

# Employee Engagement Of Teaching Faculty Members In Higher Educational Institutions – A Descriptive Study

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**ABSTRACT** - This paper attempted to analyse the Employee Engagement of Teaching Faculty Members in Higher Educational Institutions – A Descriptive Study. High quality teaching staff is the cornerstone of a successful system. Attracting and retaining high quality teacher is thus a primary requirement for an educational institution. Quality and engaged teachers are the real potentials of an education system. The main objective of the study was to analyse the teaching faculty members' work engagement in higher educational institutions of Virudhunagar district in Tamilnadu. The research design applied for the study was descriptive in nature. Both the primary and secondary data were used in this study. The primary data were collected from teaching faculty members of higher educational institutions and secondary data were collected from journals, magazines, periodicals and dailies. The sample size for the study was 105 teaching faculty members in higher educational institutions of Virudhunagar district. Simple percentage analysis and chi – square test were used to analyse the primary data. It is concluded that Higher Educational Institutions' authorities may take necessary steps to improve the work engagement among the faculty members.

**Key Words :** *Employee, Engagement, Faculty members, Higher Educational Institutions, High Quality, Improve.*

## I. INTRODUCTION

The role of education in the 21st century plays an essential part in the life of every individual. It facilitates to improve overall quality of our life, health, and having more opportunities present ourselves to society. Education provides a foundation for development, the ground work on which much of our economic and social well-being is built. It is the key to increasing economic efficiency and social consistency. A Step ahead, the higher education is touted to lead to a number of benefits to an individual. It cultivates and shape students by educating required skills, cultural differences and right career prospects. Currently, higher education contributes 59.7 per cent of the market size, India's higher education system is the largest in the world enrolling over 70 million students. At present, higher education sector witnesses spending of over Rs 46,200 crore (US\$ 6.96 billion), and it is expected to grow at an average annual rate of over 18 per cent to reach Rs 232,500 crore (US\$ 35.03 billion) in next 10 years.

Quality teaching and engaged teachers are the strength of an educational system. Teachers are instrumental in not only transforming an individual into a person of

imagination, wisdom, human love and enlightenment, but also the institutions into lampposts of future generations, and the country into a learning society. The National Policy on Education (1986) has rightly remarked that the status of the teacher reflects the socio-cultural climate of a society. For upgrading the standards in higher education sector, teachers need to be identified as one of the key element.

## WORK ENGAGEMENT

Engaged employees are highly committed, motivated, dynamic and enthusiastic about problem solving and facing challenges. They are absorbed in their work, put their heart into their jobs, are excited about doing a good job, exert energy in their work and are a source of competitive advantage for their employees (Katzenbach, 2000). Work engagement is defined as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Salanova, Gonzalez-Romá, & Bakker, 2002). Vigor is identified as high levels of energy and mental flexibility while working, the willingness to put effort in one's work, and determination even in the face of difficulties. Dedication refers to being

strongly immersed in one's work and experiencing a sense of importance, enthusiasm, motivation, pride, and challenge. Absorption is characterized by being completely concentrated and happily engaged in one's work, whereby time passes quickly and one has find hard of detaching oneself from work.

## II. SIGNIFICANCE OF THE STUDY

Higher education sector is becoming a major driving force of economic competitiveness in a knowledge-driven world economy. The economic competitiveness among countries stimulates to improve employment skills calls for world class and high quality teaching within educational institutions. In recent scenario there is neck-to-neck competitiveness around globe in higher education sector and the role of engaged teachers in this domain is undisputable. An engaged teacher will express a high degree of involvement, dedication and commitment in the profession. For him/her teaching is more of commitment than compliance (Barman A. and Saikat R., 2011). The teachers in higher education sector need be to completely engaged, so that high end quality teaching can be imparted to the students. Thus, teachers' work engagement is an important and prime consideration for all the higher educational institutions.

## III. OBJECTIVES OF THE STUDY

- i. To study the socio-economic profile of the teaching faculty members in Higher Educational Institutions of Virudhunagar district in Tamilnadu.
- ii. To analyse the teaching faculty members' work engagement in Higher Educational Institutions of Virudhunagar district in Tamilnadu.

## IV. SCOPE OF THE STUDY

This study covers teaching faculty members' work engagement through the questionnaire instrument of UTRECHT WORK ENGAGEMENT SCALE (UWES) which has three factors namely Vigor, Dedication and Absorption. First and third factor contains six questions each and second factor contains 5 questions. Totally 17 questions were used to assess teachers' work engagement.

## V. REVIEW OF LITERATURE

**Alaa Amin Hassan Omar<sup>1</sup>(2016)**, conducted research on, "Employee Engagement: A Review of the Recent Empirical Literature", This organised literature review is a alert for more empirical type of research to be done in this field. The review article concentrated on antecedents and consequences of employee engagement and also focused four perspectives of employee engagement. This study reviewed 30 empirical research papers on the area of employee engagement. The findings of this review paper will be supportive as a guideline for future research in the

field of employee engagement and in Human Resource Development.

**Arti Chandani<sup>2</sup>(2016)**, conducted research on "Employee Engagement: A Review Paper on Factors Affecting Employee Engagement". The main objective of this paper was to clarify what is meant by employee engagement and why it is essential (in particular with respect to its effect on employee retention and performance), as well as to identify what are the factors critical to its effective implementation. Review method has been used for this study. The researcher reviewed around thirty academic and popular research papers/ literature in the field of employee engagement. In this article, various engagement factors which are at macro i.e. at organisational level and micro level i.e. at individual level were discussed. These factor variances may take place due to differences in gender diversity, individual and job characteristics, ethnic diversity etc. Few suggestions include different employee engagement approaches for new employees like strong induction programs, rigorous training and development programme, certification programme and giving them a realistic job preview.

**Maniam Kaliannan and Samuel Narh Adjovu<sup>3</sup>(2015)**, conducted research on, "Effective employee engagement and organisational success: a case study", This paper identified the employee engagement strategies' strengths and weakness implemented by a telecommunications organization in Ghana. Quantitative research technique was used with 137 completed responses. The findings stated that the engagement strategies implemented by the organization has achieved level of satisfactory. However there are some areas of betterment that can be established to integrate the talent management with overall organizational corporate strategies.

**Preeti Thakur<sup>4</sup>(2014)**, conducted research "A Research Paper on the Effect of Employee Engagement on Job Satisfaction in IT Sector" The major objective of this study to identify the Effect of Employee Engagement on Job Satisfaction in IT Sector. In this research primary and secondary data were used. Sampling Unit of the study were officers as well as the clerks of IT sector. The findings came out and this is identified that work motivation of officers could be improved through increasing job authority and accountability. Rewards and sanctions are significantly associated with job involvement as in the case of clerical employees.

**Swati Chaurasia and Archana Shukla<sup>5</sup>(2014)**, "Psychological Capital, LMX, Employee Engagement & Work Role Performance". This study discovered the linkages among psychological capital, quality of employee-employer relationship through the lens of Leader-Member exchange theory and the process of employee engagement. Furthermore it also explores the effect of employee engagement process on the performance of employees in various work roles. A survey based research design was

adopted and a sample of 298 Indian working managers at different levels in various sectors were analyzed. The findings of this article was to know how psychological capital, LMX influence work role performance and employee engagement process. It is suggested that individual's high quality relationship with their leaders and high psychological capital are positively related to performance of individuals in different work roles and employee engagement.

**Piety Runhaar et al<sup>6</sup>(2013)**, conducted research on "Teachers' work engagement: Considering interaction with pupils and human resources practices as job resources". The goal of these 2 studies was to investigate whether teachers' work engagement is related to the extent to which they experience their interactions with pupils and human resource (HR) practices within their schools as motivating. Study 1 was a qualitative study, including document analysis and interviews with 23 respondents within 4 schools to give more insight into prevailing HR practices. Study 2 was a quantitative study, in which 342 teachers in 13 schools were surveyed. As expected, the interactions with pupils were positively related to work engagement. Furthermore, HR practices were positively related to vigor and dedication. Not in line with our expectations, HR practices weakened the relationship between the interaction with pupils and dedication.

**Thiagarajan B and Renugadevi V<sup>7</sup>(2011)**, conducted research on "An empirical investigation on Employee Engagement Practices in Indian BPO Industries". The objective of this research article was to introduce employee engagement and do key research on engagement related factors in BPO Industries in India. 126 executives were interviewed. Factors like Motivation, Career development, performance appraisal were connected to employee engagement. Leaders may be educated with engagement, career development opportunities work life balance. These practices were useful to improve engagement

**Jacquelyn Boone James et al<sup>8</sup>(2011)**, "Predicting employee engagement in an age-diverse retail workforce" use social exchange theory and the norm of reciprocity as a framework for examining six dimensions of job quality for their impact on employee engagement among several groups of older and younger workers at different points in the cycle of their careers in a large retail setting. Employees (N=6047) were surveyed as part of a large-scale research project. Exploratory factor analyses identified commonalities among 27 job quality variables and four reliable factors. Regression analyses estimated the relationship between four job conditions and employee engagement. Although the relative weights of the factors differed by career stage, the same factors: (1) Supervisor Support and Recognition; (2) Schedule Satisfaction; and (3) Job Clarity were significant predictors of employee engagement for all age groups; (4) Career Development

was a predictor for all but the retirement-eligible employees. Findings reveal the importance of recognizing age diversity among both young and old employees.

**Malavika Desai et al<sup>9</sup>(2010)**, "A Study on employee engagement in two Indian businesses". The purpose of this article was to find out the employee engagement across IT and manufacturing organizations and also compared the primary reasons indicating high or low employee engagement. Fifty middle level executives of a car manufacturing unit and fifty employees of an IT firm, resided in and around the city of Bengaluru, India, were taken as sample for this study. It was found from the analysis that the degree of employee engagement was significantly high in the manufacturing organizations as compared to that in IT organizations. Free and frank communication with immediate supervisor, recognition of one's contributions towards the organizational goals, and freedom to participate in the decision making process, firm cares for and values the employees, empathetic attitude were major causes for higher engagement in the manufacturing sector.

**Sharma Baldev R et al<sup>10</sup>(2010)**, conducted research on "Determinants of Employee Engagement in a Private Sector Organization: An Exploratory Study". It has the purpose to find out the level of employee engagement and the also various determinants thereof among the sales executives of a private sector organization. 51 sales executives of a manufacturing organization situated in the National Capital Region were taken as samples for this study. Data were collected with the help of an 80-item "structured" questionnaire instrument and made analyze using one of the statistical package called SPSS. The findings show an across-the-board low rating on all 14 parameters of the study. Multiple regression analysis revealed that four out of the 12 potential predictors, all of which belong to the situation within which the employees are working, are the critical determinants of employee engagement.

## VI. RESEARCH METHODOLOGY

### Sample:

The research design applied for this study was descriptive in nature. Both the primary and secondary data were used in this study. The primary data were collected from teaching faculty members in higher educational institutions at Virudhunagar district. The sampling technique followed in this study was non probability sampling method. Primary data collected from 105 teaching faculty members working in Engineering Colleges, Polytechnic colleges, Arts and Science Colleges at Virudhunagar District. For the study, the researcher collected data from 5 above mentioned higher educational institutions. The selection of respondents was carried out on the basis of convenience sampling technique.

**Instrument :**

Primary data covered the socio – economic status of the teaching faculty members and factors for work engagement. Primary data was collected through questionnaire instrument of UTRECHT WORK ENGAGEMENT SCALE (UWES) which has three factors namely Vigor, Dedication and Absorption. First and third factor contains six questions each and second factor contains 5 questions. Totally 17 questions were used to assess teachers’ work engagement. Secondary data were collected from journals,

Cronbach’s Alpha	No. of Items
0.876	17

magazines, periodicals and dailies.

**Tools Used :**

In order to analyse the collected data, the statistical tools such as simple percentage analysis and chi – square test were used.

**VII. HYPOTHESES TESTING**

- i. There is no significant association between gender and level of teaching faculty members’ work engagement in higher educational institutions in Virudhunagar District, Tamilnadu.
- ii. There is no significant association between age and level of teaching faculty members’ work engagement in higher educational institutions in Virudhunagar District, Tamilnadu.
- iii. There is no significant association between Educational Qualification and level of teaching faculty members’ work engagement in educational institutions in Virudhunagar District, Tamilnadu.
- iv. There is no significant association between Designation and level of teaching faculty members’ work engagement in higher educational institutions in Virudhunagar District, Tamilnadu.
- v. There is no significant association between Total Experience in Teaching and level of teaching faculty members’ work engagement in higher educational institutions in Virudhunagar District, Tamilnadu.
- vi. There is no significant association between Years of teaching experience at current institution and level of teaching faculty members’ work engagement in higher educational institutions in Virudhunagar District, Tamilnadu.

**VIII. DATA ANALYSIS**

Teachers’ work engagement in higher educational institutions is analysed using chi- square test and percentage analysis.

**Reliability Test for Data Collection Instrument**

Reliability refers to the extent to which a scale produces consistent results if measurements are made repeatedly. Reliability is a major concern when psychological test is used to measure some attributes or behavior (Rosenthal and Rosnow, 1991). The internal consistency test, such as inter item consistency reliability is used to examine the reliability of data collection instrument which is estimated using cronbach’s alpha. Cronbach’s alpha states that reliability is less than 0.60 are considered to be poor. While those, 0.70 range are accepted and those over 0.80 are considered good. The measured reliability value for teachers’ work engagement construct is 0.876.

**Table 1 Reliability Statistics Cronbach’s Alpha No. of Items**

**Source : Primary Data**

From the above table, it is learnt that cronbach’s alpha reliability for the variable are above 80% which means that the variables produce consistent results if measurements are made repeatedly.

**Table 2 Percentage Analysis for Socio-Economic Variables**

Sl. No.	Socio-Economic variables	Classification	Frequency	Percentage
1	Gender	Male	62	59
		Female	43	41
2	Age	30 years & Below	67	64
		31 – 40 years	26	25
		41- 50 years	10	10
		Above 50 years	2	2
3	Educational Qualification	Post Graduate	48	46
		M.Phil.	43	41
		Ph.D	13	12
		Others	1	1
4	Designation	Assistant Professor	89	85
		Associate Professor	10	10
		Professor	6	6
5	Total Experience in Teaching	1-5 years	71	68
		6-10 years	20	19
		11- 15 years	5	5
		Above 15 years	9	9
6	Years of Experience at Current Institution	1-5 years	85	81
		6-10 years	10	10
		11- 15 years	5	5
		Above 15 years	5	5

**Source : Primary Data**

It is observed from Table 2 that (62) 59 percent of the respondents are male, (67) 64 percent of respondents are belonging to the age category of 30 years & below, (48) 46 percent of respondents obtained their post graduate qualification. (89) 85 percent of respondents designated as Assistant Professor. (71) 68 percentage of respondents

gained 1-5 years of teaching experience and (85) 81 percent of respondents have 1-5 years of experience at current institution.

**Chi-Square Test for socio-economic variables and teaching faculty members’ work engagement**

To study the significant association between socio-economic variables and teachers’ work engagement in Virudhunagar District, the following variables were considered and given in the following table

**Table 3. Association between Socio-Economic variables and Teaches’ Work Engagement**

Sl. No.	Socio-Economic variables	Chi-Square Value	Significant value	Significant or not
1	Gender	10.152	.006	Significant
2	Age	7.604	.269	Not Significant
3	Educational Qualification	7.345	.290	Not Significant
4	Designation	6.056	.195	Not Significant
5	Total Experience in Teaching	6.503	.369	Not Significant
6	Years of Experience at Current Institution	4.802	.570	Not Significant

Source : Primary Data

From the above table it is inferred that out of Six socio-economic variables, only one variable such as gender has significant association with teaching faculty members’ work engagement. The remaining five variables namely age, educational qualification, designation, total experience in teaching, years of experience at current institution do not have significant association with teaching faculty members’ work engagement. The variable which is significant association with teaching faculty members’ work engagement is explained in a detailed manner as given below.

**Table 4 Gender and Teaching Faculty Members’ Work Engagement**

Gender	Level of Work Engagement			Total	Chi-square value	P value
	Low	Moderate	High			
Male	18 (29.0%)	34 (54.8%)	10 (16.1%)	62 (100.0%)	10.152	.006
Female	16 (37.2%)	11 (25.6%)	16 (37.2%)	43 (100.0%)		

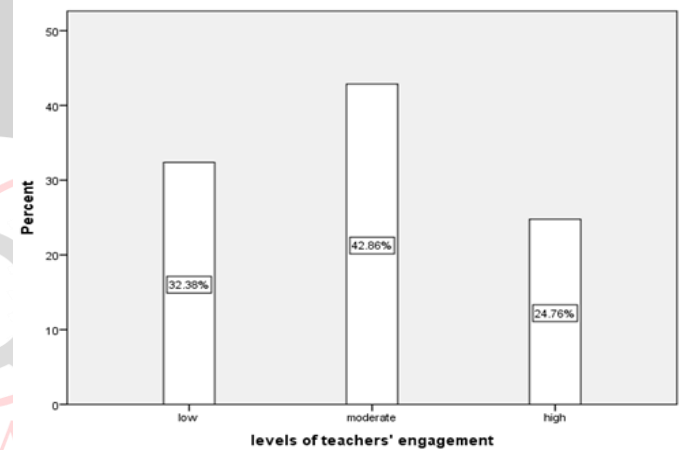
Total	34 (32.4%)	45 (42.9%)	26 (24.8%)	105 (100.0%)		
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Source : Primary Data

Since P value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance. Hence concluded that there is association between Gender and level of work engagement of teaching faculty members.

From the above table it is inferred that 29.0 percent of male teaching faculty members have low level of work engagement and 16.1 percent of male teaching faculty members have high level of work engagement. Where as for female teaching faculty members 37.2 percent under low and high level of work engagement. Hence female teaching faculty members have more in high level of work engagement and male teaching faculty members are in low level of work engagement.

**Chart 1. Level of Work Engagement**



It is observed from the above chart that the level of teachers’ work engagement is moderate. Out of 105 respondents, 42.86 percent of respondents’ level of work engagement is moderate.

**IX. SUMMARY OF FINDINGS**

From the statistical analysis it is interpreted that 59 percent of the respondents are belonging to the male category, 64 percent of respondents are belonging to the age category of 30 years & below, 46 percent of respondents are post graduates. 85 percent of respondents designated as Assistant Professor. 68 percentage of respondents are having 1-5 years of teaching experience and 81 percent of respondents have 1-5 years of experience at current institution. In regard to level of work engagement 48.89 percent of respondents’ level of work engagement is moderate.

**X. SUGGESTIONS**

From the findings it is clearly understood that faculty members’ level of work engagement is moderate. Therefore, Higher Educational Institutions’ authorities may take necessary steps to improve the work engagement among the faculty members. Training

programs, periodical performance reviews are the means through which faculties may improve their performance. If performance get improved, then there is chance for improvement in engagement level. Salary hike for every year may also have the possibility to increase level of work engagement.

### XI. CONCLUSION

Higher education sector plays a predominant role in the realization of India's superior power and aspirations for technology, social and economic development persistently. High class quality teachers are the keystone of a successful system. Volunteer engagement of teachers at their works strengthen quality of learning through which entire education system will get enrichment. From this study, it is concluded that the level of teaching faculty members' work engagement is moderate. When compare to male faculty members female faculty members have high level of work engagement. Among various socio-economic variables, only gender has significant association with teaching faculty members' work engagement. Therefore, Higher Educational Institutions' authorities may take necessary steps to improve the work engagement among the faculty members.

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