

## **Employee Engagement as a Driving Force of Organizational Success. (A Case Study of UMSIT Kotli).**

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### **Abstract**

*Success of any organization is determined by its workforce, and at the foundation of every successful educational institution are engaged teachers whose contributions push their institution to touch the peaks of glory. This study is aimed to assess the impact of teacher's engagement on the overall performance of university. In this study the predictor variable is teacher's engagement and criterion variable is performance. Data is collected through a five point likert scale questionnaire and responses are tested through regression analysis using SPSS version, 20. The findings confirmed that engagement is a significant predictor of university performance. Furthermore the findings of this study suggest that organizational strategies, culture & values aspects of engagement should be given due consideration in educational settings.*

**Key Words:-Engagement, Performance, Organizational strategies, Culture & values Organizational Strategies.**

### **Introduction**

Employee engagement is an important driving force of performance and overall outcomes for any organization. The performance of an academic institution depends on the engagements of its academicians. Engineering the futuristic minds set greatly depends on academician's approach of transferring and transforming the knowledge. According to Hellevig (2012) engagement is a state in which employees concentrate on their tasks and they are willing to go an extra mile to achieve ultimate outcomes which are in alignment with the strategies and values of organization.

The Success of educational institutions is denoted by its academicians whose engagements are all about research, creativity, innovation, learning, teaching, sharing and nation building through knowledge, wisdom and excellence. Work engagements of academicians seem to be a blessing for organizational success. Employee engagement is such a vast concept which covers the whole personality of an employee because engagement demands both physical and mental affiliation with work and organization. Employee engagement directly affects both individual and organizational performance. Ronald (1999) discussed that engaged employees enjoy their task two and half time more than disengaged ones who use to complain their health problems, give lame excuses and do not show excitement about their tasks. Engaged employees seem to be mentally, emotionally and physically attached with their work. They show worth, excitement for the given tasks and become more energetic. Disengaged workers create problems and confusions all around and they utilize their energies for negativities and become counterproductive. It was found in insync surveys that engaged workers remain completely involved in their work and disengaged ones commit more mistakes. Employee engagement has a great implications for those organizations where safety is being given due weightage. Organizations that wish to improve levels of employee engagement can focus on increasing and strengthening employees' perceptions of support they receive from the organization (Saks, 2006). Educational institutions in general and institutions in AJK in particular suffer from problems of quality performance and lack of enabling environment. This study is one of the first of its kind in AJ&K to be conducted for the research on academician's engagement and performance. In the present study an attempt is made to examine the impact of engagement on performance issues. Employee engagement is about how your employees really feel about your organization?

(Yee, 2012) highlighted some very good questions like: do the employee feel sense of pride of belonging? Do the employees/academicians suggest their friends, acquaintances, relatives to get admission or to join this organization? Will the employees want their children to join this organization as a student or even as an employee, after completing education? This study attempts to work on the same line and customize this set of questions for local settings.

### **Problem Statement**

The study will attempt to ascertain and evaluate teacher engagement as a primary factor of university performance.

## **Objectives of the Study**

The overall objective of this study is

To examine the role of academicians/teacher's engagements on university/organizational performance.

The sub objectives of this study include:-

To assess the roles of culture & values, organizational context, organizational strategies, roles & capabilities, recognition, pays & benefits, leadership role and learning & development on organizational performance.

## **Literature Review**

Employees give a great deal of importance to the fairness at work. Kontakos (2007) discussed that fairness is the main tool of retaining employees and getting their best at work. How organization treats its employees and how it exercise distributive and procedural justice is denoted by employee's retention and their performances which ultimately effect overall out come. Organization has to execute fairness and equitable behaviors not just in its policies but in its actions too because words have no impact if they are not in alignment with actions. Hence fairness seems to be a key element of employee engagement and off course the overall outcomes as well. An unfair treatment may have certain negative consequences like negative attitude and behavior of employees toward their work which result in a low performances and low organizational productivity. Unfairness may cause aggressions, employee theft, anxiety and can promote unpleasant working environment. Employees are not the machines; they are the human beings as they think, feel and act depending on the treatment they receive from their super ordinates. Any kind of injustice or inequality can make them to react which may not be beneficial for organization even for its whole life. So fairness at work not only enhance organizational outcomes but it also builds and promotes its image.

Bakkar et al., (2008) found that engagement is a positive fulfillment and it is a mindset denoted by loyalty, dedication and absorption. Robinson et al. (2004) described that employee engagement is a positive attitude of employees towards their job and organization. He further suggests that an organization need to develop and nurture engagement in its employees on two sided interaction between employees and employers. As it is mentioned in Penna research report (2007) that employees feel comfortable when they find meaning at work or make their work meaningful by exercising the autonomy they have been given by their employers. It further emphasize that organizations who have meaning at work ,can dream their future and if they have purpose, vision and destiny then they truly have a soul. Organizations can retain talent by exercising these values through actions and behaviors of their leaders. This thing conveys them a sense of community and a chance to make contribution by giving their best. Penna (2007) researchers proposed an engagement model called "Hierarchy of Engagement Model" which is very similar to the Maslow hierarchy of needs model. Penna's hierarchy of engagement model places pay & benefits at the lowest step of ladder, on next step this model places development opportunities next to it is promotion, then Leadership/Trust and at the top of the hierarchy is Shared sense of meaning at work.

Human resources are the most precious assets and these resources directly affect the success or failure of any organization. Strategies are executed through people whose values, beliefs and attitudes affect their individual and organizational performance. There are many metrics or indices by which organizations can measure their performances. These indices include, employee's performance, overall outcome/productivity, intention to stay, satisfaction, attendance, retention and Safety (Right management, 2009). Next comes the organizational strategy that specifies the ways that how to achieve effective performances on above mentioned metrics Organizational strategies of attracting and retaining capable and potential employees is highly demanded. How organization meets the challenges of compensation and reward programmes and how it takes safety measures for its employees, affect its success. Organizational success is about the right alignment of its business and talent. Engagement is hard to measure due to some key and complex element as Vazirani (n.d) mentioned that HR managers have to deal with some genuine issues like how employees think about their tasks and whether a respectful treatment is given to them or not. Employee satisfaction is considered the most important element and it is taken very critically by the employers. Quality in any organization comes through the quality in its employees, hence comes the test of employer ability that how he/she retain the capable and qualified employees by satisfying their needs.

Schaufeli et al., (2002) discussed that dedication refers to the involvement in the work by feeling its significance, worth and challenge. It makes an employee to give his best to the work. Dose (2011) found that Employees give a great deal of

importance to the work values because it shapes their attitudes. Quality of working life have a strong impact on employees engagement as employees feel more facilitated they suppose to perform well. Hay (2010) noted that the world most renowned companies who attempted to keep their employees engaged get better performances that enhance organizational performance. Engaged employees show vigor, excitement and well being in their organization. They enjoy work activities and do not show frustration and conflict over work related problems. The meta-analysis of existing studies conducted by Gallup (2013) found nine performance outcomes were affected by engagement regardless of industry, organization or country. Engagement helps in lowering absenteeism, turnover, less shrinkage, fewer safety incidents, fewer patient safety incidents and fewer quality incidents. Employee satisfaction is also considered an important element from engagement perspective. As it is noted by Lipiec (2001) that HRM has to device some strategies for retaining employees and preventing turnover while keeping them satisfied.

Finders & Keepers (2003) found that Canadian employees put a great deal of importance to the pay, compensation and benefits, job security along with these aspects they also place a great value to the respectful treatment with them, good communication and a sense of fulfillment.

McBain (2007) discussed that employee commitment is being taken as a significant component of employee engagement. Engagement is about untired and nonstop efforts of an employee for his work and it is categorized in three levels; Workplace/working area, employee's willingness to stay and their willingness and enthusiasm to go for an extra mile for their task accomplishment and organization. There are many factors which affect engagement like quality of working life, peers attitude, organizational culture, leadership style, moral values, compensation and rewards, development opportunities, fair treatment, employee's participation in decision making etc.

Effective and in time communication and the leadership styles are also important contributing factors of engagement. Compensation system whether it is performance based or seniority based affect employees engagement to a greater extent. Organizational efforts of creating a proper match/fit between employee's abilities and incentives offer to them, matters much for keeping employees engaged. So employee engagement is more than what it is.

Vance (2006) proposed a model of employee's performance in which he discussed that there are many practices that effect employee engagement and job performance. These practices include Personal attributes, organizational context and HR practices which affect employee's engagement and job performance. A good number of studies have found a positive relationship between employee engagement and organizational performance. Sridevi (2010) noted that employees retention, productivity, profitability, safety and customer loyalty, are some impactful outcomes of employee engagement. Appelbaum (2002) proposed two forms of incentives i e, intrinsic and extrinsic. According to him extrinsic reward is likely to a long term stake in the organization while intrinsic reward is to give discretionary power to the employees. These rewards seem to enhance engagement which proceeds performance. According to Sridevi (2010) managers need to ensure the maximum and effective utilization of their physical, material, financial and informational resources for getting best outcomes. Organizations should promote a strong working culture characterized by mutual respect, focus on goals and values across all working sections. By keeping success stories alive, managers will not only motivate their current employees but also the future employees as well.

Bakar (2012) highlighted that numerous studies have indicated that financial benefits are not the only motivational tool for employees. Not all the individuals remained after making the money by doing work but instead work itself is their purpose of life. Work itself gives them a great deal of motivation and pleasure. People/individuals are motivated by activities, surrounding environment, work attitude and behavior of employees, etc. Managers need to be aware about those factors which are driving engagements and making employees high performers. According to the Crabtree (2004) engaged employees are said to be the builders. Engaged employees know what is expected from them, they are eager to utilize their potential and talent in the best interest of their organization. They use their skills in a positive manner to drive their organization ahead.

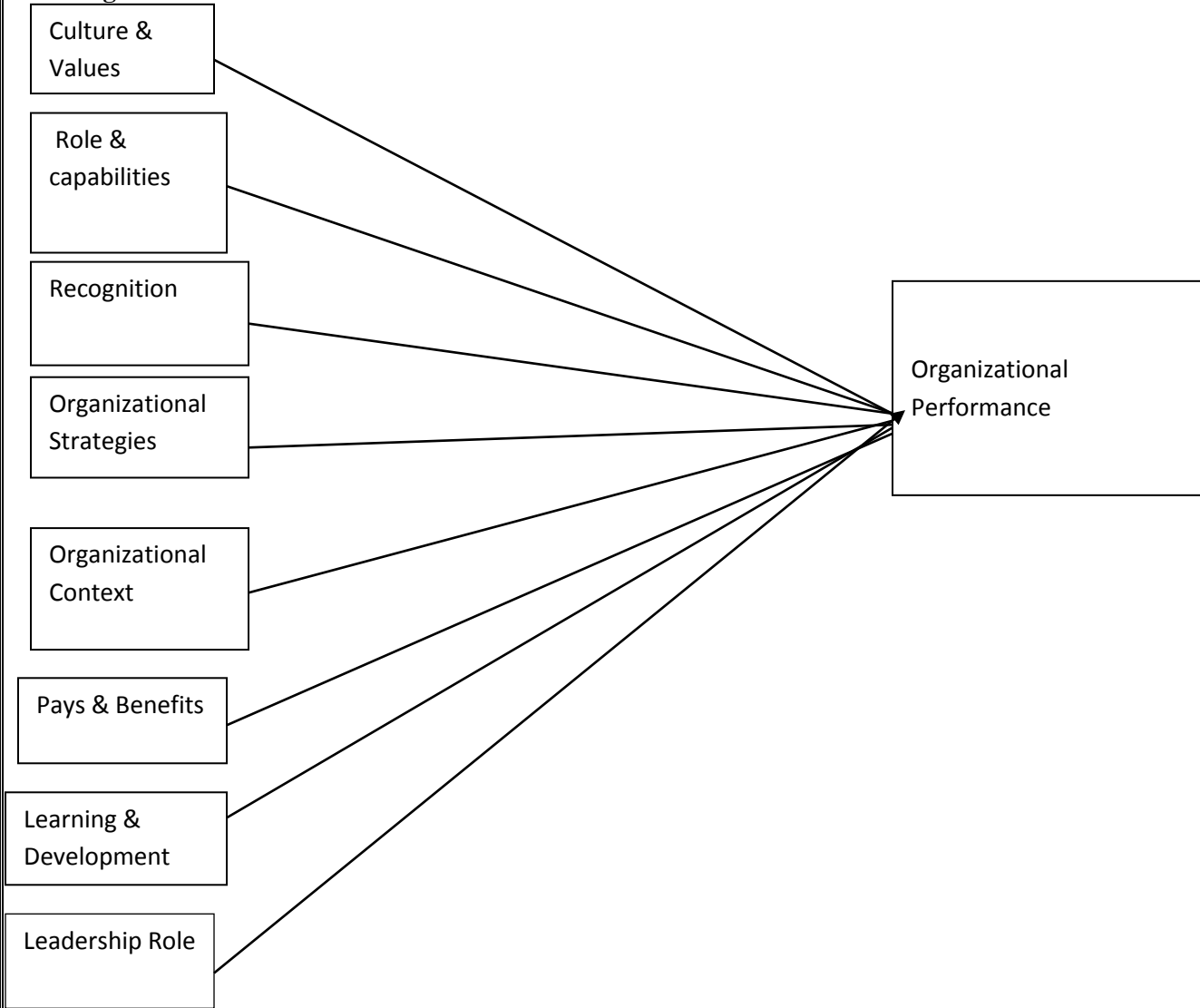
### **Theoretical frame Work**

The first step in research design is to develop the theoretical frame work which consists of identifying and developing independent and dependent variables. In this research study variables will be as follows:

**Independent Variables**

**Dependent variable**

**Driving Forces**



**Research Design**

Based on the key issues identified, an evaluation design matrix with quantitative indicators was developed. Response was tapped through a five point likert scale questionnaire.

**Population Sampling**

The target population of this study is all the faculty members of UMSIT (A public sector university). Out of total 60 questionnaires, 45 questionnaires were properly filled and returned back thus, the response rate remained 75% which was enough for analysis and interpretation. A 30 items scale was adapted from (Right Management,2009) & (HBR,2013) with due acknowledgement. Data were collected through a five point likert scale questionnaire which ranged from 1 strongly disagree to 5 strongly agree.

**The Model**

Linear regression analysis was used to test the effect of each independent variable on a dependant variable. As research for impacts related to the social or human behavioral aspects is difficult as its variables or predictors are difficult to grasp and quantify. These predictors themselves are influenced by a range of variables and relations of varying order. So the above set of latent variables (driving forces) was used to reach a conclusive predictor variable that is employee engagement. Academicians/Teacher’s engagement was gauged through Predictors: (Constant), Leadership Role, Role & Capabilities, Culture & values, Organizational Strategies, organizational Context, Recognition, Pays & benefits, Learning & Development. It was also examined whether this relationship is linear or not.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990 <sup>a</sup>	.980	.976	.16513

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.971	8	6.121	224.482	.000 <sup>b</sup>
	Residual	.982	36	.027		
	Total	49.953	44			

a. Dependent Variable: Performance

b. Predictors: (Constant), Leadership Role, Role & Capabilities, Culture & values, Organizational Strategies, organizational Context, Recognition, Pays & benefits, Learning & Development

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.013	.343		.038	.970
	Culture & values	-.036	.118	-.014	-.305	.762
	Role & Capabilities	.667	.162	.254	4.122	.000
	Recognition	-.232	.112	-.150	-2.066	.046
	Organizational Strategies	-.004	.088	-.002	-.044	.965
	organizational Context	-.261	.113	-.159	-2.302	.027
	Pays & benefits	.189	.077	.186	2.464	.019
	Learning & Development	-.149	.165	-.114	-.907	.370
	Leadership Role	.780	.139	.752	5.624	.000

a. Dependent Variable: Performance

**Analysis and discussions**

When a regression analysis is done an equation can be produced that is correct for the sample of the observed values, but in social sciences as researchers are interested in generalizing the findings outside the sample so we have to cross validate the assumption of the regression model. To draw conclusion about a population based on a regression analysis done on a sample several assumptions must be true (Berry, 1993).

Table ( 1-3) presents different diagnostic tests which were carried out to check the validity and reliability of the variables and the data. An  $R^2$  of .98 means that 98% of the variance in the observed values of the dependent variable is explained by the model, and only 2% of those differences remain unexplained in the error term. As with the simple regression, we look to the p-value of the F-test to see if the overall model is significant. With a p-value of zero to three decimal places, the model is statistically significant. Large F ratios prove model fit and sig. F change values establish fit of the regression model.

It is generally accepted practice to consider variables with a p-value of less than .1 as significant, (though the only basis for this cutoff is convention).

The leadership role and learning & development factors have emerged as the most important determinants of organizational performance .having larger beta values. Let's focus on the three predictors, whether they are statistically significant and, if so, they would set the direction of the relationship. First the effect of roles and capabilities RC ( $b=-.254$ ,  $p=.000$ ) is significant and its coefficient is positive indicating that the greater the proportion in which roles and capabilities match greater will be the organizational performance. This result also makes sense and endorses the qualitative view point collected from sample. The culture and values ( $cv$ ,  $b=-.014$ ) is not significant ( $p=0.970$ ), but only just so, and the coefficient is negative which would indicate that larger the attention to CV only lower will be the performance. Next, another important component of engagement is leadership role (LR  $b=.752$ ,  $p=.000$ ) also proves the theoretical claim that leadership can make or break an organization. In short latent variables having greater beta values and more important are the sign behind them,i.e (+ve or -ve) determine the direction of the relationship of the predictor and dependent variables.

## Conclusion

The purpose of this study was to assess the impact of teacher's engagement on university/organizational performance. The regression analysis illustrated that roles & capabilities, leadership role, pays & benefits and organizational context remained statistically significant in predicting organizational performance.

The seven variables Culture & values, Organizational Strategies, organizational context, recognition, Pays & benefits, Learning & Development were categorized under engagement which was an independent variable while Organizational performance was taken as dependent variable. Results of regression analysis revealed that learning & development, leadership role have been revealed as the most significant predictors of organizational performance. On the basis of results, it can be concluded that engagement is a significant predictor of organizational performance. Hence engagement has been proved as an important driving force of organizational success.

On the basis of findings it is recommended that, in educational institutions due consideration should be given to the affective aspect of engagement in order to attain better educational outcomes in terms of improved organizational performance. In case of university teachers it seems to be more important for university to devise organizational strategies for attracting and retaining the capable ones, by keeping itself involved in community and by promoting health and wellbeing for its academicians.

This study was limited to the academic staff of University of Management Sciences & Information Technology (UMSIT) Kotli. The views of selected samples of academicians may not represent the views of all academicians of all universities. These aspects may limit the generalizability of the findings, however, this study provides basis for further exploration in the field of academicians engagement and organizational performance which requires a great deal of research. The above study is mainly quantitative in nature. A qualitative study is suggested to get deep understanding about engagement and performance issues.

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