



## A STUDY ON EMPLOYEE ENGAGEMENT IN HIGHER EDUCATION INSTITUTIONS IN CHENNAI REGION

**Anjana Menon.K**

Quality Analyst, Lexis Nexis, Chennai.

**Dr. Jayasree krishnan**

St. Josephs college of Engineering, OMR, Chennai.

### ABSTRACT

Higher education has taken on a strategic and important role in solving socio-economic problems that we come across today. This makes the issue of provision of quality higher education services critically important in a competitive global economy. Faculty members, the core eighty percent human resource of any management institute, have the potential and power to transform the future generation of our country. The challenge faced by the management is therefore not just in retaining the talented employees, but in engaging them. Here an attempt is made to understand the need of employee engagement and related factors and the effect of those factors in higher education institutions with reference to self – financing engineering colleges in Chennai region. This study infers the relationship of selected demographic factors on employee engagement.

### KEYWORDS

Higher education, Employee Engagement, Quality education

### INTRODUCTION

Organizations need the committed participation of a good majority of people so that the effectiveness and efficiency of the organization could be enhanced. Employees' role has become crucial as there is a shift from industrial to knowledge based society. The rapid rise in the number of new universities has brought about problems of quality and accreditation, particularly in newly established universities. It shall also be expected that the demands of university students for being equipped with qualifications needed in global and knowledge-based economy will continue rising. The challenge faced by the management is therefore not just in retaining the talented employees, but in engaging them. Hence, HEIs will have to pay more attention to the outcomes of education and employability in order to meet these expectations

### REVIEW OF LITERATURE

The most recognizable definitions of engagement is provided by Kahn(1990) and it suggests that employee engagement is "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance".

### OBJECTIVE

1. To study the relevance of employee engagement in Higher education institution in India
2. To study the influence of demographic features like age, job role and monthly income, on employee engagement among employees working in higher education in Chennai

### RESEARCH METHODOLOGY

The study area consists of Chennai region (Chennai, Kanchipuram and Thiruvallur Districts) under which the Self-finance engineering colleges have been taken as study units. The teachers working in these colleges are considered as the respondent units. The sample size is 470 respondents, both primary and secondary data were collected for this study. Primary data were collected by survey method through Questionnaire cum Interview Schedule administered to the sample respondents. The secondary data and information were collected from various sources like published articles in journals, magazines, research theses and websites. The collected data and information were tabulated and processed for the analysis and testing of hypothesis. In the first stage the self-financing engineering colleges have been selected through Simple Random Sampling and in the second stage Systematic Random

Sampling was used to select the respondents from each engineering college.

### DATA ANALYSIS AND INTERPRETATION

This study infers that there exists a relationship between the demographic factors like age, job role, monthly income, and employee engagement. Based on the same statement hypothesis is as follow

### HYPOTHESIS

- H1. There is no significant relationship between age of employees and employee engagement
- H2. There is no significant relationship between Job role of employees and employee engagement.
- H3. There is no significant relationship between monthly income of employees and employee engagement

### Description of demographic variables of the respondents

- Regarding the age the distribution shows that 65.74% of samples of respondents were in the age group of 25 to 35 yrs, 34.26% were 36 to 45yrs old. Thus it can be interpreted that highest percentage of age group is 25 to 35 yrs
- Regarding the Jobrole the distribution of the respondents reveals that 11.06% of samples of respondents were professor, 21.70% were Associate professor, 67.23% were Assistant professor. Thus it can be interpreted that highest percentage of designation is Assistant professor.
- Regarding the Monthly Income (Rs.) the distribution shows that the Monthly Income of 11.06% respondents is Rs.50000 & above, the Monthly Income of 38.72% respondents is 30000 - 50000 and the Monthly Income of 50.21% respondents is less than Rs.30000. Thus it can be interpreted that highest percentage of Monthly Income is less than Rs.30000

**OPINION REGARDING EMPLOYEE ENGAGEMENT**

**Opinion regarding Employee Engagement**

Employee Engagement	SDA	DA	N	A	SA	Total					
	N	%	N	%	N	%	N	%	N	%	
I am committed to continuous quality improvement in my work	39	8.3	70	14.9	62	13.2	132	28.1	167	35.5	470
My work responsibilities are clear to me	39	8.3	-	-	70	14.9	194	41.3	167	35.5	470
My job makes good use of my skills and abilities	39	8.3	-	-	135	28.7	296	63.0			470
I feel completely involved in my work	39	8.3	-	-	-	-	386	82.1	45	9.6	470
The mission of the college makes me feel my job is important	39	8.3	-	-	75	16.0	221	47.0	135	28.7	470
I provide input to my departmental goals	39	8.3	39	8.3	62	13.2	266	56.6	64	13.6	470
My work is valued	39	8.3	-	-	95	20.2	272	57.9	64	13.6	470
I am satisfied with my experience working in my college	39	8.3	-	-	80	17.0	319	67.9	32	6.8	470

**Table No.1**

The Table No.1 describes the distribution of the Opinion towards Employee Engagement regarding the variables It is found from the table no. 1 that majority of the respondents agreed with the factor 'my work responsibilities are clear to me, My job makes good use

of my skills and abilities, I feel completely involved in my work, The mission of the college makes me feel my job is important, I provide input to my departmental goals, My work is valued, I am satisfied

with my experience working in my college', Neutral with the factor 'I am committed to continuous quality improvement in my work'.

In order to identify the factor which is more influencing the respondent towards attitude the Friedman's test analysis was used and the results were given in Table No.2

**Influencing factors relating to Employee Engagement**

Employee Engagement	Mean	SD	Mean Rank	Reliability
I am committed to continuous quality improvement in my work	3.68	1.31	4.66	0.963
My work responsibilities are clear to me	3.96	1.12	<b>5.41</b>	
My job makes good use of my skills and abilities	3.46	0.86	3.48	
I feel completely involved in my work	3.85	0.91	<b>4.84</b>	
The mission of the college makes me feel my job is important	3.88	1.09	<b>5.04</b>	
I provide input to my departmental goals	3.59	1.09	4.08	
My work is valued	3.69	0.99	4.32	
I am satisfied with my experience working in my college	3.65	0.93	4.16	

**(Table No.2)**

**HYPOTHESIS TESTING**

- **H1. There is no significant relationship between age of employees and employee engagement**

To study the effect of age, the distributions of Employee Engagement according to age are shown in the following table

**Age wise test for mean scores about Employee Engagement (ANOVA Test)**

Employee Engagement	Age	N	Mean	SD	Z	P
I am committed to continuous quality improvement in my work	25-35	309	<b>3.83</b>	1.31	3.66	< 0.001**
	36-45	161	3.37	1.26		
My work responsibilities are clear to me	25-35	309	<b>4.04</b>	1.25	2.11	0.036*
	36-45	161	3.81	0.80		
My job makes good use of my skills and abilities	25-35	309	3.36	1.00	3.56	< 0.001**
	36-45	161	<b>3.66</b>	0.48		
I feel completely involved in my work	25-35	309	3.77	1.11	2.66	0.008**
	36-45	161	<b>4.00</b>	0.00		

The mission of the college makes me feel my job is important	25-35	309	3.69	1.26	5.39	< 0.001**
	36-45	161	<b>4.24</b>	0.43		
I provide input to my departmental goals	25-35	309	3.38	1.29	6.14	< 0.001**
	36-45	161	<b>4.00</b>	0.00		
My work is valued	25-35	309	3.57	1.19	3.53	< 0.001**
	36-45	161	<b>3.91</b>	0.29		
I am satisfied with my experience working in my college	25-35	309	3.47	1.10	6.14	< 0.001**
	36-45	161	<b>4.00</b>	0.00		
Overall Employee Engagement	25-35	309	29.10	8.90	2.62	0.009**
	35-45	161	<b>30.99</b>	2.86		

**(Table No.3)** \*Significant at 5 %; \*\* Significant at 1 % (Highly Significant)

• **H2. There is no significant relationship between Job role and employee engagement.**

Since the P value is less than **0.01** there is highly significant difference in the mean scores of employee engagement with respect to age.

To study the effect of designation, the distributions of Employee Engagement according to designation are shown in the following table

**Designation (Job role) and Employee Engagement(ANOVA test)**

Employee Engagement	Job role						ANOVA	p
	Professor		Associate-Professor		Assistant- Professor			
	Mean	SD	Mean	SD	Mean	SD		
I am committed to continuous quality improvement in my work clear to me	<b>4.00</b>	0.00	2.94	1.40	3.86	1.31	22.52	< 0.001**
My work responsibilities are	4.00	0.00	3.63	0.93	<b>4.06</b>	1.24	5.84	0.003**
My job makes good use of my skills and abilities	<b>4.00</b>	0.00	3.46	0.50	3.38	0.99	12.15	< 0.001**
I feel completely involved in my work	<b>4.00</b>	0.00	4.00	0.00	3.77	1.10	3.31	0.038*
The mission of the college makes me feel my job is important	<b>4.00</b>	0.00	4.00	0.00	3.82	1.32	1.43	0.241
I provide input to my departmental goals	4.00	0.00	<b>4.31</b>	0.47	3.29	1.18	45.91	< 0.001**
My work is valued	4.00	0.00	<b>4.17</b>	0.66	3.48	1.09	23.51	< 0.001**
I am satisfied with my experience working in my college	<b>4.00</b>	0.00	4.00	0.00	3.48	1.09	17.49	< 0.001**
Overall Employee Engagement	<b>32.00</b>	0.00	30.51	3.73	29.13	8.78	4.04	0.018*

**(Table 4)\***Significant at 5 %; \*\* Significant at 1 % (Highly Significant)

• **H3. There is no significant relationship between monthly income and employee engagement**

Further to test the significant difference between the mean score shows among the respondents with respect to designation the ANOVA test is used .Since the P value is less than 0.05 **'there is significant difference in the mean scores with respect to Designation and employee engagement.**

To study the effect of Monthly income, distributions of Employee Engagement according to Monthly income are shown in the following table 5.

### Monthly income wise test for mean scores regarding Employee Engagement(ANOVA Test)

Employee Engagement	Monthly income						ANOVA	p
	Rs.50,000 & above		Rs. 30,000 - 50,000		Less than Rs.30,000			
	Mean	SD	Mean	SD	Mean	SD		
I am committed to continuous quality improvement in my work	4.00	0.00	3.41	1.17	3.81	1.52	6.86	0.001**
My work responsibilities are clear to me	4.00	0.00	3.79	0.72	4.08	1.44	3.41	0.034*
My job makes good use of my skills and abilities	4.00	0.00	3.26	0.44	3.50	1.12	16.40	< 0.001**
I feel completely involved in my work	4.00	0.00	4.07	0.26	3.64	1.22	13.14	< 0.001**
The mission of the college makes me feel my job is important	4.00	0.00	3.93	0.26	3.81	1.52	0.94	0.392
I provide input to my departmental goals	4.00	0.00	3.75	0.99	3.38	1.23	10.55	< 0.001**
My work is valued	4.00	0.00	3.65	0.76	3.64	1.22	2.97	0.052
I am satisfied with my experience working in my college	4.00	0.00	3.56	0.50	3.64	1.22	4.62	0.010**
Overall Employee Engagement	32.00	0.00	29.42	3.12	29.50	10.12	2.69	0.069

**(Table No.5)**

\*Significant at 5 %; \*\* Significant at 1 % (Highly Significant)

Further to test the significant difference between the mean score among the respondents with respect to Monthly income the ANOVA test is used .Since the P value is less than 0.05, **there is significant difference in the mean scores of employee engagement with respect to Monthly income.**

#### **FINDINGS**

Among the 8 factors of Employee engagement "**My work responsibilities are clear to me**" was ranked first. It is followed by the "**The mission of the college makes me feel my job is important**". "**I feel completely involved in my work**" was ranked third .There is high difference in the opinion of employee engagement with difference in age and monthly income and **some sort of difference** in the opinion of employee engagement with job role. There is a meaningful relationship between staff's job role and engagement

#### **LIMITATIONS**

The study was conducted in Chennai region which may not be generalized for other regions since the academic culture and demographic variables may differ.

#### **CONCLUSION**

From this study we are able to streamline various variables that affect the engagement of employees in a higher education institution and the impact of selected demographic factors on the same. Engagement can be promoted through training programmes, by reducing the gap in the payment structure to various levels of employees, and by providing more development opportunities to the employees according to their age and job role, that target both organisational health and individual well-being so that a positive emotional climate is created in the workplace.

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