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### Editor Note

Management as a field of study emphasizes the successful employee engagement in the organization in order to attain profits and success. Employee engagement is nothing but people's management and factors like communication, culture, and commitment remains as important components. Volume 7 and Issue 3 of the Arabian Journal of Business and Management Review brings forth these important ingredients as research articles to drive home the message that the success of any organizations depends on building close association and rapport with various stakeholders in the organization. To this effect, the journal showcased articles emphasizing the role of business communication in meeting the organizational objective. Since communication plays a central role in achieving the organization's goals, the article stressed the need to evolve a clear communication strategy. The successive articles have highlighted the role of employee's commitment towards the organization, the role of the organization's culture in the employee engagement and the change management strategies to meet the diversified needs of the organizations and its employees.

Communication plays a central role in the organizations, as they have to interact with multiple stakeholders like employers, employees, suppliers and distributors, customers, trade unions, regulatory agencies, activists, media and government on a regular basis. Lack of thorough and transparent communication develops a communication gap and miscommunications. As the organizations always aim at maximizing the profits, they try to achieve their goals by clearly stating their objectives. Nabi et al. [1] through a case study explored the role of business communication in an employee's performance and job satisfaction in Karmasangsthan Bank of Bangladesh. The study explored whether or not the communication skills affect the job satisfaction, performance and commitment of the employees towards the job by examining the transactions between the managers and employees. The study concludes that effective communication motivates employee morale so that it influences the employee's performance and commitment to the job, which automatically enhances productivity. The study describes communication as a binding factor in connecting the individuals and groups within the organization and with the community as a whole.

Any discussion of Marijuana generally takes place in a negative shade as marijuana cultivation is considered illegal keeping its narcotic and sedative qualities. In recent years, research on marijuana could establish its medical properties and implications, which outnumbered its negative qualities. At the outset when certain countries of the world have legalized the production, distribution and consumption of the Marijuana, Scott's [2] study on the medical utilities of the marijuana attained great significance. The study discussed about legalizing marijuana trade so that the governments can reap the benefits by procuring tax revenue while granting certain medical benefits. Indeed, Marijuana can be useful as an effective pain killer to fight the acute and

chronic pain. Nations across the globe are regulating and monitoring tobacco usage by levying controls on its usage. Governments are expecting the tobacco advertisers to exhibit its negative qualities as slogans and impose heavy taxes in order to discourage the prevalent usage of tobacco. Governments can enact necessary legislation on marijuana consumption on medical grounds so that its medicinal qualities can be exploited.

The West African nation Nigeria is a federation of 36 states. Nairobi as its capital, the country attained independence from the British colonial rule by 1960. Nigeria follows 'Mixed Economy Model', which is a combination of agriculture, manufacturing and service sectors. As per the World Bank norms, Nigeria attained middle income nation status and occupies 21st rank in global GDP ranking by 2015. Nigeria is amidst financial crisis of 2016 and as many as 4 million employees turned jobless due to the severe financial losses sustained by the companies that have been declared bankrupt and have applied for insolvency. The total stock of non-performing loans has reached N620billion by the end of 2015, which is equal to 5% of the CBN regulatory threshold. This has deteriorated further and reached 22% by March 2016. By the second financial quarter of 2015, the non-performing loans of the Nigerian banks reached 78.8%. Omoregie's [3] analysis on the Nigerian Economy predicts a rise in the number of companies that may declare insolvency in the current economic scenario that is turning bad to worst. Instead of formal, litigation oriented liquidation approach, the study advises the companies to follow informal ways of business rescue methods for the resolution of the financial challenges and bankruptcy. In the absence of robust legislation to facilitate multi-creditor workout arrangements, the study suggests to follow the "London Approach", which would promote smooth insolvency of the companies, through negotiations. While preserving the organizational values, the process optimizes returns for the creditors and lenders; it minimizes the expeditious process by cutting the expenses. The author recommends it as an efficient way resolving the insolvency situation, while preserving the debtor's interests in continuing their business.

Organizational commitment is an important concept that influences the attitude of the employee towards the organization they work. This commitment can be determined based on the employee's creativity and ability in accomplishing the assigned tasks, punctuality and their willingness to take initiatives in improving the task as well as the outcome. Employee's commitment depends on the type of employee policies the organizations adopt in promoting their welfare and safety. Organizations also owe their commitment towards the employees in honoring the working hours, wages, health and insurance benefits, food and recreation etc. Organizational commitment is directly and positively influences the employee's performance so that the organizations are able to achieve their set goals and profits. If employees are emotionally connected to the organization, this feeling is called as an effective commitment. In a continuous commitment,

employee's time, many efforts and the total amount of the outcome is calculated in terms of money. This is nothing but the employee's contribution as an investment to meet the organizational goals. Normative commitment is the obligatory feelings of the employee to employer. In the normative commitment, the individual enjoys the feelings of belongingness with the organization and expresses the concern with the organization because he/she really liked the organization. Hafiz' study [4] tried to analyze the relationship between the employee's performance and the organizational commitment. Following Regression analysis, the survey conducted among the banking sector employees of the Lahore in Pakistan found affective, normative, and continual commitment are positively related to the employee's performance separately and jointly.

Change is an inevitable component and it is required for the organizational building. However, in order to take the best out of the change, organizations must take the national and the organizational cultures into account. Change is a lifelong process and organizations that aim to emerge successful should always device people centric operational strategies so that the benefits reach the majority in the organization. Senior managers in the organizations must act as change agents and should acquire the necessary change management skills. Failure to adapt to the changes may always lead to employee disengagement and unrest. ElKattan's [5] qualitative study on two medium-sized Egyptian companies provides a culture based change

management model called ElKattan's 5-Theme Model. This model is an improvised version of the existing Lewin's 3-Phase Model and Kotter's 8-Step Model. In order to assess the role of culture as a change agent, the study deployed a survey to assess the organizational culture and identified the gaps in the existing organizational culture. The study prepared a cultural tool kit for the managers to propose change. The study, however suggests integrating strategy, project management, and culture while initiating change.

## References

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