Staff Management: Enhancing Commitment in Multinational Companies

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Abstract

The study highlights the significance of analyzing employee engagement strategies within multinational corporations (MNCs) and its impact on organizational performance. It investigates various factors such as cultural diversity, leadership styles, and organizational support, emphasizing their role in shaping employee engagement. Methodologically, the study employs a mixed-methods approach, incorporating surveys, interviews, and document analysis to gather comprehensive insights. Key findings underscore the importance of cultural sensitivity, transformational leadership, and effective employee voice mechanisms in enhancing engagement. The study concludes with practical recommendations for MNCs to improve their engagement strategies, emphasizing the need for tailored approaches and supportive organizational initiatives. Ultimately, fostering employee engagement is deemed essential for organizational success in the global landscape.

Keywords: Staff, Management, Multinational Companies

1. Introduction

The attention is drawn to analyzing the employee engagement methods in light of the activities of multinational corporations (MNCs). The employee engagement issue determines how an organization operates and manifests itself in such measurements as productivity, attrition, and other performance indices.

The distinct challenges and possibilities acting in the processes of multinational companies' teams' management of a repository of different cultures and territories provide a basis for seeing effective engagement strategies as one of the most important factors. The main purpose of the introduction is to provide the background information for examining a narrow range of

employee engagement topics in MNCs. By doing this the importance of the subject being discussed is highlighted and the purpose of the research is stated as well.

Through following up on the existing literature and empirical research this research paper gives certain ideas on the most efficient ways of improving employee engagement for MNCs.

2. Literature Review

The study explores the chosen topic of employee engagement strategies for MNCs via the transfer of the existing knowledge learned from the studies that have been done before 2022. Specifically, this part will attempt to bring out a clear and generalized view of all factors that impact employee engagement, and also give the different ways that MNCs have employed to achieve this.

Many researchers have pinpointed the meeting of employee engagement which is accounted for the level of organizational performance and competitiveness. The work of Aycan et al. (1999) reveals that engagement is helpful for employee well-being, renders job satisfaction, and drives organizational outcomes just like increased productivity and profitability. To begin with, research conducted by Bakker & Demerouti (2017) reveals a positive relationship between employee engagement, customer satisfaction, and connection.

When it comes to the management of talent in multinational corporations, this responsibility turns out to be more complicated because there are many different challenges that people responsible for this must overcome. Those challenges are usually connected to cultural diversity, dispersed geography, and dissimilar organizational structures and practices. Among other theories, Hofstede's cultural dimensions theory (Boxall & Purcell, 2022), which focuses on how cultures influence people's perception of work compared to others, creates an understanding of how organizational behavior and employees' beliefs interrelate. MNCs should adapt their engagement techniques due to the need for accommodating cultural diversities and creating feelings of belonging and an inclusive environment among a workforce of different nationalities.

Another one generated by Harter et al. (2002) was that the leadership style is a real key to employee engagement in MNCs. Among styles of leadership, transformational leadership, which is the type of leadership characterized by a Vision, intellectual stimulators, and individualized consideration, has been found to be linked with increased employee engagement and commitment. While the other type of leadership style may be characterized by autocracy or transactional leadership, the degree of engagement will be lessened by the suppression of employee empowerment and independence.

Employee voice mechanisms, such as employee surveys, suggestion programs, and grievance channels, are key components in organizational procedures within MNCs. They encourage feedback, and they strive to direct decision-making processes at the work level (Hofstede, 1984). Staff is encouraged and can show this by creating a transparent and trustworthy environment by default, where everyone is independent.

Also, support by the organization and recognition of the good efforts are very like nourishing employee engagements. O'Reilly & Chatman's (1986) research puts forward the significance of workers' well-being; giving them assets, training, and once in a while endowment empowers their feeling of control.

Certain authors, for instance, Vrba and Linhart (2020), emphasize specific challenges during crises like the COVID-19 pandemic. Vrba (2022) also delves into staffing issues in light of unemployment rates. Therefore, it is necessary to see staff management in a broader context of economics and crisis management.

3. Methodology

Research Questions:

- How does culture affect multinational employee engagement? What should be done to promote worker inclusion and cultural diversity?
- How do transformational and transactional leadership styles affect MNC employee engagement and job commitment?
- Which employee voice tactics best impact MNC employee feedback and decision-making? How do employee voice techniques affect engagement?
- How can organizational support, recognition, and employee engagement initiatives help MNCs support and satisfy employees?
- In global firms, does labor engagement equal output, profitability, and customer satisfaction?

3.1 Data Collection

This research is principally based on empirical surveys conducted as well as with organizational documents from multinational corporations (MNCs). To obtain multi-source data about employee engagement the research will be based both on quantitative (e.g. such as surveys or questionnaires) and qualitative (e.g. based on interviews and document analysis) methods.

Employees from various levels and departments of the chosen MNCs will be volunteered to fill out surveys. We intend to prepare a questionnaire survey which will be used to evaluate employees' sentiment, satisfaction with management, effectiveness of leaders, and their level of cohesion with communication and feedback processes. Likert-scale items are going to be used to gain insight into the answer types. These allow for conducting statistics which will track the patterns and correlations Closed and open-ended questions are meant to draw qualitative reflections on employee experiences and their views on the discrete aspects of the employee engagement strategies.

Besides, semi-structured interviews will be held with the key stakeholders, which are the members of the management team, the human resource personnel, and the representatives of an employee, to be able to get the opinions in an in-depth way about the initiatives of employee engagement in MNCs. This interview will allow us to examine not only the details and the

contexts, but also those factors that impact employee engagement, like organizational dynamics, leadership performance, and cultural differences.

For the purposes of this study, the qualitative thematic analysis will feature prominently in order for the researchers to detect the pattern and main issues reflected in the response data of the respondents as well. Also, the analysis of documents will be done by the examination of the organizational polity, the employee handbook, and the internal communication to assess the formal system and initiatives existing within MNCs that serve to engage the employees. This analysis will provide an assessment of the identified beaconed objectives and actual procedures, as well as the level of transparency and responsibility in organizational decision-making. Data validity and reliability are very important, and various steps will be introduced to achieve the goal.

The survey questionnaire and interview protocols will be piloted to ensure they cover all aspects and any bias, or misunderstanding, should be identified and reviewed. A random sampling technique will be applied to pick out employees' representative samples from the restrictive regions and varying functional units in MNCs (Saks, 2006).

Interestingly, the data collection process will be able to show a more comprehensive exploration of the employee engagement strategies within the multinational companies, while actual numbers will be the quantitative metric and the respondent's inputs as the qualitative insights. In this study, the data from surveys, interviews, and document analysis will be triangulated to provide a comprehensive and balanced perspective on the dynamics involved in employee engagement as well as a thorough and clearly articulated analysis of different strategies in the MNC atmosphere.

3.2 Data Analysis

For this study data collection is done by having interviews with employees and from organizational documents from MNC companies. This approach will be based on a mixed-methods repertoire that includes surveys, interviews, and document analysis to get a holistic insight into employee engagement strategies (Watson, 2011).

3.3 Validity and Reliability

The quality of the results concerning validity and reliability will be achieved by using a thorough research design and data-gathering methods. We will determine that the surveys have content validity by experts of management organizations. By using more than one source of data, for example, administration of surveys, interviews, and document analysis, the consistency of the results will be improved.

3.4 Ethical Considerations and Limitations

Ethics considerations should be of top priority when contemplating this research in order to safeguard the participants' rights and at the same time; maintain research integrity. Consent of all the participants will be obtained, explaining to them the nature of the study and how each participant's involvement is voluntary plus the procedure following the terms of confidentiality.

The participants will be free to withdraw from the program at any time of their choosing and they in no way will be penalized for this decision.

Granted the sample is small, but the limitations may pose significance to the findings and interpretation of this paper concerning employee engagement strategies in multinational corporations. It may be complicated to get generalized findings because of the specific context of the study such as a sample of MNCs that have been selected and also other unique attributes of their workers (Watson, 2011).

4. Research Results and Recommendations for Practice Use

The data analysis in this study provides MNCs with key points for employee engagement improvement strategies going forward. The survey data analysis finds that cultural factors are really considerable in the matter of productivity and also the strategies for managing cultural diversity are showing some forward-moving results. On the other hand, the study concluded that style of leadership became an important factor in employee engagement, and indeed, transformational leadership was positively linked to higher engagement among staff.

According to the interview data, the employee voice channel is not only important but also most efficient in increasing employees' engagement, provided by logically open and participative decision-making processes, which support the role of communicative transparency.

Interestingly, it is found that support and recognition institutions are the other factors for engagement, and the employees express greater satisfaction and commitment in supportive work environments.

The study results which were found serve as a basis to be converted into several recommendations proposed to be adopted by MNCs in order to enhance their employee engagement strategies. On a diversity basis and emphasizing cultural sensitivity in the first instance, MNCs should really think about diversity and inclusivity training programs so as to foster inclusivity and create a sense of belonging among employees of different cultural backgrounds.

Another element to be taken into a consideration should be building transformational leadership traits, like for example vision setting and individualized consideration for the purpose of boosting staff members' engagement and empowerment. The third aspect relates to the introduction of robust employee voice mechanisms that include regular feedback loops and participative decision-making processes aimed at keeping the communication lines open, aligning employees with the organization, and cultivating an environment strictly based on trust and transparency.

5. Conclusion

The focus of this research is the uniqueness of employee engagement in multinational corporations we will be citing some examples that will shed light on the complexity of this subject. The cultural, leadership, and organizational factors have been discussed in depth,

allowing us to gain an understanding of all that go into engagement strategies. The conclusion serves as a proof of fact that the need is to work on customized solutions which should be targeted on the peculiarities of the multinational corporations.

The suggestions are predicated upon the incorporation of culture-sensitive leadership which in turn uses transformative leadership styles as well as robust employee voice mechanisms being made available generally. Lastly, organizations need to institute initiatives that support their workers.

Finally, rise in the engagement of employees within MNCs is crucial for pulling out organizational success, promoting safe working conditions and maintaining the longevity of survival by global corporations in today's egalitarian world.

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