

## “A Study on Impact of Organizational Practices on Employee Engagement” With Reference To Education Sector

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**Abstract:** Employee engagement is a collaborative work and not a one dimensional approach. Managers right leadership skills and other engagement programs need to be studied in detail by the organizations for a proper implementation of practices and increased results from business. The concept of engagement is strategic which requires due attention in designing the right structure of link between organizational practices driving engagement levels and business performances. The little known research about employee engagement and factors causing it is on one hand where as the impact of these antecedent factors on employee engagement drivers gave scope to the present study. In this present study an attempt is made to evaluate the impact of organizational practices on employee engagement drivers which are linked to individual engagement levels and organization performance. The three dimensions from which the study is made are organizational practices, employee engagement drivers and their impact on employee engagement levels. Thus to make the study more explorative the research was carried out through a survey with a sample of respondents from teaching profession with reference to Maharashtra state, Aurangabad district a significant impact of practices like compensation and work life balance on teachers in role performance and job satisfaction is made to analyse these impact on teachers engagement levels. The study is concluded stating the best practice impacting the teachers and their commitment and engagement levels. The scope of the study is there is still gap for the researcher to identify and evaluate the best practices driving engagement level in other fields or other professions.

**Keywords:** Organizational practices, Employee engagement Drivers, Business performance.

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Date of Submission: 07-05-2018

Date of acceptance: 22-05-2018

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### I. Introduction to the study

Education sector has seen a host of reforms and improved financial outlays in recent years that could possibly transform the country into a knowledge haven. With human resource increasingly gaining significance in the overall development of the country, development of education infrastructure is expected to remain the key focus in the current decade. On the other hand Teaching is considered as one of the most stressful occupations and the burnout levels of teachers are relatively high. The main factors that influence the work of teachers in secondary education are a high work load, a low level of autonomy, little support from the leader, and poorly implemented HR practices Although research has shown that teachers are more engaged compared with workforces in other industries, several factors may influence their engagement level.

#### 1.1 Objectives of the study

1. To study the importance of employee engagement among teachers
2. To analyse the practices that impact employee engagement levels
3. To evaluate the best practices that drive engagement levels among teachers
4. To identify the practices responsible for impacting the teachers performances
5. To suggest best practices for driving higher levels of engagement among teachers.

#### 1.2 Significance of the study

The Educational activities are carried out by teachers requires them to spend maximum time with students. Thus, teachers are responsible for students' achievement (Rowan, Knobel, Bigum, & Lankshear, 2002) directly or indirectly. Teaching is a very emotional process and involves more than just knowing subject matter and delivering the same in the class. A teacher needs to be sensitive to understand, analyse and manage students who have unique limitations and strengths. The teacher beyond preparation for his/her daily schedule, has to work extra hard to gauge overall personality aspects of the students and decide teaching style so that everybody gains knowledge. Work engagement is a relatively new construct. Olivier and Rothmann (2007) suggest that work is an expression of the individual performing the task Kahn (1990) suggested that people, while at work,

make significant contributions either physically, emotionally or mentally /logically. One of the most important focuses at work is to understand when people are completely engrossed in their job and fully exhibited their physical, emotional as well as cognitive abilities at work and when they remain completely withdrawn and dis-associated from their tasks. This movement between commitment and withdrawal is termed as personal engagement and personal disengagement (Kahn, 1990). When there is personal engagement people anchor themselves to their work roles and are productive to the fullest extent without any restraint in exhibiting their holistic abilities (Kahn, 1990).

### **1.3 Work engagement and organizational outcomes**

Organizational outcomes and work engagement are positively related. According to the past studies there exists a positive relationship between personnel factors and work engagement factors and it has been argued that self-efficacy may precede or follow work engagement (Salanova, Grau, Cifre & Llorens, 2000a). Job satisfaction, commitment towards work and in-role performances are impacted by organization and its practices (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Studies predict that work engagement is an important predictor of organization commitment (Abu-Shamaa, Al-Rabayah, & Khasawneh, 2015). Thus the role of HR practices in improving employee commitment and driving their engagement levels are positively attached

### **1.4 Methodology**

#### **Research design:**

The study focuses on teachers perceptions on HR practices and drivers of engagement. This study is a non-experimental, cross sectional and quantitative in nature. A questionnaire survey was conducted.

#### **Sampling**

The target population of the study included private college teachers from Aurangabad Maharashtra , India. Random sampling technique was followed. Respondents were given the questionnaires.

### **1.5 Scope of the study**

The Government of India has taken several steps including opening of IIT's and IIM's in new locations as well as allocating educational grants for research scholars in most government institutions. Furthermore, with online modes of education being used by several educational organisations, the higher education sector in India is set for some major changes and developments in the years to come.

The future scenario and demands of higher education in India gave a scope for improving the teacher's competencies and increased demand of commitment levels.

## **II. Literature Review**

Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource(HR)' aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development and labor relations. HRM is composed of the policies, practices and systems that influence employees' behavior, attitude and performance. The presumed link between individual performance and organizational performance has been well established in business literature. Aware of such a fact, organizations have been in a state of constant search for leverages of employee performance. The leverages are the factors that promote or enhance the level of employee effort and activities related to his/her work, which ultimately improve organizational performance. The search for the leverages or factors that enhance employee performance has always been a big concern for industrialists and researchers. Taylor's prescriptions which looked for the 'one best way' of production attached to a reward package which enabled 'economic man' to maximize income was an early attempt to couple employee motivation with productivity and output

Aguinis regard HRM as “involving all management decisions that affect the relationship between the organization and employees, its human resources”. Human resource management (HRM) practices, in any firm, are a moderator among the strategy and policies of HRM and HRM outcome. HRM practices include job analysis, orientation, performance appraisal, human resource planning, labor relations, selection, recruitment, Work-life balance compensation and training and development .HR practices and job satisfaction are studied widely in different parts of the world. It is assumed that HR practices are closely associated with job satisfaction. Because many scholars and practitioners believe that sound HR practices result in better level of job satisfaction which ultimately improves organizational performance. Some researchers focus on the overall job satisfaction or even life satisfaction of employees whereas some others underline a variety of satisfaction facets such as satisfaction with pay, promotion, supervisor, or co-workers.

**2.1 Employee Satisfaction:** Employee satisfaction is a “function of the perceived relationship between what one wants from one's job and what one perceives it as offering” on the other hand, mentions that employee satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior,

organizational commitment, life satisfaction, mental health and job performance and negatively related to absenteeism, turnover and perceived stress and identify it as the degree to which a person feels satisfied by his/her job. Cranny, et. al, (1992) suggests that employee satisfaction encompasses a lot of different facets. Rousseau (1978) identified three components of employee satisfaction: they are characteristics of the organization, job task factors and personal characteristics. Personal characteristics can be regarded as non-work factors of job satisfaction. The most referred definition of job satisfaction was offered by Locke (1976) who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job.

**2.2 Compensation:** Industrialists and researchers have been in constant search for the factors that affect employee performance. In his early attempt, Taylor had suggested prescriptions which looked for the 'one best way' of production attached to a reward package which enabled 'economic man' to maximize income in return for his/her great effort. This was an early attempt to couple employee motivation with productivity and output. Intrinsic paybacks, in terms of rewards and compensation, do enhance the employees' in-role performance to some degree. However, when organizations set goals of improving their effectiveness, as well as efficiency, it requires that its members take up extra role activities and perform them to the best of their abilities. Extra role performance by the employees is an indicator of positive individual contribution to overall organizational effectiveness. Altarawmneh and Al-Kilani (2010) state that “employees are motivated when there are financial rewards directly tied to their performance”. Fulmer (2003) investigate the association between compensation and work performance and found positive association between them. Compensation has a significant correlation with worker performance outcomes.

Moreover, a significantly positive relationship has been identified by Teseema and Soeters (2006) between compensation practices and employee performance. An examination of the literature on gender differences in pay raises suggests two different reasons why women may receive higher raises than men. Reduced stereotyping is one possible reason for women receiving higher pay raises. Specifically, Gerhart (1990) suggested that women had lower base pay, but higher pay increases, due to differences in the amount of information available to the decision-maker. As Tosi and Einbender (1985) argue when managers have limited information about job performance or capabilities, they tend to make stereotypical judgments.

**2.3 Work-Life Balance:** The concept of work-life balance comprises of three words i.e. work, life and balance, and broadly include proper prioritizing between work (career and ambition) on the one hand and life (health, pleasure, leisure, family and spiritual development) on the other hand, and the balance is satisfaction and good functioning at work and at home with a minimum of role conflict. It can mean different to different people however work-life balance is the degree to which an individual can simultaneously balance the emotional, behavioral and time demands of paid work, family and personal duties (Clark, 2000 and Hill, et al., 2001). It is a situation in which employees are capable in giving right amount of time and efforts to their work as well as their personal life outside the work. Work-life balance normally is said to be achieved when an individual's right to a fulfilled life inside and outside the paid work is accepted and respected. Some people may refer it to the flexible working arrangements that allow both parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Marafi, 2012). It leads to the harmonious and holistic integration of work, family, social life and personal life and is the extent to which individuals are equally involved in, and equally satisfied with their professional role and their family role.

#### **2.4 Effects Of Work Life Balance And Job Satisfaction**

- Workers Punctuality, Teamwork, Customer service, work supervision responsibility, group behavior, peer interaction and leadership initiative by workers are reduced.
- Recognition is the part of job satisfaction. It is an act of notice, praise, or blame supplied by one or more superiors, peer, colleague, management person, client, and/or the general public. Failure in getting recognition leads to poor job satisfaction.
- Creativity, new job expertise learning and innovation of worker are grossly damaged due to lowering of work related enthusiasm among workers.
- Seniority demands the promotion and promotion facilitates mental satisfaction. It refers to designate an actual change in upward direction in job status.  
The promotion to the next level will result in positive changes such as pay, autonomy and supervision etc.
- Workers having problem balancing work roles and family roles, set bad standard in the company work setting and often upset the friendly work ambience.
- Highest monetary satisfaction for specially women employee is monthly salary or pay. These are the sequences of events in which compensation plays a major role. There is no doubt that monetary rewards may play a very influential role in determining job satisfaction. if salaries are not market oriented, this can lead to dissatisfaction.

- Workers problems get reflected negatively on company’s turnover, operating profit and balance sheet.
- Women employees facilitate stress on interpersonal relationship within the premises majorly with the female colleagues; it involves relationships with superiors, subordinates, and peers or colleague. If the employee experiences the healthy relationship with others within the organization, so it will boost the morale and satisfaction toward the job and lead to the higher productivity.
- Substantial increase in the cases of workers being absent on the job and in extreme cases leaving the job.
- Physical working conditions and facilities are equally significant for job satisfaction of women employees. Apart from this company policy and administration plays an important role in satisfaction. These should be framed in keeping the view of employee’s needs and desire

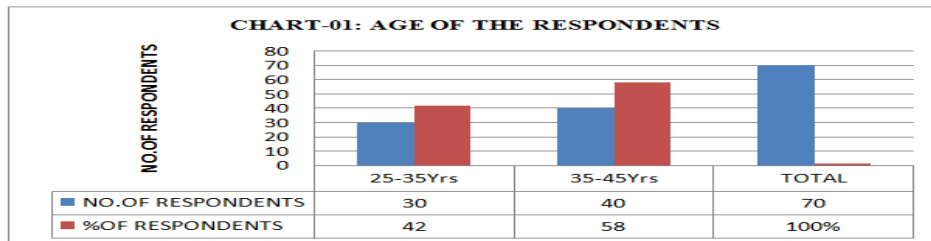
### III. Scenario of Higher Education by 2020 and beyond....

According to the Census review of students and teachers in India by 2020 every third person in an Indian city today is a youth. In about seven years, the median individual in India will be 29 years, very likely a city-dweller, making it the youngest country in the world. India is set to experience a dynamic transformation as the population burden of the past turns into a demographic dividend, but the benefits will be tempered with social and spatial inequalities. The report traces the incredible rise — and the eventual decline — of this cohort in India. The population in the age-group of 15-34 increased from 353 million in 2001 to 430 million in 2011. Current predictions suggest a steady increase in the youth population to 464 million by 2021 and finally a decline to 458 million by 2026. By 2020, India is set to become the world’s youngest country with 64 per cent of its population in the working age group. With the West, Japan and even China aging, this demographic potential offers India and its growing economy an unprecedented edge that economists believe could add a significant 2 per cent to the GDP growth rate. India will have the largest student population by 2025, study predicts

### IV. Data Analysis And Interpretation

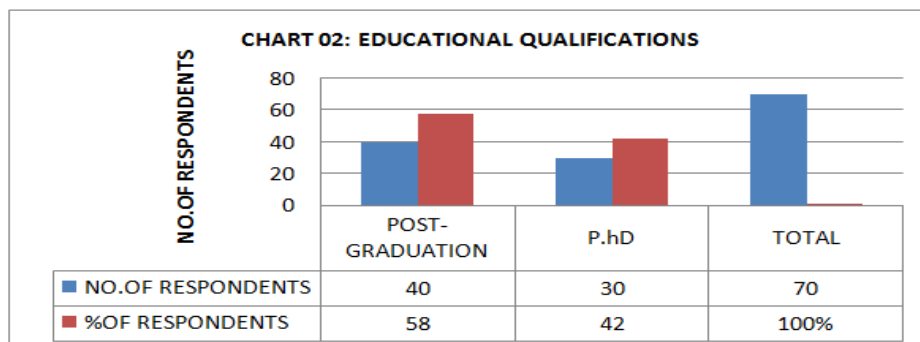
**Table-01: Age Of The Respondents**

AGE	NO.OF RESPONDENTS	%OF RESPONDENTS
25-35Yrs	30	42
35-45Yrs	40	58
TOTAL	70	100%



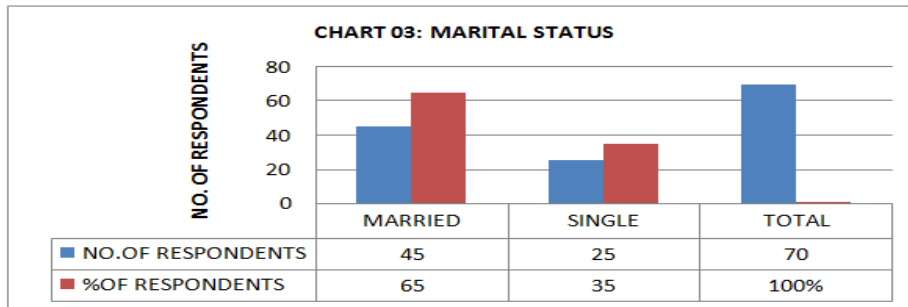
**Table 02: Educational Qualifications**

QUALIFICATION	NO.OF RESPONDENTS	%OF RESPONDENTS
POST-GRADUATION	40	58
PhD	30	42
TOTAL	70	100%



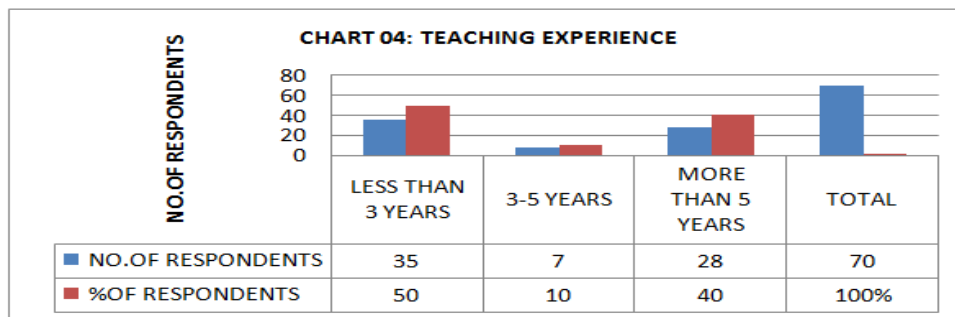
**Table 03: Marital Status**

STATUS	NO.OF RESPONDENTS	%OF RESPONDENTS
MARRIED	45	65
SINGLE	25	35
TOTAL	70	100%



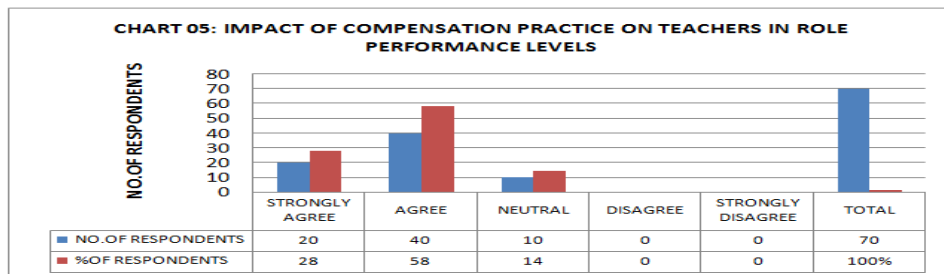
**Table 04: Teaching Experience**

EXPERIENCE IN YEARS	NO.OF RESPONDENTS	%OF RESPONDENTS
LESS THAN 3 YEARS	35	50
3-5 YEARS	7	10
MORE THAN 5 YEARS	28	40
TOTAL	70	100%



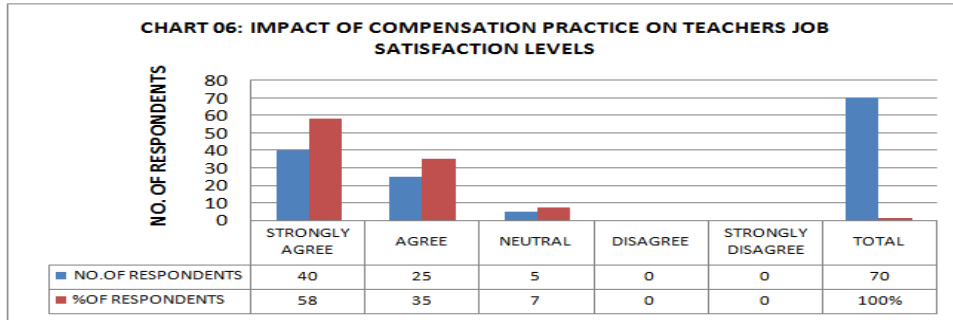
**Table 05: Compensation Practice Impacts Teachers Inrole Performance**

RATING	NO.OF RESPONDENTS	%OF RESPONDENTS
STRONGLY AGREE	20	28
AGREE	40	58
NEUTRAL	10	14
DISAGREE	00	00
STRONGLY DISAGREE	00	00
TOTAL	70	100%



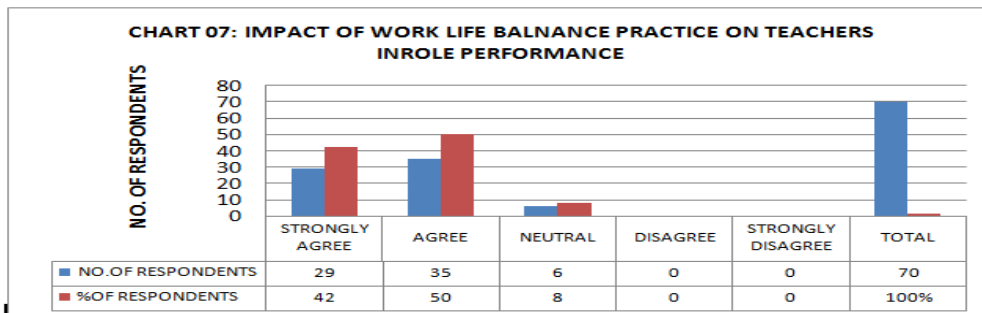
**Table 06: Compensation Practice Impacts Teachers Job Satisfaction Levels**

RATING	NO.OF RESPONDENTS	%OF RESPONDENTS
STRONGLY AGREE	40	58
AGREE	25	35
NEUTRAL	05	7
DISAGREE	00	00
STRONGLY DISAGREE	00	00
TOTAL	70	100%



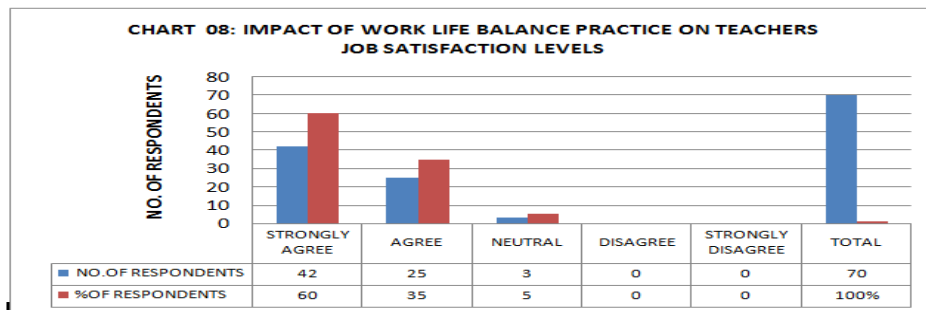
**Table 07: Work-Life Balance Practice Impacts Teachers Inrole Performance**

RATING	NO.OF RESPONDENTS	%OF RESPONDENTS
STRONGLY AGREE	29	42
AGREE	35	50
NEUTRAL	06	8
DISAGREE	00	00
STRONGLY DISAGREE	00	00
TOTAL	70	100%



**Table 08: Work-Life Balance Practice Impacts Teachers Job Satisfaction Levels**

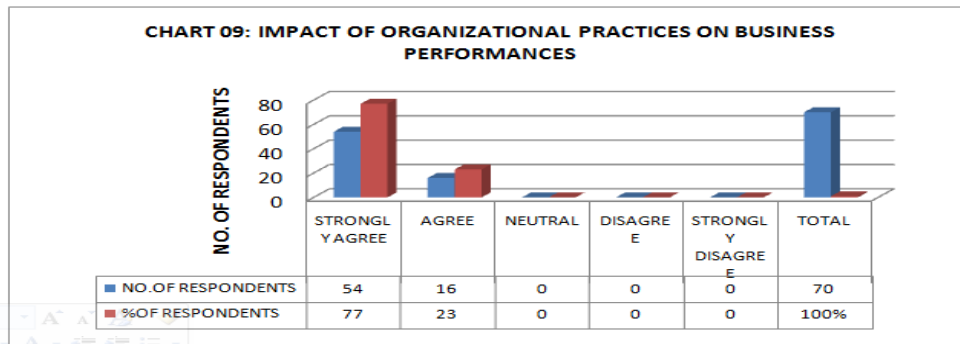
RATING	NO.OF RESPONDENTS	%OF RESPONDENTS
STRONGLY AGREE	42	60
AGREE	25	35
NEUTRAL	3	5
DISAGREE	00	00
STRONGLY DISAGREE	00	00
TOTAL	70	100%



**Table 09: Impact Of Organizational Practices On Business Performances**

RATING	NO.OF RESPONDENTS	%OF RESPONDENTS
STRONGLY AGREE	54	77
AGREE	16	23
NEUTRAL	0	0
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	70	100%





**Findings And Interpretation:**

1. It is observed from chart 01 that the age of the respondents under survey is of equal distribution i.e. there are equal number of respondents in the age group 25-35 years and 35-45 years. However majority of the respondents are from 35-45 years of age.
2. From chart 02 it is observed that majority of the respondents are with PG and only 42% are with Ph.D.
3. It is observed that majority of the respondents are married which helps in getting a more transparent picture about impact of work-life balance practice and its impact on two drivers of employee engagement i.e. teachers job satisfaction levels and their insole performances.
4. The survey targeted good number of experienced teachers between 3-5 years and 5+ years of experience. Which supports the study in getting related and correct information?
5. 58% of respondents agreed that compensation impacts their in role performances. which means that compensation is important for improving teachers work engagement levels.
6. Majority of the respondents believe that compensation plays a vital role in teachers job satisfaction levels i.e there exists a positive relation between compensation practice and teacher engagement driver (job satisfaction).
7. Similarly it is observed that there exists a good impact of work-life balance practice and teacher engagement drivers like job satisfaction and in role performances.
8. From table and chart 09 it can be seen that there exists a high impact of organization practices like compensation and work-life balance on teacher’s engagement levels which in turn impacts the organizational performances.

**V. Suggestions**

Organizations like educational institutions need to focus on teachers engagement levels due to increasing demand of teachers competencies with commitment can perfectly shape students career. Thus organizations can think of further more best practices that positively impact engagement levels and improve organizational performances. As it is observed from the above study that the two practices like compensation and work life balance motivate teachers to improve their commitment levels these two practices can be followed for increased business performances and engagement levels among teachers. Futher this study can be carried in various other sectors to identify which practice shows a highest impact on individual commitment levels and business performances.

**Demands of Higher Education In 2030 will be:**

1. Adopt transformative and innovative approaches in Higher education.
2. Have an augmented Gross Enrolment Ratio (GER) of 50 per cent
3. Reduce state-wise, gender based and social disparity in GER to 5 per cent.
4. Emerge as a single largest provider of global talent, with one in four graduates in the world being a product of the Indian higher education system.
5. Be among the top 5 countries in the world in terms of research output
6. Have more than 20 universities among the global top 200.

Various government initiatives are being adopted to boost the growth of distance education market, besides focussing on new education techniques, such as E-learning and M-learning. Education sector has seen a host of reforms and improved financial outlays in recent years that could possibly transform the country into a knowledge haven. With human resource increasingly gaining significance in the overall development of the country, development of education infrastructure is expected to remain the key focus in the current decade. In this scenario, infrastructure investment in the education sector is likely to see a considerable increase in the current decade

Moreover, availability of English speaking tech-educated talent, democratic governance and a strong legal and intellectual property protection framework are enablers for world class product development, as per Mr Amit Phadnis, President-Engineering and Site Leader for Cisco (India).

## VI. Consluision

According to the literature there is evidence that confirms a positive outcome of student-engagement when there is a focus of support from the educational leadership on increasing teacher-engagement. Engagement is defined as “the emotional commitment we feel to our organization and their goals” (Kruse, 2012, p. 6). Educational leadership needs to embrace their own vulnerability and create connections through communication and recognition with teachers in order to increase their engagement levels. Not only will engagement have a positive impact on the teaching environment, but both staff and students will feel a connection to overall vision and goals of their school. Continued technological advancements and changes in both societal and social global perspectives have reconfigured what constitutes “having a job” means. People have the ability to work from home, decide what hours of the day they wish to “work”, and make connections globally with the push of a button. This has created a conundrum for educators because we can no longer predict what jobs will be available in the future. Fifty years ago, high school students graduated knowing perhaps 75 percent of what they would ever need to know to be successful in the workplace, the family, and the community. The concept of today’s graduates “not knowing” the majority of what they will need to know has created a need for educational reform and is the catalyst to a realization that students graduating from high school are ill-prepared for the ever-changing world they are entering. Educational and business experts have recently identified this problem and have been pushing for this reform, or rather what Sir Ken Robinson (2010) calls an “educational revolution”. There have been many reforms in education to date which have changed the model. These reforms were necessary at the time but they all had the same goal of changing the way we teach and assess a student’s abilities. To create a revolution in education, educators are going to have to change their mindset because “human communities depend on a diversity of talent, not a singular conception of ability” (Robinson, 2010). The concept of educating students to find their talents and help them to explore, advance, and find avenues of success using these talents is what I believe Robinson’s revolution is talking about. The engagement of teachers needs to become a priority because we will be the ones to execute these changes in our classrooms.

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With Reference To Education Sector "International Journal of Engineering Science Invention  
(IJESI), vol. 07, no. 05, 2018, pp 60-67