IMPACT OF WORK ENGAGEMENT ON WORK SATISFACTION:A STUDY ON HIGHER EDUCATION FACULTIES

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Abstract

Education industry is the most significant industry for any country's economic development; therefore quality of education is very important. Ensuring quality of education can be done only through satisfied employees. Job satisfactions among the college teacher are influenced by various factors. One among the major factor is employee engagement. Faculties who are very much attached with the institution and to their work are highly productive. This research paper focuses to study the impact of employee engagement on job satisfaction of faculties at higher education level. Data were collected from 220 college faculties in Tamilnadu region randomly. The researcher has used SPSS 21 software package to analyze the data. Reliability and validity test are also used examine the trust worthiness of the tool. The tools used to analyze were Frequency analysis, descriptive statistics and anova test. The findings of the research offers valid input regarding the improvement of job satisfaction of the college faculties.

Key Words: *Employee engagement, HR policies, job satisfaction, motivation and morale.*

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1.   Introduction

Work engagement is a generally new idea that alludes to an express that shows vigour, dedication and absorption in the job (Bakker & Demerouti, 2008). Bakker and Schaufeli (2008) suggested that work engagement in associations be put on the examination plan. In India such examinations are constrained, as indicated by an electronic hunt. Four samples were discovered which were directed with cops (Rothmann & Storm, 2003); female scholastics (Bezuidenhout & Cilliers, 2012); employees in a legislature and an assembling association (Stander & Rothmann 2010) and with chapel clergymen (Buys & Rothmann, 2010). Obviously there are very few Indian study examined the work engagement of educators. Research on the work engagement among Indian educators is need of the hour especially required since studies uncovered a few issue ranges that could impact their work engagement. In general instructors were found unsatisfied with poor pay rates, substantial workloads, couple of chances for professional successes, and unworkable strategies (Maniram, 2007). Added to the before-said were uninvolved folks, poor understudy order and persistent changes in the training framework (Schulze & Steyn 2007). Numerous schools were additionally described by poor race relations, inadmissible arrangement and advancement procedures and poor relations in the middle of administration and staff (Dehaloo, 2008). These elements could repress the work engagement of the instructors. Work engagement or scarcity in that department interprets into conduct. Numerous Indian instructors quit education (Maniram, 2007). Understudies who watched de-persuaded instructors likewise got to be apathetic (Atkinson, 2000). As opposed to unmotivated educators, connected with employees have high vitality and self-viability that help them to practice impact over occasions that influence their lives. They are imaginative and gainful (Bakker & Demerouti, 2008). The examination address that persuaded this study was hence: How does work engagement of arts and science college staffs have affected their job satisfaction.

2. Review of Literature

Research in organizational psychology demonstrates an increasing interest in work engagement (Sonnentag, 2011). This may mostly be explained by a growing interest in the positive parts of work and organizational life (Nelson & Cooper, 2007) and halfway by an increasing understanding that organizations need employees who are mentally joined with their work (Bakker, Albrecht, &Leiter, 2011). Work engagement is a motivational idea (Christian, Garza, & Slaughter, 2011) and alludes to how employees encounter their work. It is frequently defined as a positive, fulfilling, work-related perspective that is described by energy, dedication, and absorption (Bakker et al., 2011). Bakker et al. (2011) especially underscore the experience of vitality (force) and the impression of the work as a noteworthy and meaningful interest (dedication/involvement) though they assert that more research is expected to test if absorption ought to be viewed as a center measurement of work engagement. Experimental research on both educators and different occupations uncovers that work engagement is connected with positive results like uplifting mentalities, lower intentions of leaving the calling, exertion, and job execution (Demerouti&Cropanzano, 2010). In their dialog of drivers of engagement Bakker et al. (2011) stress both individual assets and job assets (Hakanen, Bakker, &Schaufeli, 2006). As illustrations of job assets they say independence and social backing from associates. All the more for the most part, job assets include parts of the job that invigorate self-improvement (Bakker &Demerouti, 2007) and help employees interpret meaningfulness in their work (Arnold, Turner, Barling, Kelloway, & McKee, 2007). Meaningfulness of work has been conceptualized as resulting from undertaking trademark, for instance assignment noteworthiness (Steele &Fullagar, 2009). We consequently expect an authority objective structure to decidedly anticipate work engagement among instructors on the grounds that past examination has demonstrated a dominance objective structure to be emphatically identified with educators' qualities, feeling of belonging in school, and job satisfaction and adversely identified with motivation to leave the teaching calling (Skaalvik & Skaalvik, 2011a).

Conversely, Skaalvik and Skaalvik (2011a) found that an execution objective structure was adversely identified with instructors' feeling of belonging. The definition of work engagement emphasizing force, dedication, and absorption demonstrates that it principally alludes to how employees feel about their work while they are conducting it. This is especially obvious for the absorption measurement of engagement. In spite of the fact that work engagement and job satisfaction are overlapping motivational develops (Steele &Fullagar, 2009), a distinction in our conceptualization is that job satisfaction alludes to how employees feel about their job by and large, while work engagement alludes all the more especially to how they feel when they are conducting the work. In spite of this distinction we conceptualize work engagement and job satisfaction as overlapping measurements of work-related motivation. In the exploration writing, job satisfaction is viewed as the constructive or contrary evaluative judgments individuals make about their jobs (Weiss, 2002). For instance, Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the examination of one's job. In agreement with these definitions, we conceptualize educator job satisfaction as instructors' general full of feeling responses to their work or to their teaching part (Skaalvik & Skaalvik, 2010). There is little assertion about how to quantify job satisfaction (Skaalvik & Skaalvik, 2010). The develop has been concentrated on as both: (an) a feature particular job satisfaction measuring the degree to which educators are fulfilled by particular parts of their job, and (b) a general feeling of satisfaction with the job (Moe, Pazzaglia, & Ronconi, 2010). Skaalvik and Skaalvik (2010) point out that an issue with the feature particular methodology is that distinctive circumstances may be essential to diverse educators. Thus, such measures neglect the way that the effect of distinctive circumstances on general job satisfaction is reliant on how imperative each of the circumstances is to the individual educator. In this study, we thusly measured educators' general feeling of job satisfaction and broke down the extent to which school objective structure and individual objective introduction anticipated general job satisfaction. Like engagement job satisfaction is influenced by the educators' working condition or their job assets. For instance, Skaalvik and Skaalvik (2011b) found that self-sufficiency, social bolster, and feeling of belonging anticipated educator job satisfaction and that work over-burden and emotional exhaustion anticipated lower levels of job satisfaction.

3. Methods

Present study is descriptive in nature. Absolutely 220 arts and science college staffs are randomly chosen for the study from Tamilnadu, India. The review contained a few independent surveys which measured distinctive work related variables. At the beginning the participants were asked about their demographic characteristics such as their gender, age and occupation within the college system. The surveys critical to this study were those identified with work engagement and work satisfaction. Work engagement was measured with

the *Utrecht Work engagement scale (UWES)*. There are two adaptations of the scale, a long form of the UWES, containing 17 things and a short form containing nine things (Nerstad, Richardsen & Martinussen, 2010). This study utilized the short form of the UWES. The nine things in the short form of the scale measured the three main qualities of work engagement. Three of the nine things measured power, three things measured dedication and three things measured absorption (Nerstad, Richardsen & Martinussen, 2010). Work satisfaction was measured by inquiries related to working condition. The members were requested that answer two inquiries. The principal inquiry spoke the truth their satisfaction regarding to the work circumstances and the second question spoke the truth their satisfaction regarding to their work by and large.

4. Analysis and Interpretation

Table 1: Demographic profile of the participants

Demographics	Characteristics	Frequency	Percent
Designation	Assistant Professor I	92	41.8
	Assistant Professor II	70	31.8
	Associate professor	34	15.5
	Professor	24	10.9
Gender	Female	159	72.3
	Male	61	27.7
Age group	Between 21-30 years old	85	38.6
	Between 31-40 years old	74	33.6
	Above 40 years old	61	27.7
Monthly income	Less than Rs.10000	111	50.5
	Between Rs.10001-20000	77	35.0
	Between Rs.20001-30000	11	5.0
	Above Rs.30000	21	9.5
	Total	220	100.0

From the above table we can concludes that most of the participants (42 percent) belong to assistant professor grade I designation. As per the 6 pay commission of India and UGC norms, assistant professor grade I is the lowest level. About 72 percent of the participants are females and 39 percent of the participants are aged between 21-30 years old. Many of the percipients (about 51 percent) getting less than Rs.10000 as their monthly income.

Table 2: Descriptive statistics and reliability test

Variables	Mean	SD	Cronbach alpha value
Vigour	3.89	0.81	0.845
Dedication	4.12	0.62	0.822
Absorption	3.66	0.87	0.796
Work satisfaction	3.94	0.80	0.901

Above table shows the Cronbach's alpha reliability as well as statistical means and standard deviations. Cronbach's alpha of the variables was above than 0.7, which was an acceptable value of Cronbach's alpha. Since it shows that there exists high level of internal consistency between the scales.

Table 3: Effect of work engagement on work satisfaction

Independent variable	Beta	T value	p value
Vigour	0.105	2.273	0.024*
Dedication	0.579	8.729	0.000**
Absorption	0.202	2.982	0.003**
R value	0.799		
R Square	0.638		
Adjusted R Square	0.633		
F value	126.810**		

** Significant at 1 percent level

* Significant at 5 percent level

The ANOVA table shows F-Ratio for the regression model which indicates statistical significance of the Overall regression model. The F-ratio is the result of comparing the amount of explaining variance to unexplained variance. The F-value is the mean square regression divided by the Mean Square Residual, yielding F=126.81 for creation of an energetic working environment. The p-value associated with this F values are very small. The significance value of the F-Statistic is less than 0.01. In this table the significance variable is less than 0.01, so that work engagement of the college staffs can be used to reliably predict the work satisfaction of the arts and science college staffs. Multiple R is the correlation coefficient (at this step) for the simple regression of Vigour(X_1), Dedication(X_2), Absorption(X_3) and the dependent variable of work satisfaction of the arts and science college staffs (Y). R - R is the square root of R-Squared and is the correlation between the observed and predicted values of the dependent variable. The strength of correlation coefficient is 0.799. There is a strong positive strength of correlation between the observed variable X_1, X_2, X_3 and predicted values of the dependent variable (Y).The R-square shows the percentage of variation in one variable that is accounted by another variable. In this case work engagement of the college staffs account 64 per cent of changes in work satisfaction of the arts and science college staffs.

Work engagement of the college staffs like Vigour (X_1), Dedication (X_2), Absorption (X_3) have significant impact on work satisfaction of the arts and science college staffswith low significance value. Particularly Dedication (beta=0.579) are the strongest predictor of work satisfaction of the arts and science college staffs.

5. Discussions and Conclusion

The aim of this study was to examine impact of work engagement of the arts and science college staffs on their job satisfaction. Knowing these impacts makes it easier to improve the situation of the college teaching staffs. By improving the situation of the college teaching staffs, the student's situation shall also be improved since the teaching quality suffers from the lack of job satisfaction. Results of the analyses in this study showed that teachers with higher levels of work engagement significantly affect the work satisfaction.

Work engagement is a big concern for all the kind of industries. Based on the finding of the study, there are a few key points that can be used to conclude this research paper. It is very important that the organization understands the needs of its employees and provide what is best for the employees. Constant appraisal programs and appreciation should be given to reinstate and motivate the employees. Other than this, some of the measures can be taken up by the work force in order to cope with the work include. Unhealthy situation among the people responsible in assisting the future generation's service will ultimately affect their intellectual and social abilities.

This study reveals the relationship of employee engagement on work satisfaction which is most important thing of any organization. This study provides further guidance to organization for making strategies

to cope with these problems. When efficient strategies are implemented like training, job rotation, reward system etc., then problem of low work engagement is minimized. So this study is important to overcome the problem of work engagement which affects the job satisfaction.

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