

COMMUNICATION STRATEGIES IN ORGANIZATIONAL CHANGE SUPPORTING DECENT WORK (SDG 8)

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Abstract

Globalization, changes in technology, as well as socio economic changes presuppose dynamic challenges, which, in their turn, demand an organizational change. However, the attempts to change could not become effective without the formation of the strategic communication methods that then should enhance the most available level of transparency, inclusion, and interest towards staff. The paper discusses the way communication can support the conversion of change within an organization with particular regard to the delivery of goal number eight sustainable development (Decent Work and Economic Growth). The research takes a qualitative, desk-based form of research where the author identifies with the existing literature on topics in which he identifies on communication tactics (storytelling, internal branding, dialogue and Internet platforms) that may reduce the process of resistance in creating trust and respect to dignity in communication processes of change within the consumer realm at the workplace. The findings demonstrate communications as one of the main factors in organizational performance and core values and principles of decent work and must ensure human-focused, equitable and sustainable changes. The conclusion of the paper is that communication strategies when implemented in change management are beneficial to the organization and enhance international efforts to promote decent work to every person.













Keywords: Communication Strategies, Organizational Change, Decent Work, Sustainable Development Goal 8 (SDG 8), Change Management, Employee Engagement, Workplace Dignity, Organizational Communication

Introduction

In modern world economy, organizations are constantly changing in relation to the technological development, competition, and socio-economic changes. Such changes may necessitate a shift in an organization, a process that should be effectively managed to avoid uncertainty, resistance by the employees and poor productivity. Effective communication has a role to play since it is central in navigating this complex process. Communication approach is the connecting point between the organizational objective and the involvement of the employees, as such changes are not only adopted but also helped and internalized by the human resources. This is especially true once considering such a scope of the role of communication in organizational change as through the angle of the Sustainable Development Goals as described by the United Nations (SDGs), especially SDG 8: Decent Work and Economic Growth (Frey, 2018). SDG 8 insists on the development of economic opportunities that are inclusive and sustainable, safe working environment, equitable employment policies and effective utilization of labor. To attain this aim, organizations must integrate change procedures that favor human benevolence, transparency and fairness, which are aspects that are mostly influenced by communication. A participatory, open, and effective communication leads to less change resistance, encourages trust and builds a common vision that employees will accommodate organizational goals. On the other hand, poor communication is more likely to

lead to misinformation, lack of trust and job dissatisfaction, which affects the performance of an organization and the decent work values. Exceptionally, communication techniques like storytelling, two-way conversations, internal branding, online platform are becoming more utilized in order to begin with the staff, take up issues, and convey the advantages of change programs (Kreinin and Aigner, 2022).

The modern business world has become volatile and global organizations are challenged as never before because of globalization, digitalization, climatic changes, emerging labor markets and socio-economic uncertainties. Organizations are forced to experience constant change in their structures, processes, and cultures to be able to remain competitive and sustainable. It is organization change, however, that is seldom very straight forward. It usually interferes with the existing structures, redefines the roles of employees, and causes ambiguities to emerge that should be carefully handled. The most significant part in this process of management is communication and hence does not just serve in the transmission of information but as a tool of strategic direction in instilling trust and shared purpose between the leadership and the employees. Organizational change is made out of communication. It will make employees know the reason why the change will be made, the anticipated results and the task they are supposed to contribute in transition. Communication plans increase transparency, lessen ambiguity, and create a feeling of inclusiveness (Frey and MacNaughton, 2016). Engaged employees feel more informed, and thus tolerate change better and those who remain uninformed normally feel inclined to resist or turn off. Communication is, therefore, not an outlying process but conveyed as a core element of a successful organizational change. Therefore, the crossroads between the field of communication and organization change and even decent work play a highly vital role in the modern day management practice. The purpose of this study by delving into communication strategies that aid the SDG 8 is to gain an insight into how organizations can promote inclusive participation processes, facilitate employee welfare, and promote economic growth during the change process. Not alone the theoretical foundations of communication to create changes in the organization, but also the useful application to ensure that the work places are fruitful, fair, and sustainable in predicting change is noted in the paper.

TARGET 8-1	TARGET 8-2	TARGET 8-3	TARGET 8-4	TARGET 8-5	TARGET 8-6
					
SUSTAINABLE ECONOMIC GROWTH	DIVERSIFY, INNOVATE AND UPGRADE FOR ECONOMIC PRODUCTIVITY	PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES	IMPROVE RESOURCE EFFICIENCY IN CONSUMPTION AND PRODUCTION	FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY	PROMOTE YOUTH EMPLOYMENT, EDUCATION AND TRAINING
TARGET 8-7	TARGET 8-8	TARGET 8-9	TARGET 8-10	TARGET 8-A	TARGET 8-B
					
END MODERN SLAVERY, TRAFFICKING AND CHILD LABOUR	PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS	PROMOTE BENEFICIAL AND SUSTAINABLE TOURISM	UNIVERSAL ACCESS TO BANKING, INSURANCE AND FINANCIAL SERVICES	INCREASE AID FOR TRADE SUPPORT	DEVELOP A GLOBAL YOUTH EMPLOYMENT STRATEGY

Rationale of the Study

The change in organization has stopped being an option but a requirement to survive and thrive in an ever volatile and uncertain environment on earth. Nevertheless, regardless of how

unavoidable change is, studies indicate that a considerable proportion of change efforts turn out to be unsuccessful because employees are reluctant to change, they distrust and rumor-monger, as well as poor communication. Change in most instances is seen to be imposed and not a joint effort, and this makes employees disconnected and cynical. Concurrently, the international development agenda and more specifically the United Nations Sustainable Development Goal 8 (Decent Work and Economic Growth) demands that organizations should provide workplaces that are just, safe, equal and productive to ensure these workplaces are just, safe, equal and productive. To make sure that organizations play a meaningful part towards this purpose, their processes, especially those entailing dealing with alterations, should reflect openness, admiration, and non-discrimination (Frey and MacNaughton, 2016). There will be a venomous difference that takes place in communication strategies, the employees will take the change as the opportunity to grow and be empowered, or they will feel threatened by the change and begin to feel that their jobs and dignity in the workplace are at stake. This research can therefore be justified in terms of theoretical and practical considerations. In theory, it adds to the accumulating body of literature regarding the interrelations between communication and change management, on the one hand, as well as sustainability, on the other. Although limited literature exists regarding organizational change and the topic of communication individually, one will find even fewer linking these topics and the principles of SDG 8. The given research fulfills that gap to the extent of viewing the strategies of communication as not only the means to success in an organization but also to decent work.

The research carries significant consequences to managers, leaders, and communication professionals whose role is to lead organizations during the time of transition. The study offers practical knowledge about how to transform resistance and enhance employee involvement and synchronize change processes with international standards of sustainability of organizations through the identification of effective communication and its strategies (Zeb-Obipi and Kpurunee, 2023). By doing this, it reinforces the argument in support of humanistic approaches to communication that promotes organizational interests but put the employee welfare first. The rationale behind this study is that it might prove that communication can help in transition of organizational change into a positive process that can result in both businesses growth as well as improvement of decent work to everyone.

Purpose of this Study

The aim of the current study is to examine how communication plans can be carried out efficiently in the mechanisms of organizational change to have an advantageous impact on the concept of Decent Work (SDG 8). It is intended to take the initiatives of how clear, inclusive, and participating communication may be employed to lessen the personnel resisting, cultivate trust and subjugate a degree of reverence and righteousness within the work atmosphere. More specifically, the paper will operate under an aim to ascertain the significance of communication with regard to organizational change with reference to the outlay of sustainable development goal. It thus positively exhibits communication as the arena of sharing information, as well as a management strategy to promote employee engagement, empowerment within the company, as well as nurturing the spirit of inclusiveness, productivity and wellbeing. The target audience of the provided research is to provide both theoretical and practical knowledge regarding the association between change management, communication and sustainability (Rantanen et al. 2020). Theoretically, it helps to fill several literature gaps in which communication, organizational change, and SDG 8 are viewed as individual areas. Practically, it strives to provide advice to managers, leaders and communication practitioners on building and applying communication strategies to effective practice beneficial both to the achievement of successful organizational change, as well as the wider social agenda of promoting decent work to all. This study aims to show that health communication as part of an organization change can be a major

building block in embarking on sustainable business, empowering employees and ensuring a long term economic growth and realization of SDG 8.

Literature Review

Role of Communication in Organizational Change

In organizational change efforts, communication is central in how successful a given organization change will be in succeeding or not succeeding. The change usually creates confusion, insecurity, and opposition among the staffs so that sharing a message with them is not simply a communicative tool but also a tactic to gain confidence and address expectations and core stakeholders towards the vision of what is changing. Communication is important in ensuring that workers are certain as to why the change is necessary, benefits of that change and which role they can play in effecting the change. Researchers underline that employees tend to accept change when they feel that the change is communicated delicately and in an interdisciplinary way, otherwise, inept communication and anxiety, misinformation, and lack of engagement may be encouraged (Husain, 2013). Communication is playing one of the main roles in organizational change by facilitating a sense of purpose. Leaders can achieve this by stating the objectives, schedules, and anticipated results which will minimize confusion and give the workers a map to help them go through change. Besides transparency, there is emotional attachment which is caused by communication. They include storytelling where leaders are able to conceptualize the change as a source of development and group success thereby alleviating the fear and opposition (Denning, 2011). There are also two-sided processes involving town meetings, surveys and open forums and that serves the employees with some influence in the process as power. This participatory approach provides an argument that change is never imposed upon but instead it is built collaboratively and therefore organizational coherence is improved. The other valuable dimension is the importance of communication in the management of resistance.

High fear of the unknown, right of control, consequences of job insecurity may be the key related to resistance to change. Such questions can be resolved with the way of open and regular communication that guarantees and erases one of the myths and demonstrates the possibility of career progression and improvement of the as expertise. A leader who heed to the issues raised by employees and addressing it in a way that one appreciates the lived state of affairs through listening by empathizing will demonstrate the respect of workplace decency; an extent closely linked to SDG 8. Besides, it will be the process of change-based organizational culture re-enforcement. Leaders who promote openness, (inclusivity and equitableness) communicate their values frequently, establishing in-so doing, a channel onto which the change process is oriented in connection with the essentials of decent work. In that regard, communication ceases to be functional communication but an aspect of the culture of change that can help property an organization provide change assistance to the mobilization of not only economical interests but also hospitality to its staff members (Shrivastava et al. 2022). It is not just a technical communication, but it is rather a strategy of making things happen, and this is what organizational change is all about. It establishes trust, reduces opposition, triggers engagement and presence of a feel of sharing an objective purpose and therefore not only makes processes of change highly effective but also compliant to the ethics of decent work.

Communication Strategies in Organizations

Communication strategies are the pillars in the smooth and efficient organization functioning of an organization particularly during the time of change. They provide a methodical approach to the message design, relaying and receiving in an organization, such that the goals of the leadership and the message that can be understood between the employees relate accordingly. With the help of the properly created communication strategy, it is possible to communicate information and create trust, develop organizational culture and encourage the employees to engage. Although, the communication in the organization was traditionally more top-down, as

the leaders made orders and the employees were substantial to follow them. Although this guarantee the effectiveness of information flow, it also tended to build a wall between the management and the employees and restrict communication and feedback. Modern communication techniques, in its turn, focus on the two-way, participatory strategy, that promotes dialogue, cooperation, and mutual generation of meaning (Heide et al. 2020). This change is a sign of the increasing realization that employees are not informed receivers amid the information flow but active stakeholders whose opinions and viewpoints hold critical roles in the success of the organization.

One of the best approaches is storytelling, which helps the leaders present organizational messages in the emotions of the employees. Through such stories that help relate change initiatives to organisational values, personal experiences or stories of success, storytelling helps make abstract goals relatable to the employees as well as aid in creating employee buy-in (Denning, 2011). Equally, internal branding has become an influential approach, which has positioned the employees as a brand ambassador as they can be linked to an organizational mission and vision to identify themselves with an organization. Organizational communication has also been changed through the use of digital platforms. Updates can be made in real time, the information provided transparently, and interaction is led with the help of intranets, collaboration tools (e.g., Slack, Microsoft Teams), and enterprise social networks. These are used to facilitate decentralized communication and the employees at the various levels and geographical locations stay connected and updated. More so, digital mediums increase inclusiveness through offering various technologies of engagement, extending to written responses to discussions in the form of video conferencing.

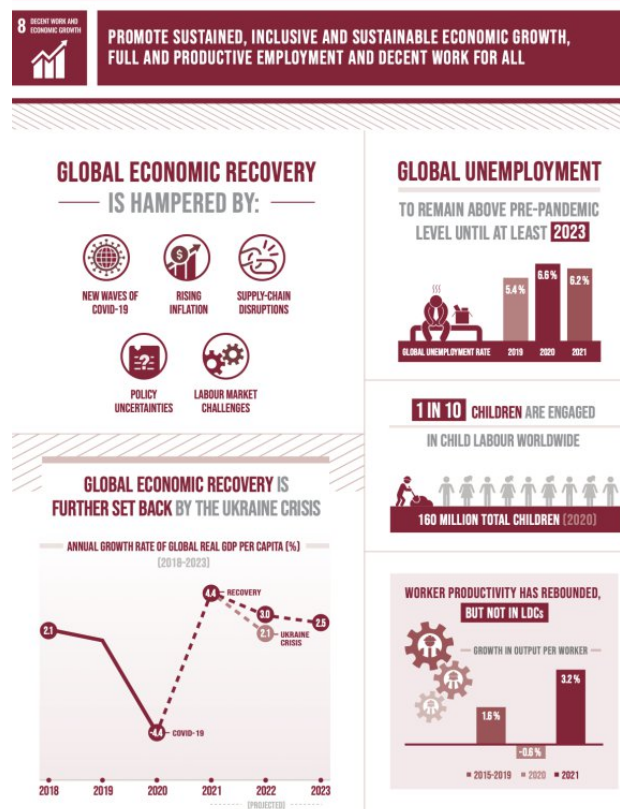
Dialogue-based engagement is the other strategic action required and is more focused on the open forums like town hall meetings, focus groups as well as employee surveys. Through these forums, leaders are allowed an opportunity to justify the decisions made, and in the process, provide employees with some room to air their grievances as well as make contributions. Such interactive practice enhances a sense of belonging, increased cohesion at work, and direct support of the matters of workplace dignity and inclusive referred to in SDG 8 (Zerfass et al. 2020). Kotter 8- Step Model of change and Change Model by Lewin include communication structures as changing practices, where communication is continuous, clear, and graduated. These models emphasize the fact that communication should not be a short-term engagement, but a continuous strategy that changes with the needs of the organisation and employee reactions. Quintessentially, the organizational communication compensations have transformed the hierarchical systems of information franchising to multitask, interactive patterns, unveiling storytelling, electronic platforms, branding and discourse. The strategies can support easier change processes within the organization, as well as result in the development of diverse, open, and fair working environments, which are consistent with the SDG 8 idea.

Decent Work and Sustainable Development Goal 8 (SDG 8)

The International Labour Organization (ILO) introduced the concept of decent work, which highlights productive employment, presence of fair income and good work environment, confidentiality of workplace and also the aspects of charity and closeness towards others as sustainable workers. Decent work does not only encompass the creation of jobs but it is also concerned with ensuring that work can help in the social growth and well being of man. It includes, rights at work, social protection, gender equality and enhancement of social dialogue amid employers, employees and governments. It is based on this that the United Nations Sustainable Development Goal 8 (SDG 8) termed Decent Work and Economic Growth suggests promoting the pursuit of equitable and sustainable economic growth, full and productive labour, and decent work to all. This objective highlights the fact that the economic growth should not aim to harm the entitlement of workers, safety, or dignity (Chigbu and

Nekhwevha, 2023). Rather, the growth should be sustainable, humane and fair. Among the important goals that SDG 8 will pursue are higher productivity following the quest to innovate, fostering entrepreneurship, eliminating forced labor and child labor, equal pay to work of equal value, fostering labor rights in all the industries, etc.

As an organization, SDG 8 is relevant in that each organization should introduce the principles of decent work in the organization and change management procedures. Organizations not only bolster their own output but also help the wider society as well as economically through safe working conditions, professional development and provision of fair salaries. Corresponding to SDG 8 will also enhance a positive image within the organization, and reliability among stakeholders since employees, consumers, and more investors are progressively desiring professional and pollution-reducing enterprises. In relation to organizational change, the decent work principles are of utmost importance.



Change can be uncertain and it has tendencies to lack in predictability and it may destroy jobs, professional growth, and professional relationship in the workplace. In order to achieve SDG 8, companies would need to make the communication in the change processes as clear, sustainable and non-judgmental, to preserve the dignity and welfare of the employees. Such alignment will help to make sure that organizational change will not compromise but will strengthen fairness, participation, and sustainability. In that way SDG 8 is not only a development agenda in the globe but also an organizational guideline. It challenges employers and other leaders to think more of work as a source of human empowerment as well as societal development rather than as an economic exchange. When coupled with sound communication initiatives, SDG 8 offers organizations with an avenue through which they can easily grow without violating the provisions of equity, inclusivity, and dignity in the workplace.

Intersection of Communication, Organizational Change, and Decent Work

The convergence of communication, organizational change, and decent work accentuates the relevance of human being methods of handling change. Though economic, technological or strategic impacts are factors that may influence the initiation of organizational change, how it impacts employees and communicates the impacts influence the success rate of a change. The

communication is an article that connects organizational objectives and experiences of the employees and makes transitions processes do not erode Decent Work but complement its Doctrine (SDG 8) (Blustein et al. 2023). It has been found out that employees are inclined to accept change more, once informed, honoured and part of the change process. Open communication eliminates apprehension and creation of trust, whereas the participatory avenues enable the employees to express worries, make proposals, and feel included in the corporate journey process. These aspects align with the aspects of decent work that underline dialogue, equity and acceptance of labor rights. As long as two-way and open communication throughout the change is maintained, the organization can proceed to make potentially disruptive change a developmental possibility to everyone involved.

It is the communication strategy that affects the conceptualizations of equity and equality regarding change in an organization. Upon introducing new policy or the restructuring or change of role or illustration may serve to clarify to employees the role of the change or in my case the restructuring and give them reasons why they have to be introduced. It complies with that of the SDG 8 in the context of decent employment since the employees feel better knowing change as fair and to their benefit in the long-run given that the leaders are open about the implications. Conversely, poor or poor communication will be of assistance in setting doubts and deriving morale and may lead to the violation of the principles of decent working conditions, such as insecurity at work and unequal treatment. The other intersectional key point is on training of skills and employability. The introduction of new technology or other working patterns is the change that frequently occurs in an organization, which ought to be adapted to by the employees (McClellan et al. 2023). Skilling and retraining and better development of careers forms of communication would ensure that one meets both the needs of reduction of the resistance, and the needs of enhancing economic development, over long term, because the employees will remain productive, and career oriented. This gives momentum to SDG 8 which aims to achieve the equal sustainable access to inclusive economic opportunities, in addition to decent employment.

Moreover, communication, also, is a sign of organizational values and culture. When the communication is utilized by the leaders to emphasize inclusiveness, teamwork and collective responsibility, employees do not feel threatened but are made to feel as a confirmation of decency in the workplace. This strengthens the relationship between the organizational change and decent work performance in the sense that it holds the change processes parallel to the ethical working practices in addition to human rights. Diversion of communication, organizational change, and decent work highlights the significance of organizational strategies, which are transparent, participatory, and enabling. Communication serves as a protection and facilitator: it guarantees the safety of employees through minimizing uncertainty and fairness, as well as facilitating the success of the organization by building the alignment of the change initiatives with SDG 8. This combined approach places communication as a mechanism of central power in attaining sustainable and humanistic change (McClellan et al. 2023).

Methodology

The research design used in this study was in the form of a qualitative research design through an extensive literature review and synthesis of the literature on communication, organizational change, and sustainable development (SDG 8). The thematic analysis approach was adopted in the review. First, literature was classified in the form of large themes according to which included communication strategies, how to handle change in organizations and the concept of decent work. Second, these themes were also cross-examined to establish the contribution of communication strategies in the attainment of SDG 8. Third, the case studies gathered best practices and challenges, which were synthesized to give practical answers. In the research, emphasis is placed on the interpretive approach (desk-based) as opposed to primary data gathering. This provided the opportunity of exploring theories, models, and practices within

the understanding across any industry and context and ensures that the findings cannot be restricted within a particular organizational set up. The resultant effect is a theoretical figure of how communication strategies can be a set of organizational instruments in addition to a means of social sustainability.

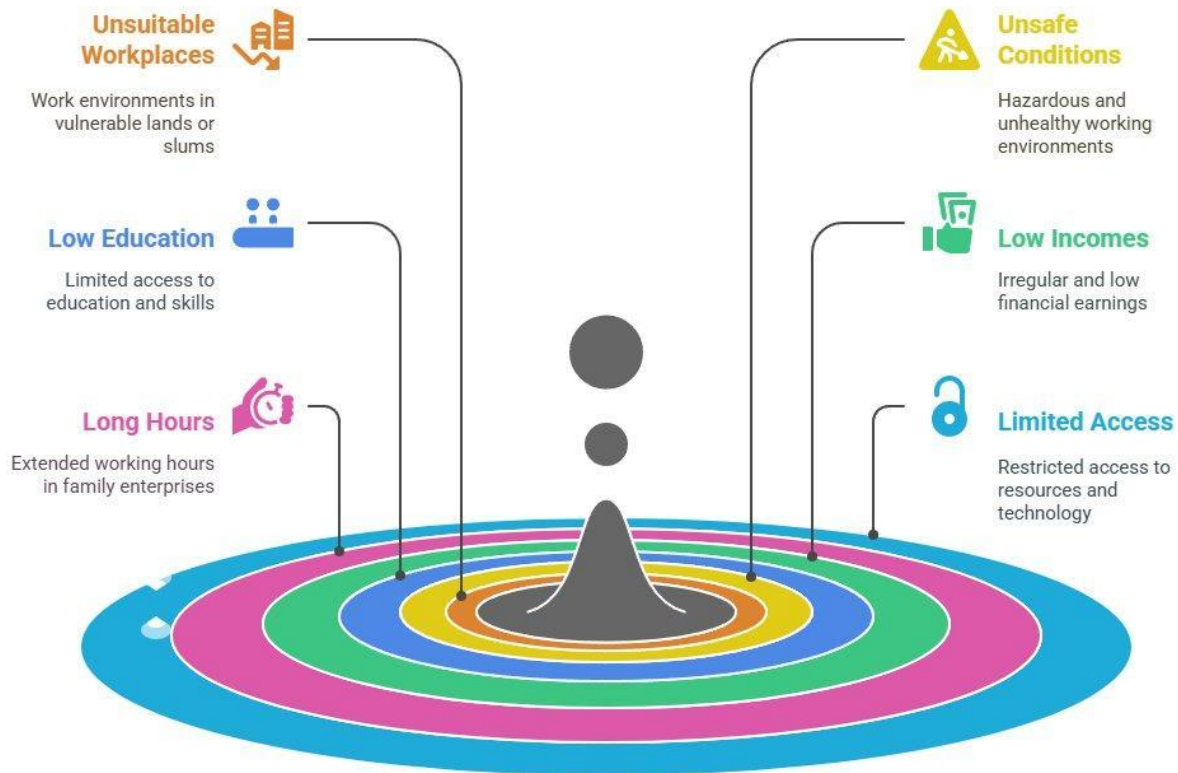
Results and Discussion

The delivered results point to the fact that communication is not a supplementary factor when it comes to the organizational change but the significant facilitator of environmental change that can memorably transform the organization. Through coordination of communication policies based on the SDG 8 principles, making change can be implemented by the organizations that would not only protect the well-being of workers but also support decent work. First, the findings present that communication is continuous and two-way. When the change is not only announced but the employees have been involved, the employees will be able to view it positively. Resistance is minimized through this strategy because employees become allies instead of passive consumers (Husain, 2013). According to the literature, inclusion and dialogue are crucial towards the alignment of organizational change to SDG 8 values of equity and equality. Second, it is mentioned during the discussion that trust and transparency are non-combatant. The change programs tend to bring out the anxieties of job security, working level and skill demands. The open communication aspect of the challenge and opportunities by leaders enhances the credibility aspect making the social aspect of decent work firmer. Transparency, on the other hand, compromises trust and can be one of the factors that lead to worker dignity violation (Heide et al. 2020).

Table: Key Results and Their Link to SDG 8

Finding	Implication for Change	Contribution to SDG 8 (Decent Work)
Transparent communication builds trust	Reduces uncertainty and resistance	Upholds dignity and workplace fairness
Two-way communication engages employees	Encourages participation and co-creation	Promotes inclusion and respect for labor rights
Storytelling and internal branding	Creates emotional connection, strengthens culture	Inspires commitment, enhances shared values
Digital communication platforms	Expands reach, ensures real-time updates	Enhances inclusivity, supports equal opportunities
Communication on training and growth	Reframes change as career development opportunity	Advances reskilling, productivity, and sustainable employment

The functional and cultural aspects of communication strategy are shown by the use of storytelling and using digital resources. The history-telling helps to connect the heart, whereas online platforms provide an inclusive room that allows cooperation. Combined, the organizational culture of respect and inclusiveness will be reinforced, as the organizational change aligns operational change with human aspirations of SDG 8 (Zerfass et al. 2020). The combination of communication, training, and development in the change process also facilitates sustainable employment. Communication can directly help both the performance of an organization and SDG targets of sustained productivity and decent work through the lens of frame-working change as a reskilling and development opportunity. Communication strategies have role to play not only in the survival of organizations in dynamic environment but also in making change processes unanimous with global commitment in decent work. Good communication hence becomes a business obligation as well as a social duty.



Conclusion

The study leads to a conclusion that communication is not an operation in the organizational change but a strategic enabler of sustainable change that directly steps to the pillars of Decent Work (SDG 8). An example of practical communication strategies that incorporate transparency, dialogue, narrative, internal branding, and digital connection are quite beneficial in alleviating employee resistance, developing trust, and inclusion during a period of transition. Communication also inter-relates with the training, reskilling and staff development that would also prerequisite that organizational change is developmental towards the career growth and long-term employability which is in alignment with the SDG 8 objectives. The absence of explicit and interactive wording, however, can also be considered as the menace to the dignity of the employees, the exertion of trust, and the additional resistance to change. It would therefore make the organizations perceive communication not just as a management duty, but as a people oriented orientation that may balance the business requirement and the wellbeing of the employees. Nevertheless, a successful outcome of the change and signify something when the idea of the inclusive and participatory communication, transparent, and social to the global agenda of the decent work and the economic growth, we can integrate.

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