



UNDERSTANDING TODAY'S DYNAMIC WORKPLACE: GLOBAL PERSPECTIVE

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ABSTRACT

The paper delves into the contemporary dynamics of today's workplace, particularly within a global context, with a focus on multinational companies. It examines the perception of leadership dynamics, the impact of cultural factors, and the influence of communication dynamics on employee engagement in the workplace. Employee commitment to their work is linked to enhanced productivity and decreased likelihood of pursuing alternative career paths. Various factors, including the work environment, incentives, teamwork, motivation, professional progress, and recognition, play crucial roles in determining employee engagement. The study underscores the significance of a positive work environment not only in improving productivity but also in elevating retention rates, enhancing competitiveness, and increasing profitability. The paper advocates for companies to invest substantially in fostering an engaged culture, providing opportunities for learning, and supporting professional growth. This proactive approach is deemed commendable for nurturing a workforce that is not only productive but also satisfied and committed to their roles.

KEYWORDS: *Dynamic Workplace, Employee Engagement*

INTRODUCTION

Merely having content and dedicated personnel is not enough to get the required results because of the global corporate climate and fierce rivalry amongst organizations; there is a danger of losing valued people. As such, in order to achieve optimal productivity, modern firms look for workers who are not just happy and dedicated to their jobs but also passionate, proactive, and excited about them. Employee commitment is created when workers believe their employer values their efforts, when those contributions fit with the company's aspirations, and most importantly, when those contributions help the worker achieve his or her own objectives for growth, benefits, and pay.

Because of all the advantages that come with increased productivity, increasing workplace engagement has emerged as a major focus for many different kinds of enterprises. Positive economic progress, wealth, and even social transformation are all facilitated by increased productivity (Sharma & Sharma, 2014). Employees receive better career chances, better pay, better working conditions, and more achievement in exchange. By cutting costs and raising overall performance quality, increased efficiency also contributes to the optimization of company comparative advantage (Baily et al., 2005; Hill et al., 2014; Wright, 2004). The many benefits highlight how important it is to take staff efficiency into account.

Examining the historical background of employee engagement is essential to comprehending and assessing the elements that contribute to stability and long-term success. According to a 2017 Gallup Poll, only 33% of US workers and 15% of workers worldwide were doing their jobs well and efficiently (Boyle, 2017). According to Mishra et al. (2014), one of the top three organizational interpersonal relations goals is employee engagement. In order to promote engagement, communication practitioners use a variety of platforms, and social networking is becoming a bigger part of their internal communication strategy (Men & Bowen, 2017; Mishra et al., 2014; Welch, 2011; Welch & Jackson, 2007). Estimates suggest that by 2016, 50% of large companies would depend on internal social networking for productive relationships. Social networking has become an essential part of internal communication policies (Cardon and Marshall, 2014; Haddud et al., 2016; Neill, 2015; Sievert and Scholz, 2017; Gartner, 2013). Businesses were predicted by Weber & Shi (2016) to invest \$2.7 billion in internal social media networks by 2017.



PROBLEM STATEMENT

With the rise of the first generation of employees who have grown up in the digital age, the modern workforce is becoming more tech-savvy. As businesses look to improve their reputations and encourage employee involvement, internal communication strategies are changing due to the increasing integration of social networking within the workplace (Huang et al., 2013; Madsen, 2017; Men & Bowen, 2017; Neill, 2015; Skrzypinski, 2013; Towers & Watson, 2013). Effectively managing job participation has emerged as a critical obstacle in accomplishing organizational goals, as stated by Saxena and Srivastava (2015), underscoring the need of evaluating its influence on overall performance.

International businesses are also investigating the benefits of cutting-edge technology and making the most of these platforms. Businesses use internal social networking to improve workplace communication and information sharing, however Wehner et al. (2017) pointed out that when ideal returns are not attained, it might be difficult for them to measure the return on investment (ROI). In the field of human resources, employee engagement has gained significant attention. Choudhary and Mohanty (2019) have examined the factors that influence employee engagement. Industries understand the value of employees' physical and mental health in today's fiercely competitive work environments. Numerous factors that influence employee engagement and performance have been found.

OBJECTIVES

The objective of the paper is to explore the understanding today's dynamic workplace from global perspective with focused on multinational companies. Specifically, the paper focuses on;

1. Determining the role leadership dynamics in employee engagement in the workplace.
2. Examining the contribution of cultural dynamics on employee engagement in the workplace.
3. Investigating the influence of communication dynamics on employee engagement in the workplace.

DYNAMIC WORKPLACE

Many businesses, especially those in complex and innovative industries, face unclear and unanticipated issues and difficulties as a consequence of economic changes, technology advancements, or other impacting variables. Whether these developments are good or bad, they force firms to become more adaptable in the face of uncertainty and change in order to stay ahead of the competition.

Broad and ongoing changes define the organizational environment. A poll was carried out in 2014 by the British company Right Management™, which involved 250 line managers and 100 human resource decision-makers in companies with more than 500 workers. Remarkably, 74% of those surveyed said they had experienced reorganization in the two years before. What are these reorganizations' overall, "macro" effects? There have been notable changes to internal structures in recent years, including:

Leaner Operations: Companies are now functioning with fewer personnel and other resources while upholding higher standards of quality.

Trimmed Hierarchical Structure: To enable quick reactions to change, hierarchical structures have been simplified by removing some layers of interaction and communication.

Dispersed Decision-Making: Organizational groupings with decentralized decision-making processes are prioritized in the present methodology.

Irregular Boundaries: Organizations that embrace a more lateral layout see a more fluidization of departmental and job category borders, which calls for greater cooperation and information exchange.

Team-Centric Approach: Due to the requirement for quick decisions and efficiency gains, teams have become the most important "unit of measurement" in many businesses.

New Management Perspectives: A change is occurring where dedication to the mission and goals of the organization is prioritized. Decision-making authority among staff members increases when supervisors take on a coaching role.

Continuous Change: Interspersed with times of more stable conditions are cycles of introspection and rearrangement that organizations go through.



To put it simply, companies are adjusting to the changing environment by encouraging flexibility, accepting decentralization, and placing a high value on dedication and collaboration in the face of ongoing change and uncertainty.

COMMUNICATION

Effective communication is the fundamental factor that drives employee engagement and is essential to sustaining high levels of engagement (Wiley et al., 2010). As MacLeod and Clarke (2009) point out, inadequate communication is a roadblock to successful employee engagement. Research by Bakker et al. (2011) and Papalexandris and Galanaki (2009) highlight the vital role internal communication plays in promoting engagement. Weber and Shi (2016) divide the social networking market into two categories: patented social network companies and third-party businesses. These categories include peer-to-peer web portals, chatbots, corporate social networking sites, instant messaging applications, wikis within organizations, and webpages.

The social reliance of an organization's identity on staff networking via social media is highlighted by Madsen (2016). In post-bureaucratic institutions, horizontal collaboration—highlighted by Madsen—acknowledges workers as proactive communicators with the power to impact and mold the organization. In addition to helping businesses promote themselves through employee advocacy and advertising (Gibbs et al., 2015; Neill, 2015), internal social networking enables a more individualized and approachable hiring process run by CEOs and HR (Men, 2015).

Providing non-time-dependent material through the use of conventional print media, such newspapers and brochures, is acknowledged as an organized communication strategy (Men & Bowen, 2017). Haddud et al. (2016) demonstrated the beneficial effects of internal social media platforms on employee engagement by using a case study to find a link between self-reported use of these platforms and increased workplace participation. In a similar vein, Sievert and Scholz (2017) discovered that social networking fosters productive cooperation, streamlines internal procedures, increases information efficiency, and improves interaction.

Based on Karanges et al. (2015), Bakker and Demerouti's (2018) study emphasizes the important correlation between supervisory and organizational internal connections and employee engagement. Fostering work-related partnerships and promoting employee engagement are two ways that internal communication promotes ties between companies, managers, and workers.

The study notes that Millennials' tastes for communication have changed, with a preference for virtual contact via social networking sites over more conventional means (Neill, 2015; Sheer, 2015). Social networking is viewed as a two-way communication tool in organizational platforms that fosters emotional, interactive, and collaborative features, hence encouraging employee participation and connection.

Welch (2015) highlights the influence internal communication has over engagement levels and draws a connection between engagement and internal communication. While more participation is typically a good thing, it needs to be controlled to prevent over-engagement, which can cause workplace conflict and even alienation from the company (Mac Cormick et al., 2014).

Internal communication is acknowledged as an important field of research in corporate communication and is occasionally linked to intra-organizational communication (Vercic et al., 2015). According to Van Osch and Steinfield's (2018) research, companies should carefully weigh the advantages and drawbacks before allowing all employees to participate in collaborative internal work groups.

In light of this, research to date indicates that, in the context of corporate communication, the advantages of internal social media in enhancing employee involvement and organizational connectedness exceed any related hazards. Many academics and researchers studying internal communication hold the view that successful and efficient communication promotes corporate success and an outward customer focus (Downs & Adrian, 2004; Hargie & Tourish, 2000).



MANAGEMENT LEADERSHIP

According to Popli and Rizvi's (2016) analysis of employee engagement in relation to leadership style, leadership is the third important factor that influences employee engagement. Xu and Cooper (2010) underscore the significance of leadership as a critical factor influencing employee engagement, observing a favorable correlation between leadership conduct and the degree of staff engagement. Research by Judge and Piccolo (2005) and Erkutlu (2008) back this up as well, showing a favorable relationship between followers' participation and leadership actions.

In their 2019 study, Rana and Chopra explicitly examined employee engagement in the telecom sector, emphasizing the role that sociodemographics play as a contextual component that affects engagement levels. In this business, leadership is shown to be a critical component influencing engagement levels.

Numerous research (Jiang & People, 2015; Karanges et al., 2014; Lemon & Palenchar, 2018; Mishra et al., 2014; Ruck & Welch, 2012) highlight the importance of leadership in internal cooperation methods. Transformational leadership is highlighted by Dhanesh (2017) and Jin (2016). It is typified by qualities like compassion, empathy, responsiveness, forming partnerships, and inventiveness. Genuinely caring about their workers' well-being, cultivating a climate of trust, inspiring followers with faith, and encouraging personal development are all characteristics of transformative leaders. They converse deeply with their followers in order to learn about and meet their needs. Transformative leaders lessen their followers' reliance on them by empowering and inspiring them to make decisions. Engaging, inventive, passionate, kind, and motivating behaviors are characteristics of transformational leaders (Hackman & Johnson, 2004). De Vries et al. (2016) investigate the relationship between leadership and leader conduct and find that people-oriented transformational leaders communicate more than task-oriented (transactional) leaders. Because of its relationship-oriented approach and strong evidence of its beneficial effects on employee attitudes and behavior, transformational leadership has attracted a lot of scholarly attention (Samuel Obino Mokayo et al., 2017).

According to a research, a number of elements, including compensation, advancement and personal development, success enhancement, and the culture of the firm fostered by leadership, have a significant impact on employee commitment. While recreational opportunities at work had the least impact on employee engagement, compensation is shown to be the most important factor in employee retention. favorable attitudes toward the other person are the basis of satisfaction, which Hung (2016) defines as a favorable emotion about partnerships. Among other partnership indicators, engagement has come to be widely acknowledged as a crucial indicator of productive working relationships (Ni, 2017).

ORGANIZATIONAL CULTURE

Numerous studies have demonstrated that company culture is the third important factor that influences employee engagement. According to Baran and Sypniewska (2020), active involvement and people-oriented management are essential components of successful employee engagement. When Iddagoda and Opatha (2020) looked at how employee engagement affected performance, they found that it had a favorable effect. Significant relationships were found when Tensey and Sing (2020) examined the relationship between HRM systems, employee engagement, and organizational performance (Suhasini & Kalpan, 2018).

It is believed that workplace motivation is a complicated process, and that effective training initiatives on their own are insufficient. Incentives analysis, better workplace decision-making, and loyalty building all lead to higher output, lower attrition, and better innovative work-related behavior (Siva Kumar, 2015). Employee motivation serves as a useful retention strategy and is impacted by job features, rewards, recognition, resources, teamwork, and communication (Anand & Banu, 2016). Employee motivation is shown to be greatly influenced by compensation and benefits, which in turn affects characteristics including position, work environment, training, career advancement, and connections with superiors (Kiruthika & Kavitha, 2015).

McEwen (2016) asserts that commitment depends on how workers view their work environment, which includes coworkers, supervisors, regular duties, and the work environment. In order to increase involvement, administrators should acknowledge and capitalize on the competence, experience, talents, and qualities of their staff members, according to Echols (2015). According to Rothmann and Storm (2013), involvement, efficacy, personal fulfillment, and resources are all ways that devotion may be shown.



According to Myilswamy and Gayatri (2017), commitment has a big impact on worker retention and competitiveness. Engaged employees perform better at work by raising productivity, profitability, competitiveness, health, and morale. Workers that are sincerely engaged in their profession tend to be more dedicated. Employee engagement is boosted by high-performance cultures that have defined rules, encouraging behaviors, and a sense of community among staff members.

EMPLOYEE ENGAGEMENT

The emotional investment that staff members have in their company and the steps they take to help the business succeed define employee engagement. Employees that are engaged exhibit concern, commitment, zeal, responsibility, and a results-driven mindset. Employees that are really engaged go above and above by making extra effort. Motivated by a sincere desire to contribute, dedication, and accountability, they voluntarily put in extra time to finish assignments. As a sign of their real concern for their workplace, engaged workers take on activities like clearing up meeting rooms or collecting up cups, which is an example of their devotion to this goal.

Employees that are engaged also show pride in and dedication to their company. They aggressively search for answers to problems, actively defend the business, and provide creative ideas to improve performance as a whole. Beyond the official responsibilities of their position, they have an emotional connection to the firm and sincerely care about its success and well-being.

Employee engagement is directly impacted by how they are treated. Increased employee engagement is a result of fair treatment, advancement opportunities, and a friendly and encouraging corporate culture. On the other hand, a hostile or unsupportive workplace can cause disengagement, which has an adverse effect on morale in general, output, and organizational performance. Acknowledging and appreciating workers as distinct individuals with special contributions creates a feeling of community, which in turn increases commitment and engagement. To summarise, the connection between organisations and their workers is reciprocal. workers spend their energy, dedication, and discretionary effort to guarantee the success of the organisation when employers create an atmosphere where they feel appreciated and supported.

CONCLUSION

Employees that are committed to their work regularly produce greater results and are less likely to choose other career choices. Many aspects affect how engaged employees are, but among the most important ones are work environment, incentives, teamwork, motivation, progress as a professional, and recognition. In addition to improving employee productivity, a happy work environment also raises retention rates, boosts competitiveness, and increases profitability. Encouragement of staff members to actively engage in internal social networking and assume roles as social media activists is recognized as a critical approach to promote participation in light of the study's findings. This strategy is thought to be a way to encourage employees' active participation, teamwork, and communication, all of which raise overall engagement.

The primary goal of this study's literature review was to examine the factors that influence employee engagement. The increasing internationalization of the workforce makes employee engagement a significant problem for CEOs, HR specialists, and other leaders. Employee engagement is widely acknowledged as a crucial factor for any firm aiming to succeed in the fiercely competitive business world. Beyond an individual's performance, employee engagement has a substantial influence on the organization's overall performance and success. Therefore, in today's dynamic and competitive climate, organizational leaders must comprehend and effectively address employee engagement.

RECOMMENDATIONS

Employers view motivated workers as a strategic advantage and understand the value of creating an atmosphere at work where workers are free to enjoy and find their work fascinating. Promoting efficient communication via social media and digital platforms is seen to be essential to reaching and sustaining high engagement levels.

Organizations have identified internal communication as a critical area of attention since employee engagement levels are directly impacted by the efficacy of internal communication. This focus on communication is seen as a



commitment that originates with leadership, emphasizing the part that leaders play in creating an engaged workplace culture.

Given the substantial influence that employee engagement has on the overall success of the firm, it is seen to be imperative to integrate employee engagement with the corporate culture. Employee engagement is viewed as a means of achieving organizational objectives, generating superior output, and bolstering the success of the business.

Companies must invest a significant amount of money in fostering an engaged culture and in offering chances for learning and professional growth. These expenditures are justified, nevertheless, by the potential advantages of an engaged workforce, which include better performance and goal achievement.

In conclusion, companies understand the importance of putting measures into place that raise employee engagement since happy workers are seen as a great asset that adds to the company's success as a whole. This entails developing an engagement-promoting culture, coordinating it with the corporate culture, and allocating a sizeable portion of funds for learning and career advancement.

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