



A Study on Employee Engagement With Reference to Faculty Members of Aiman College of Arts & Science for Women in Trichy District

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ABSTRACT

Employees who are engaged in their work and committed to their Institutions give crucial competitive advantages, Quality Education and lower employee turnover. Institutions of all types practice that foster engagement and commitment in their workforces. The performance of employees is often linked directly to quality work, Student satisfaction, and increased teaching methods and even to the image of a Institutions. Whereas the same is often indirectly linked to, satisfied colleagues and reporting staff, effective succession planning and deeply embedded organizational knowledge and learning. Employee Engagement has also been associated with commitment (MacCashland, 1999) According to Wellins and Concelman (2005) engagement is "an amalgamation of commitment, loyalty, productivity, and ownership". To be engaged is to be emotionally and intellectually committed to one's organization (Bhatnagar, 2007).

This study conducted among Faculty members of of AIMA College of Arts & Science for Women in Trichy District, Tamil Nadu. The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives. This Paper focuses on the level of engagement possessed by of AIMA College of Arts & Science for Women in Trichy District.

KEYWORDS : Engagement, Commitment, Performance, Organizational Growth, Engagement Level.

INTRODUCTION

Human element plays a major part in the success of every business. Effective human resource management has become more important in recent times. Here are some reasons why:

- Most businesses now provide services rather than produce goods – people are the critical resource in the quality and customer service level of any service business
- Competitiveness requires a business to be efficient and productive – this is difficult unless the workforce is well motivated, has the right skills and is effectively organized
- The move towards fewer layers of management hierarchy (flatter organizational structures) has placed greater emphasis on delegation and communication

As a result, if a business is to be successful and achieve its objectives, then it needs to manage its human resources effectively. So step forward "human resource management"

Human resource management is usually shortened to "HRM". It is defined by the CIPD as: "The design, implementation and maintenance of strategies to manage people for optimum business performance" "In other words, HRM is about how people are managed by a business in order to meet the strategic objectives of the business. The functional objectives set for HRM need to be consistent with the corporate objectives. The key is to remember that HRM is a strategic approach. HRM uses a variety of **tools** to help meet the strategic needs of the business, each of which needs together in an integrated way. The key tools are:

- Workforce planning
- Recruitment & selection
- Training & development
- Rewarding and motivating staff
- Communication
- Roles and responsibilities (organizational structures)

Resource, in its organizational context, is defined as anything that could be thought of as a strength or weakness of a given firm' including tangible and intangible assets (Werner felt, 1984). There are three main organizational resources:

1. Human Resources
2. Financial Resources and
3. Technological Resources.

The term human resource management has been subject to considerable scrutiny and its philosophy and character has been the focus of continuous debate, and a widely accepted definition does not exist, however, below are some definitions of HRM from its early years to date which can be useful in capturing a glimpse of its philosophy and use. The purpose of HRM is to ensure that the employees of an organization are used in such a way that the employer obtains the greatest possible benefit from their abilities and the employees obtain both material and psychological rewards from their work (Graham, 1978). HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques. (Storey, 1995). HRM is a managerial perspective which argues the need to establish an integrated series of personnel policies to support organizational strategy. (Buchanan and Huczynski, 2004). HRM is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices. (Bratton and Gold, 2007).

HRM should develop objectives for its activities linked to the overall objectives of the organization. The purpose of development of HRM objectives is to provide a direction for the HRM activities in an often turbulent environment so that, on the one hand, the business needs of the organization, and, on the other hand the individual and collective needs of its employees can be met by the development and implementation of understandable and effective HR policies and practices.

REVIEW OF THE LITERATURE

Although it has been more common to investigate employee attitude data at the individual employee level, researchers have begun to explore similar relationships at the business-unit level and the organizational level. Research conducted under the rubric of organizational climate has had success in aggregating individual employees' perceptions and investigating their relationship to both organizational-level and individual-level outcomes (see, e.g., Schneider, White, & Paul,

1998; Zohar & Luria, 2005). In addition, there are a handful of studies that have explored the relationship between aggregated employee job satisfaction attitudes and organizational (or unit-level) performance. Ostroff (1992), studying a sample of 364 schools, investigated the relationship between employees' attitudes and organizational performance.

Ostroff found that aggregated teacher attitudes such as job satisfaction and organizational commitment were concurrently related to school performance, as measured by several performance outcomes such as student academic achievement and teacher turnover rates. Across 12 organizational performance indexes, the magnitudes of the correlations between teacher satisfaction and performance ranged from .11 to .54, with a mean of .28. When the unique characteristics of the schools were statistically controlled for, teacher satisfaction and other job-related attitudes continued to predict many of the organizational performance outcomes. Results were strongest for teacher satisfaction; thus, organizations with more satisfied employees tended to be more effective than organizations with dissatisfied employees. This study indicates that satisfaction is an important social process factor that fosters organizational effectiveness. The major limitation of this study pertains to the nature of the study sample; all organizations were secondary schools. The extent to which similar relationships would hold for organizations in other types of industries (manufacturing, service, etc) and occupations cannot be determined.

Ryan, Schmitt, and Johnson (1996) investigated similar relationships between aggregated employee attitudes, firm productivity, and customer satisfaction. The authors measured these relationships at two points in time from 142 branches of an auto finance company. Results Page | 5 indicated employee morale was related to subsequent business performance indicators, customer satisfaction sentiments, and turnover ratios. These researchers attempted to study the causal relations among the variables; however, their attempts lead to mostly inconclusive findings. Interestingly, they did find evidence suggestive of customer satisfaction as a causal influence on morale (a finding that is opposite of the directionality assumed by the literature). Although a tentative finding, Ryan et al. (1996) discussed several possible explanations for it. For instance, the customer satisfaction index was monitored closely by unit managers and success or failure likely translated into management practices that influenced employees' job attitudes. Moreover, the researchers speculated that the particular setting may be unusual in that customer satisfaction might be inversely related to the amount of contact with the organization (e.g., customers without problems with the processing of their payments are likely to have less interaction with company representatives than customers with such problems). Similar to Ostroff's (1992) study, the major concern with Ryan et al.'s (1996) research is that the data were all from one organization which limits the generalizability of the findings.

In a unique study conducted by Harter et al. (2002), the authors conducted a metaanalysis of studies previously conducted by The Gallup Organization. The study examined aggregated employee job satisfaction sentiments and employee engagement, with the latter variable referring to individual's involvement with as well as enthusiasm for work. Based on 7,939 business units in 36 organizations, the researchers found positive and substantive correlations between employee satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction. More importantly, these researchers explored the practical utility of the observed relationships. For example, business units in the top quartile on the employee engagement measure yielded 1 to 4 percentage points higher profitability. Similar findings were found for productivity. Specifically, business units in the top quartile on employee engagement had, on average, from \$80,000 to \$120,000 higher monthly revenue or sales. Based on these data, it seems clear that aggregated measures of employee satisfaction and employee engagement are meaningfully related to business outcomes at a magnitude that is important to many (if not all) organizations. In comparison to prior studies, the strength of Harter and his colleagues' research is the large number of participants ($n = 198,514$), business units ($n = 7,939$), and firms ($n = 36$) included, thereby providing a level of precision and statistical power rarely found in scholarly (i.e., nonproprietary) research.

When measuring employee or job satisfaction there are many components that need to be considered. Job satisfaction is generally defined as an individual's opinion about their occupation (Spears, 2001). The following sections will discuss job satisfaction and the different ways to measure it by focusing on job design and characteristics, measurement of job satisfaction, and finally by discussing alternative solutions to address problems and challenges.

Afshan Naseem (2013) Employee satisfaction is considered weighty when it comes to define organizational success. Employee's satisfaction is central concern particularly in the service industry. Need to enhance employee satisfaction is critical because it is a key to business success of any organization. In the present milieu, employee satisfaction has come under limelight due to stiff competition where organizations are trying to carve competitive advantage through the human factor. The purpose of this study is to observe the relationship between employee satisfaction and customer satisfaction and to examine the impact of both on organizational success. This study scrutinizes the effects of different factors of organization which affects the employee satisfaction. This is a cohort study in which qualitative research methodology was used. The data was collected through self-administrated questionnaire which contains multiple choice questions and open-ended questions. Results of the principal component analysis (PCA) based on correlation matrix revealed a great deal of employees (hotel workers) satisfaction among surveyed cohorts where customers also had expressed satisfaction with existing services. Mainly environmental cleanliness, quality food and room services has played vital role in creating contentment and subsequent satisfaction among customers. From employee's perspective, conducive working atmosphere coupled with incentives like salary and frequent trainings focused the employees to work with dedication to uplift the organization (hotels) which is reflected clearly by the satisfaction level of customers. Our study confirms indirect relation between organizational success and employee satisfaction which was mediated by customers. In conclusion, it seems reasonable to believe that understanding of employee role is extremely important as it appears key factor in the success of modern organization.

Halil Zaim Employee satisfaction is considered to be a critical success factor for organizations. The concept of employee satisfaction has gained a special concern from both academicians and practitioners. This study aims to provide a framework for employee satisfaction and determine the critical factors of employee satisfaction and to measure their effect on overall evaluation of employee satisfaction in small and medium sized enterprises (SME) based on the data collected from Turkey. Data analysis revealed that there is a positive relationship between the each factor of employee satisfaction which are named satisfaction from pay and benefits (P&B), satisfaction from peers (P), satisfaction from management (M), satisfaction from working environment (WE), satisfaction from superior (S) and overall employee loyalty in SMEs. Furthermore, relevant recommendations and measures for improving the employee satisfaction are proposed.

OBJECTIVES

- To find out the reliability position of the data.
- To depict the model fit of the data.
- To predict the association between Relationship with others and Opinion to learn, Employee's Performance, Like to work, Opportunity to carrier development and Employee Engagement.

HYPOTHESIS

- H₀: There is no significance difference between Relationships with others and Opinions to learn and grow (OLG)
 H₁: There is no significance difference between Relationships with others and Employee's Performance
 H₂: There is no significance difference between Relationships with others and Like to work (LTW)
 H₃: There is no significance difference between Relationships with others and Opportunity for carrier development (OCD)
 H₄: There is no significance difference between Relationships with others and Motivation (MOT)
 H₅: There is no significance difference between Relationships with others and Employee Engagement.
 H₆: There is no significance difference between Opinions to learn and grow (OLG) and Employee Performance (EP)

- H₁: There is no significance difference between Opinions to learn and grow (OLG) and Like to work (LTW)
- H₂: There is no significance difference between Opinions to learn and grow (OLG) and Opportunity for carrier development (OCD)
- H₃: There is no significance difference between Opinions to learn and grow (OLG) and Motivation (MOT)
- H₄: There is no significance difference between Opinions to learn and grow (OLG) and Employee Engagement.
- H₅: There is no significance difference between Employee Performance (EP) and Like to work (LTW)
- H₆: There is no significance difference between Employee Performance (EP) and Opportunity for carrier development (OCD)
- H₇: There is no significance difference between Employee Performance (EP) and Motivation (MOT)
- H₈: There is no significance difference between Employee Performance (EP) and Employee Engagement.
- H₉: There is no significance difference between Like to work (LTW) and Opportunity for carrier development (OCD)
- H₁₀: There is no significance difference between Like to work (LTW) and Motivation (MOT)
- H₁₁: There is no significance difference between Like to work (LTW) and Employee Engagement.
- H₁₂: There is no significance difference between Opportunity for carrier development (OCD) and Motivation (MOT)
- H₁₃: There is no significance difference between Opportunity for carrier development (OCD) and Employee Engagement.
- H₁₄: There is no significance difference between Motivation (MOT) and Employee Engagement.

SAMPLING METHOD

The sampling used in this study is 'Simple random sampling' because the sample is selected with equal probability.

Sample Size

Since the population for the survey is very large, and due to time limitation a sample size of 35 is taken for the survey with help of questionnaire

DATA COLLECTION

Primary Data

Survey method is employed to collect the data from the respondents and the data are collected with the help of questionnaires.

Research Tools

- Reliability Test
- Structural Equation Modeling

Software Applied

- SPSS (19)
- AMOS

Limitations

As the research is restricted within AIMAAN college, results are not applicable to other colleges of India; Limited number of respondents has been chosen due to time constraint and this could affect the accuracy of result to certain extent;

DATA ANALYSIS AND INTERPRETATIONS

Table :1 MODEL FIT SUMMARY

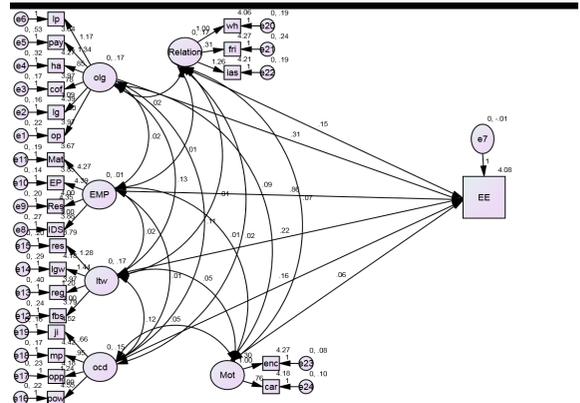
Variable	Values
Chi-square test	3.95562
P-Value	0.000
GFI	.992
AGFI	.906
CFI	.980
RMR	.004
RMSEA	.063

From the above table it is found that the calculated p-value is 0.000 which is less than 0.01 which indicate perfectly fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit index) value is greater than 0.9 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is approximately 1 which means that is the perfectly fit and also it is found that RMR (Root Mean Square Residuals)and RMSEA (Root Mean Square Error of Approxima-

tion) Value is 0.001 and 0.000 which is less than 0.10 which indicated it is perfectly fit.

Reliability Statistics	
Cronbach's Alpha	N of Items
.875	25

From the above table it is found that the collected sample has achieved reliability at 5% significant level.



- From the above chart, it is noted that the Relationships with others have a positive relationship as 0.02, 0.01, 0.01, 0.02, 0.07 and 0.15 with Opinion to learn and Grow, Employee's Performance, like to work, Opportunity to carrier development, Motivation and Employee Engagement.
- The Opinion to learn and grow has a positive relationship as 0.02, 0.13, 0.11, 0.09 and 0.31 with Employee's Performance, like to work, Opportunity to carrier development, Motivation and Employee Engagement.
- The Employee's Performance has a positive relationship as 0.02, 0.01, 0.01 and 0.07 with Like to work, Opportunity to carrier development, Motivation and Employee Engagement.
- The Like to work has a positive relationship as 0.12, 0.05 and 0.22 with Opportunity to carrier development, Motivation and Employee Engagement.
- The Opportunity to carrier development has a positive relationship as 0.05, 0.22 with Motivation and Employee Engagement.
- The Motivation has a positive relationship as 0.06 with Employee Engagement.

CONCLUSION

The results indicate the level of Engagement among the college level faculty members is highly engaged. The data achieved reliability position . Our analyses revealed that there is a Relationship between Relationship with others , Opinion to learn, Employee's Performance, Like to work, Opportunity to carrier development and Employee Engagement are positive.

We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

SUGGESTION:

The following suggestions to be followed:

- It is suggested to communicate clear goals, expectations and share information to your employees
- Open encouragement leads to improve the faculty members academically and personally.
- If the Management motivates, its faculty members, there will be more innovative thoughts among staff members.
- Immediate feedbacks analysis Communicate to the faculty members in order to improve the level of teaching.
- Queries and group conflicts can be resolved problem solving techniques in Transparency.
- Corporate identity is the summation of employee loyalty and trust

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