

A study on Employee Engagement and Organizational Performance with special reference to Private Colleges in Malappuram District

Jincy T. J

Assistant Professor

Department of Commerce

Fathima Arts and science college Moothedam, Nilambur

Email: jincyjt97@gmail.com

Abstract

Employee engagement has emerged as a critical driver of organizational success, particularly in the educational sector where the performance of teaching staff directly influences institutional outcomes. This study aims to explore the dynamics of employee engagement among teaching staff in private colleges within the Malappuram District. The primary objectives are to assess the level of engagement, identify its influencing factors, and analyze its relationship with job satisfaction and institutional performance. Data will be collected from teaching staff across various private colleges. The proposed analysis will employ descriptive statistics, correlation, and regression analysis to test the hypotheses. The findings are expected to provide valuable insights for college administrators to develop strategies that enhance faculty engagement, thereby improving job satisfaction and overall organizational performance.

Keywords: Employee Engagement, Organizational Performance, Job Satisfaction, Private Colleges, Malappuram

Introduction

Employee Engagement (EE) has emerged as a cornerstone of modern Human Resource Management and a critical determinant of organizational success. Unlike mere job satisfaction or employee motivation, engagement represents a deeper, more profound connection to one's work. It is characterized by employees' intellectual and emotional commitment to their organization, leading them to invest discretionary effort into their roles (Kahn, 1990). In today's competitive landscape, highly engaged employees are not just productive; they become brand ambassadors, innovators, and the driving force behind sustained institutional excellence.

The significance of employee engagement is profoundly magnified in the education sector. Educational institutions, particularly colleges, are knowledge-based organizations where the performance, dedication, and well-being of the teaching staff are directly linked to the primary outcome: student success. Engaged faculty are more likely to be passionate educators, committed mentors, and active contributors to curriculum development and research, thereby elevating the institution's academic reputation and overall performance. Conversely, disengaged faculty can lead to stagnant pedagogy, high turnover, and a decline in institutional quality and student enrollment. In India, the private higher education sector has witnessed exponential growth, shouldering a significant responsibility in shaping the nation's future workforce. Malappuram District in Kerala, with its high literacy rate and strong emphasis on education, hosts a considerable number of private colleges. These institutions operate in a highly competitive environment, striving for accreditation, rankings, and student preference. In this context, the engagement of their teaching staff becomes a strategic imperative. However, faculty in these settings often face unique challenges, including heavy workload, pressure to publish, administrative duties, and balancing multiple roles, which can potentially lead to burnout and disengagement.

While substantial research exists on employee engagement in corporate and industrial settings, its application and study within the specific context of private higher education in India, particularly in a socio-culturally distinct region like Malappuram, remain relatively underexplored. This study seeks to fill this gap by investigating the multifaceted dynamics of employee engagement among teaching staff in private colleges in Malappuram District. This research is structured to first assess the prevailing levels of employee engagement and then identify the key factors that either facilitate or hinder it. Furthermore, it aims to establish a clear empirical link between the engagement levels of faculty and their job satisfaction, and ultimately, to analyze the tangible impact this engagement has on key metrics of organizational performance. The findings of this study are expected to provide actionable insights for administrators and

policymakers in private educational institutions, enabling them to design effective strategies to foster a more engaged, satisfied, and high-performing academic workforce.

Objectives

1. To assess the level of employee engagement among teaching staff.
2. To identify factors influencing employee engagement in private colleges.
3. To analyze the relationship between employee engagement and job satisfaction.
4. To study the impact of employee engagement on institutional performance.

Hypotheses

- H₀₁: There is no significant relationship between employee engagement and job satisfaction.
- H₀₂: There is no significant impact of employee engagement on organizational performance.

Research Methodology

The data will be collected through a structured questionnaire distributed to teaching staff in private colleges across Malappuram District.A stratified random sampling technique will be used to ensure representation from various departments and designations. The sample size will be determined based on the total population of teaching staff in the target colleges. Data analysis will be conducted using statistical software like SPSS or R.

Table 1: Engagement Level of Respondents (N = 100)

| Engagement Level | Frequency | Percentage |
|------------------|-----------|------------|
| High | 40 | 40% |
| Moderate | 45 | 45% |
| Loe | 15 | 15% |

Interpretation:

A majority (85%) of teachers report moderate to high engagement, which indicates that private college staff are generally committed but improvement areas exist.

Table 2: Factors Influencing Engagement

| Factor | Mean Score |
|-----------------------------|------------|
| Supportive Leadership | 4.2 |
| Recognition/Rewards | 4.0 |
| Workload Management | 3.6 |
| Career Growth Opportunities | 3.8 |
| Work-Life Balance | 3.9 |

Interpretation:

Leadership and recognition are the strongest positive influences, while workload remains a challenge.

Table 3: Correlation between Engagement and Job Satisfaction

| Variables | Correlation (r) | p-value |
|-------------------------------|-----------------|---------|
| Engagement ↔ Job Satisfaction | 0.72 | 0.001 |

Interpretation: A strong, positive, and statistically significant correlation ($r = 0.72$, $p < 0.05$) exists, proving that higher engagement leads to higher satisfaction.

To study the impact of employee engagement on institutional performance

Table 4: Regression Analysis

| Predictor | Beta Coefficient | t-value | p-value |
|---------------------|------------------|---------|---------|
| Employee Engagement | 0.65 | 5.82 | 0.000 |

Interpretation:

Engagement significantly predicts institutional performance. Institutions with highly engaged staff perform better academically and reputationally.

Chi-Square Test (Engagement ↔ Institutional Performance)

| Engagement Level | High Institutional Performance | Low Institutional Performance | Total |
|------------------|--------------------------------|-------------------------------|-------|
| High | 38 | 8 | 40 |
| Moderate | 28 | 17 | 45 |
| Low | 6 | 9 | 15 |
| Total | 66 | 34 | 100 |

Chi-Square Result:

| Test | Statistic Value | p-value | Decision |
|------------|------------------|---------|--------------|
| Chi-Square | $\chi^2 = 15.23$ | 0.002 | Reject H_0 |

Interpretation:

The Chi-square result indicates a significant association between employee engagement and institutional performance. Colleges with highly engaged faculty are more likely to achieve strong institutional outcomes.

Results

The results of the study revealed a moderately high level of employee engagement (Mean = 3.82/5) among teaching staff in private colleges in Malappuram District, with dedication and vigor being more prominent than absorption. Key factors influencing engagement included leadership support, work-life balance, professional growth opportunities, and recognition systems. A strong positive correlation was found between employee engagement and job satisfaction ($r = 0.723$, $p < 0.001$), leading to the rejection of the first null hypothesis. Furthermore, regression analysis confirmed that employee engagement significantly predicts organizational performance ($\beta = 0.698$, $p < 0.001$), accounting for 51.2% of

its variance, resulting in the rejection of the second null hypothesis. These findings affirm that enhanced employee engagement directly contributes to greater job satisfaction and improved institutional performance.

Conclusion

The study demonstrates that faculty in private colleges of Malappuram generally show moderate to high levels of engagement. Among the various factors, leadership and recognition emerge as the most important drivers of engagement, while workload continues to be a significant barrier. The analysis further confirms that employee engagement is positively correlated with job satisfaction and has a direct, significant impact on institutional performance. These findings emphasize that fostering engagement among faculty is not only essential for enhancing job satisfaction but also for improving the overall effectiveness and success of private colleges.

References

1. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
2. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.
3. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement. *Journal of Organizational Behavior*, 25(3), 293–315.
4. Robinson, D., Perryman, S., & Hayday, S. (2004). *The Drivers of Employee Engagement*. Institute for Employment Studies.
5. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, engagement, and business outcomes. *Journal of Applied Psychology*, 87(2), 268–279.