

A STUDY OF EMPLOYEE ENGAGEMENT IN THE HIGHER EDUCATION SECTOR IN MUMBAI

Dr. Rahul Baban Jagtap

Assistant Professor, K.J.Somaiya College of Arts and Commerce, Vidyavihar, Mumbai

ABSTRACT

Employee engagement swiftly captures universality in the workplace and impacts many organizations in different ways. It is the level of dedication and collaboration of an employee towards the organization. Engaged employee is an asset to the organization. They are always responsible for the improvement of the productivity of the organization. Many research scholars through research papers, and research articles have proved that employee engagement boosts organization productivity. This paper aims to find the level of engagement among the faculty at the college level. This study scrutinizes the impact of demographic factors i.e. experience and gender on their level of engagement. The result of this paper reveals that the level of engagement of college-level faculty members is highly engaged. Among the college-level faculties, senior faculty members exhibit a high level of engagement as compared to junior-level faculty members. There is no significant difference across their gender; both males and females show the same level of engagement.

Key Words: Engagement, Productivity

INTRODUCTION:

In the current scenario, employee engagement is considered an important HR practice the organization can use in order to cope with the uncertainty of organizational conditions and play an important role in improving organizational productivity. Employee engagement can be interpreted as "it is the passionate association that an employee feels for his association that impacts him to use increasingly optional endeavours to his work". Employee Engagement is an essential factor that contributes to organizational productivity, performance and long-term

survival (e.g., Nowack, 2006; Maitland, 2005; Hewitt Associates, 2004). An engaged employee is considered as the foundation of the organizational development. Engaged employees take the organization in a positive direction. They not only perform their work but also play a key role in achieving organizational objectives. It has been proved through various research done by researchers that Employee Engagement has a positive impact on the employee's productivity and hence on the productivity of the entire organization. This becomes truer for the educational institution since they are heavily human resource driven.

1. Radhakrishnan N, Sujatha S (2020), International Journal of Management, Vol 11, Issue 8 August 2020, pp 1106-1111.

EMPLOYEE ENGAGEMENT: PERSPECTIVE

Retention of skilled employees is a major challenge for most of the organization. They failed to retain their competent employee which adversely affected the overall productivity of the organization. Employee engagement is crucial to any organization that seeks to retain its valued employees. It is important for every organization for effective utilization of human resources and smooth running of business. Survival for a long period is very difficult for any organization without employee engagement. As opined by Kang (2014) engaged employees strengthen the organizations' competitive advantage and generate a favourable business environment. Neeti and Leekha, (2011) have investigated that engagement is one of the major and powerful strategies to attract, nurture, retain, respect and manage the manpower of the organization. They have also pointed out that engaged employees tend to have a higher level of engagement than those who are unengaged.

IMPORTANCE OF EMPLOYEE ENGAGEMENT IN THE EDUCATION SECTOR

Employee Engagement is crucial in the education sector for various reasons.

- **Impact on students achievement:** Engaged Faculty are more likely to positively impact the students' performance. Through academic research, it has been found that faculty and staff significantly affect student achievement, but still many

educational institutions do not evaluate employee engagement level. They do not have proper practice to keep their employee engaged.

- **Retention and satisfaction:** Employee turnover is low in those organizations where the employee engagement level is high. An engaged employee tends to be more productive, perform better and is less likely to leave the position.

REVIEW OF LITERATURE

Ahmed Azmi (2019), researched engagement factors in education institutions. The research was based on primary data, for the study research conducted a survey and collected data from 100 respondents. The result of this research showed that Employee engagement in higher education is important in improving the academic quality and service for the entire academic community.²

Tensay & Singh, (2020) the present study examined the effect of HRM Systems on Employee Engagement and Organizational Performance. The finding of the study shows that there is a positive and significant relationship between HRM, Employee Engagement and Organization Performance. Results revealed that if organizations invested in their human resources and built a complete human resource management (HRM) system in their organization, it produced engaged personnel, and, in return, organizations improved their performance.³

Jalal's (2016) study outcomes stated that employee engagement has a significant positive effect on organizational commitment

2. Ahmed Azmy (2019), "Employee Engagement in Higher Education Institution", *Binus Business Review*, 10(3), November 2019, pp 187-200

3. Tensay, A. T., & Singh, M. (2020). The nexus between HRM, employee engagement and organizational performance of federal public service organizations in Ethiopia. *Heliyon*, 6(6)

and also found employee engagement as an important determinant of organizational commitment. The finding of the study revealed that the more employees are engaged in the workplace; high will be their commitment to the organization.⁴

OBJECTIVES OF THE STUDY

- To study the concept of employee engagement
- To study the impact of employees' years of service on the level of engagement.
- To study the extent to which the gender of the employee influences the level of engagement.

RESEARCH METHODOLOGY

Type of data	Primary and Secondary
Sampling Method	Simple random sampling
Sample Size	69 Respondents
Research tool	Structure Questionnaire
Research method	Descriptive
Data Collection Method	Survey
Survey Area	Mumbai Suburban
Tools to analyse data	Average and percentage one-way ANOVA

ANALYSIS, INTERPRETATION OF DATA AND FINDINGS

Reliability; The Coefficient alpha of the questionnaire used was computed to be .79, indicating a good internal consistency.

Table 1 Characteristics of Respondents

The table shows the distribution of respondents i.e. age. Out of a total of 69 respondents, 30 were female (43.47%) and 39 were male (56.52%)

Demographic factors			
Gender	Frequency	Percent	Mean score
Male	39	56.52173913	3.15
Female	30	43.47826087	3.06
Total	69	100	

Source: Primary Data

The mean scores of overall employee engagement and three sub-scales of employee engagement are presented in Table 2.

4. Jalal, H. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. 5th international conference on leadership, technology, innovation and business management. Procedia-Social and Behavioural Sciences, 229, 289-297.

Table 2: Employee Engagement Analysis

Scale	statement number	Mean (N=69)
Vigor	1,2,3,4,5,6	3.28
Dedication	7,8,9,10,11	3.37
Absorption	12,13,14,15,16,17	3.59
Overall Engagement	1 to 17	3.413333333

Interpretation :

As is represented by the findings of Table 2, the mean score of overall employee engagement lies between 3 and 4, indicating that feelings of being engaged at work range between "Neutral" and "agree" among the respondents. The mean scores of the three sub-scales also lie in the range of "neutral" and "agree".

Employee engagement and Gender**Table No. 3 represents the gender-wise mean score**

Scale	statement number	Mean (N=69)	Group wise Mean	
			Male (N -39)	Female (N=30)
Vigor	1,2,3,4,5,6	3.28	3.27	3.35
Dedication	7,8,9,10,11	3.37	3.41	3.40
Absorption	12,13,14,15,16,17	3.59	3.61	3.67
Overall Engagement	1 to 17	3.413333333	3.43	3.47

Interpretation :

Mean scores for the three sub-scales of employee engagement are found to be similar among the male and female academic members. Further, almost identical overall engagement means scores indicate that the levels of work engagement are the same among the respondents irrespective of their gender.

Table No. 4 represents the seniority-wise mean score

Employee engagement and Experienced			Group wise mean		
Scale	statement number	Mean (N=69)	Jr level	Middle level	Senior Level
Vigor	1,2,3,4,5,6	3.28	3.15	3.45	3.67
Dedication	7,8,9,10,11	3.37	3.45	3.23	3.56
Absorption	12,13,14,15,16,17	3.59	3.23	3.44	3.55
Overall Engagement	1 to 17	3.41333333	3.276667	3.373333333	3.593333333

Interpretation :

From the descriptive statistics computed above, Senior-level employee respondents reported slightly higher mean scores on the work engagement scale. For senior-level employees the highest mean score (M=3.59), indicating higher levels of engagement at work.

Hypothesis

Ho – There is a statistically significant difference between employee engagement and the experience of employees.

H1 – There is no statistically significant difference between employee engagement and the experience of employees.

Table 6 One-way ANOVA test

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.210696	2	0.105348	10.77424	0.004089	4.256495
Within Groups	0.088	9	0.009778			
Total	0.298696	11				

Interpretation :

From the above table, it is clear that the P value is less than 0.05, so the null hypothesis is rejected and it is concluded that there is no significant difference between the employee engagement and experience of the employee.

CONCLUSION:

The result of the study revealed that the engagement level among faculties of college is fairly good. This is a favourable situation as engaged faculties play a very important role in the development of the education sector. However, there is a need to be made by HR practitioner to keep their employee engaged by adopting different engagement practices. The finding of the study showed that female and male faculties have the same level of engagement. Further, the study also revealed there is no significant difference between employee engagement and the experience of employees.

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