlinear, non-sequential,	Fluid / contextualized, transformational on-line, virtual
Strategy	Individualistic, competitive	Competitive exclusive	Competitive Cooperative
Communication	Paper, analog, face-to-face top-down, authoritative, informational	Email, social media, Zoom, formal and informal, acronyms, ambiguous	Evolution of terminology / clarification, new strategies for sharing and collaboration, trust

change was viewed as continuous. The future trends indicate a more instantaneous, transitory, and virtual world in which mutually directed transactions among diverse entities are conducted in a more sporadic fashion. This is a plasmatic TTS world where ideas, knowledge, materials, and tastes evolve and are configured collectively. The collective TTS consciousness and responses spur across continents, diverse fields, and transitory landscapes, which themselves are transforming and reshaping. As each generation moves forward and our societies become more complex, there is a greater awareness of the nature of whole human race interactions, development, and welfare, and the need for improving sporadic and too often convoluted or vague communications. The transnational transorganization system is a major step in this process—it introduces a new organizational level of analysis and understanding of human-related affairs in an increasingly complex, interactive world.

### **Requisite TTS Knowledge and Skills**

As each generation moves forward and our societies become more complex and connected, there is greater awareness of human interactions, development and welfare. The transnational transorganization systems is a major step in this process. It introduces a new organizational level of understanding and analysis of human-related affairs in an increasing complex interactive world.

The multiple of skills involved in understanding the science behind TTS are laborious and challenging to master, much less knowing how to intervene and make them work. It does require intangible skills like an active imagination and creativity to unfold the dynamics and attributes of world-changing interactions, relations that may be tacit and explicit. It involves dealing with sorts of entities, linkages that transorganization systems engage in across nations with specialized knowledge developed over time. The study of economics has been a formally

established field for an extraordinarily long time and expert economists still cannot quite figure out what causes cycles in the market. They are the resultant of massive interactions with exponential cross impacts. There is much required to understand TTS. It takes courage, commitment, intelligence, and altruism to be thinking of tackling TTS issues that go beyond single organization thinking concerning the future unfolding TTS events of the world. TTS entities and phenomenon are centuries old. The world of TTS design and practice is fascinating and surrounds us every day. TTS's thinking and strategies have far-reaching impacts on human conditions, prosperity, and wellness.

Future research is needed to further clarify how TTS's emerge; what shapes them; how they affects the human conditions and nature, how to be conscious of their effects on our thinking and actions. They can have positive or negative and long or short impact on ecology, society, living systems, and sustainability. Study of TTS is stimulating, challenging, and relevant. Simple, linear, minimalist thinking will sub-optimize and undermine the will to create robust TTS thinking and research. Considering the changes in human conditions and emerging challenges, TTS thinking and methodologies will result in greater collaboration to assess challenges and opportunities for the betterment of the human and the natural world. Synergy of diverse disciplines (strategists, social scientists, technologists, ecologists, communicators, etc.) would make it possible to move beyond ordinary thinking and generate timely new knowledge to search noble solutions and results.

This paper's goal is to inform, inspire and provoke the learned reader to expend efforts to further and expand pathways to knowledge in the TTS emerging field. TTS research will help lead the way for timely effective design and management of TTS processes and outcomes with aiming for improved human and natural systems conditions through cooperation and enlightened

progress carving the pathways to a new future for improving human conditions and preservation of the planet.

The foregoing suggests that massive changes are underway. Changes in information technology are transforming and amassing the ever-expanding accumulation of knowledge across organizations, nations, and the world. Emerging transorganizational grids and networks of soft and hard knowledge permeate transnational boundaries. Extraordinary new capabilities for the generation, dissemination, and use of knowledge create new forms and dynamics of relationships and cooperation across the globe not experienced before; new polymorphic and virtual self-modifying organizational arrangements are emerging. The old boundaries of rugged individualism are breaking down and collective action is gaining dominance in the form of transorganizations in an increasingly transnational setting.

## **Discussion**

This article introduces the concept of transnational transorganization systems and some of their characteristics. The emerging global changes will further the advance of TTS thinking, strategizing, and managing. The rugged individual organization world of the past in which hierarchies and monopolies were dominant, and knowledge and power were held in the minds and hands of a few are giving way to multi-dimensional distributed systems. National and organization boundaries are becoming blurrier and more porous. To gain efficiency and relevance, TTS strategies will attempt to transcend self-absorbed organizations, societies, and nations, and more aptly allocate and distribute resources based on merits of ideas and their contributions. Information-enhanced transparency and public scrutiny will do more to keep in check some of the past abuses (corporate scandals and ecological exploitations). Regions of the world with greater competencies and information tend to gain strategic importance. TTS are

engines that will enable a more efficient allocation and distribution of resources. They will attempt to serve their member organizations while transacting with other TTS in a global setting on their behalf. Resource scarcity, unmanaged expectations, environmental exploitations, and redistribution of resources, as well as better modes of communication to transmit changes, ideas, facts, and information are challenges that TTS will face and must deal with.

TTS management and practice requires synthesis of and mastery of multiple disciplines (cf., Ireland & Hitt, 2005) embracing large system change, economics, sciences, human relations, and strategy (Agranoff & McGuire, 2001; Preston & DuToit, 1992). For practitioners, there lies opportunities and challenges to address the great need for understanding and configuring TTS and acquiring requisite competences and skills to engage and work with TTS at effective strategic levels. Knowledge and skills in global networks, large systems change, and interventions are necessary (Quinn, 2005). Competencies embracing strategic thinking, scenario building, analysis, diagnosis, working with diversities, and process consultation as well as the ability to plan and execute are important (Achrol, 1991; Preston & DuToit, 1992).

Especially at this time is the need for clear communication and transparency. Each strand or substrata of the TTS may have separate and individual demands beyond the experiences and differences created by region, locale, and systems' needs for that entity. To expect the response for a global pandemic to be equivalent across the TTS, does not take into consideration the other factors that may and do impact the smaller units in the TTS: different times of contagion across global regions, different levels of impact to each unit, different seriousness of impact, different personnel levels of vulnerability and susceptibility and the difference between life-threatening and long-term COVID versus the shorter illness and recovery time. This not only affects the unit but impacts the entire system that supplies and interacts with that unit. And the COVID impact,



or other disastrous event, may differ between each unit in the TTS in the attempt to continue working together. There is no longer a status quo. The variables introduced by this pandemic have multiplied the complexity of maintaining operations of the TTS. Without communication that is listened to and responded to across levels, and the recognition of warnings and significant information that may have been easily overlooked, a massive breakdown is eminent. The TTS organization must be resilient enough to pivot resources and transfer access and responsibility to other strands or substrata of the TTS in order to continue operating efficiently, even if not at full capacity. Without deep level communication, all constituencies of the organization may be left in turmoil with unexpected, unexplained (other than “it’s COVID-related”) distresses, and the inability to adequately address and/or resolve the issues that will undoubtedly occur. Communication must be immediate, truthful, and transparent with the ability to adapt to changing needs.

The multiples of skills involved in understanding the science behind TTS are laborious, complex, ambiguous, and challenging to master. There is much to learn about how to intervene and make TTS work effectively. The requisite intangible skills, such as an active imagination and creativity, are requisites for unfolding the dynamics and attributes of world-changing interactions and relations, which may be tacit and explicit. TTS understanding involves working with many types of entities and linkages that may expand not only across nations but help in developing specialized new knowledge over time. The study of economics has been a formally established field over a long time, yet economists still cannot quite explain what causes cycles in the market, which may be the results of massive interactions and powerful cross impacts.

There is much to understanding about TTS. We applaud the ambition, intelligence, thinking and skills that will lead humanity to effectively address TTS. The journey compels one

beyond single organization thinking. Our conception of and work with TTS are evolving, and TTS entities and phenomenon are centuries old. The world of TTS design and practice is real and surrounds us every day. TTS's are real constructs with great societal impacts that bring change to society and human conditions through the plethora of TTS design alternatives and actions which form and direct large and small human enterprises and movements.

One may think of TTS as interactive devices that bridge the collaborative goals of members and collection of ideas, innovations, and products from a variety of sources and fields drawn together in attempts to pursue valuable goals and in turn contribute to the creation of the evolving and emerging future for humanity. TTS's can have far reaching impacts on the natural environment and life as they can create powerful forces that bring about massive change.

This article points to an emerging and evolving but neglected level of organization and societal analyses. Research is needed to understand conditions that lead to the emergence of TTS's, their evolution, and their impact on the world economy, environment, and human systems. Future research is needed to further clarify how TTS has come about; what shapes them, how they affect the human conditions, and how to be aware of their effects on our thinking and actions. They can have positive and negative as well as long and short-term impacts on ecology, society, living systems, and sustainability. The study of TTS's is stimulating, challenging, and relevant.

The simple, linear, and minimalist way of thinking will likely create obstacles to TTS research and understanding. As human conditions are evolving and changing, we need to collaborate to understand TTS. This requires the collective efforts of diverse disciplines (e.g., strategists, social scientists, organization theorists, economist, political scientist, ecologists, and many more) to communicate in ways that we can all understand. TTS is at its dawning; there is

excitement and contention to explore this new field; it is premature to feel confident that we fully understand them.

So far, we have learned many things about TTS, which are interesting and offer a level of analysis not explored before. This article must of necessity be limited. We assert that this is the way of new things at first. Our goal is to draw attention, inform, inspire, and provoke the learned reader to expend efforts to further knowledge in this broad ranging field. We are optimistic that through further research and knowledge we will learn how better to design and manage TTS forms and direct their impact on human and natural systems for greater prosperity and wellness. If the new and constructive intellectual and managerial efforts were directed through cooperation and creativity, there would be greater possibility to open pathways to a new future for improving human conditions.

## **Conclusion**

This paper presents concepts describing transorganization systems in an emerging transnational setting (TTS). It sets forth environmental forces, which might affect the formation and evolutions of such forms. While the paper is conceptual, the foregoing discussion suggests that more work needs to be done to understand the nature of interactions and the emerging scenarios. Longitudinal studies would help clarify features and dynamics of evolution, which would transform TSS (e.g., Doherty & Delener, 2001). Further studies of TTS and their performance will shed light on their performance under a variety of conditions. For example, the present conceptual paper has a number of limitations that could be addressed by further empirical research. Overall, TTS are emerging worldwide and practitioners and researchers would find them interesting and useful catalysts of change and even prosperity in the world.

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