

Job Satisfaction and Work Engagement: A Study among Teachers Working in Self Financing Colleges

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ABSTRACT

Employee engagement has become a popular area of study in various fields and industries. An engaged teacher will show a high degree of commitment and involvement in his/her profession. Teacher's engagement in his / her profession has a central role in shaping the future. The present study has made an attempt to analyze relationship between job satisfaction and employee engagement among teachers working in self financing college in Kerala. Survey questionnaires were distributed to 146 faculty members. Both descriptive and inferential statistics were used to analyze the collected data. The study reveals that there is a significant positive correlation between job satisfaction and employee engagement among teachers.

1. Introduction

Teaching is considered as the most esteemed and honored profession all over the world and more than that, teachers are regarded as the strongest pillar of the society. The progress of any nation depends upon the standards of its educational system and educational institutions. The successful running of any educational system depends mainly upon the teacher, the students, the curriculum and the infrastructure. But the teacher is the most important one and is the pivot on whom the entire educational structure rests. Recognizing the importance of teachers, the various education commissions remarked that no education system can raise without raise the level of teachers. As a professional, teachers are expected to outperform by using best practices and strategies to impart knowledge and to develop essential skills and behavior in the students. The overall performance of educational institution depends upon their teachers and ultimately their level of commitment and job satisfaction. The role of a teacher is crucial & without a positively oriented teacher, education system would crumble. Only the satisfied teacher can produce the positive generation and can contribute to build the strong foundation of the nation (Dr. Harpreet Kaur, 2014). In other words a teacher who is satisfied with his / her job can perform various duties very efficiently and effectively and has a positive attitude towards teaching.

Employee engagement has become a popular area of study in various fields and industries. It is evident that, those employees who experience high engagement in their work are real assets of the organization for which they are working. They tend to perform better than who are not engaged in their work and they are less likely to leave their place of employment (Robert & Devenport, 2002). Promoting work place happiness and keeping employees motivated and engaged is the key, not only to sustain employee productivity and achieve organizational success, but also to attract prospective employees to the organization. Many studies in

this area found that, there exist a strong and positive relation between work engagement and job performance; this will in turn help the firm to meet their objectives. In other words engaged employees have a strong motivation to perform well and meet what the management is expected from them. Today, organizations' have moved on from this motivational thinking to an engagement thinking whereby in addition to this motivation they can align their employees behind their objectives and strategies in order to get back employees discretionary efforts to achieve their objectives and exceptional results (Miriam Nyambura Waigwa & Josephat Kwasira, 2012).

Teaching is more of commitment than compliance (Barman A and Saikat R, 2011). An engaged teacher will show a high degree of commitment and involvement in his / her profession. The teachers working in self financing college should be fully engaged because these institutions play a vital role in our higher education system and quality teaching can be imparted to the students. At the same time, some other studies reveals that, teachers in these colleges are not fully satisfied with their job. Recognizing the importance of employee engagement, the present study has made an attempt to analyze relationship between employee engagement and job satisfaction among teachers working in self financing colleges in Kerala.

2. Review of literature

Job satisfaction

The term job satisfaction is defined as an individual's feeling or attitude, may be positive or negative, towards his/her job. Job satisfaction is collection of feelings that an individual holds toward his or her job (Rahman, 2008). In other words job satisfaction is one's feelings or state-of-mind regarding the nature of their work. Though the level of job satisfaction affects the productivity of employees, job satisfaction has been prominent topic among managers of different entities (Song & Mustafa, 2015). The relationship of job dissatisfaction and

satisfaction depends upon what one expects and obtains from one's job. The ability to meet the needs of teachers and improve the performance is the job satisfaction and when one is satisfied from the job, the competencies, skills and knowledge is reflected from one's behavior (Shafi, 2016). The factors that influence job satisfaction of teachers include nature, rules and regulations of the job, financial aspects, students' behavior and class room activities, behavior and attitude of superiors, subordinates, principal, non teaching staff, administrative authorities etc; freedom for participating in decision making, recognition of the society (Nisamudeen, 2013). Therefore, the job satisfaction is very important for productive activities in the college as well as for the growth of any educational system in the world.

Employee engagement

Engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). It includes that personal interest in one's work as well as satisfaction and enjoyment from the work itself (Schaufeli, Taris, & Rhenen, 2008). Several studies have indicated that work engagement has positive consequences at the individual and organizational levels. For instance, in their weekly diary study among 54 starting teachers, found that daily levels of work engagement were predictive of classroom performance (Bakker & Bal, 2006). Some other studies have come with the same results, shows that work engagement is positively related to in-role and extra-role performance (Halbesleben & Wheeler, 2008). Those who are engaged in their work connect to their work tasks and invest energies into all aspects of their work life (Christian, Garza, & Slaughter, 2011). With respect to teachers, teachers who are engaged in their work are able to find meaning in their work, and are perceived to be more attentive to student needs. Teachers experiencing work engagement are better able to cope with increasing demands, and can generate support and create opportunities for themselves. Work engagement among teachers is also critical to teacher retention (Kirkpatrick, 2007). Therefore, employee engagement is considered as the critical factor that determines success of the organization. Many studies have been conducted to find the factors affecting work engagement. A study by Bakker and Bal, reveal that a resourceful work environment fosters teachers' weekly work engagement, and can indirectly have a positive effect on job performance (Bakker & Bal, 2010).

3. Statement of problem

Committed and engaged employees are the real assets for any organization. Over the last few years organizations have identified the importance of employee engagement and its impact on overall firm's performance and profitability. In the field of higher education in India, self financing institutes plays a vital role in achieving the goal of ministry of Human Resources and Government of India i.e. quality higher education for all. In order to meet this objective and to ensure

quality education to students it is essential for the college management to create an environment that encourages engagement as this is likely to boost employee commitment and productivity. Studies on work engagement among teachers are very less and no research has found that studied work engagement of teachers working in self financing colleges. There are many factors that will result in high level of engagement at work. Job satisfaction has significant and high relationship in determining commitment. In this study attempts at exploring the relationship between job satisfaction and employee engagement among the teachers working in self financing institutions.

4. Research objectives

- To determine the relationship between job satisfaction and employee engagement.
- To determine whether there exists any significant difference in job satisfaction among teachers by various demographic particulars.
- To determine whether there exists any significant difference in employee engagement by various demographic particulars.

5. Research hypothesis

1. There exists a significant positive relationship between job satisfaction and employee engagement
2. There exists no significant difference in job satisfaction by various demographic particulars.
3. There exists no significant difference in Employee engagement by various demographic particulars.

6. Methodology

Survey questionnaires were distributed to 146 faculty members it include Assistant Professors, Associate Professors and Professors working in self-financing colleges. Sample constitutes faculties working in different universities in Kerala. Research design used was descriptive in nature. Convenient sampling used to collect data from sample. Job Satisfaction was measured with six item scale. The scale included single items to assess level of satisfaction with Nature of work (NW), Job Autonomy (JA), Reward and Recognition (RR), Relation with management (RM) Work Life balance (WLB) and Career Development (CD). Work engagement was assessed with the Utrecht Work Engagement Scale (UWES-9) (Schaufeli & Bakker, 2003), which includes three three-item scales: Vigor (VI), Dedication (DE), and Absorption (AB) (Schaufeli, Bakker and Salanova, 2006). Engaged workers are characterized by high levels of vigor and dedication, and they are immersed in their jobs. Both descriptive and inferential statistics are used to analyze the collected data. Mean scores, correlation, regression, one sample T test and one way ANOVA are the tools used for analyzing the data.

7. Data analysis and discussion

Table 1
RELIABILITY ANALYSIS

Scale	No of Items	Cronbach's Alpha
JSEE Scale	15	.921
Job satisfaction	6	.897
Vigor	3	.745
Dedication	3	.896
Absorption	3	.772
Employee Engagement	9	.826

Inference: Table 1 presents the reliability analysis of identified scales. Nunnally and Berstein suggest 0.70 as an acceptable reliability coefficient. So the scales and sub scales identified were found to have high reliability.

Table 2
INTER CORRELATION BETWEEN STUDY VARIABLES[#]

	Level of Satisfaction	Vigor	Dedication	Absorption	Employee engagement
Level of Satisfaction	1	.623**	.563**	.594**	.680**
Vigor		1	.613**	.555**	.820**
Dedication			1	.698**	.911**
Absorption				1	.860**
Employee engagement					1

Source: Compiled from Survey Data
#Persons Correlation
**Significant at 1% Level of significance
*Correlation at 5% Level of significance

Inference: Table 2 presents the results of correlations analysis regarding the intra and inter-relationship among level of satisfaction and employee engagement. Karl Pearson's coefficient of correlation was used for the purpose. The results indicate that, there exist significant moderate degree positive relationship between level of satisfaction and employee engagement($r = .680$). It can also be observed that other than

in the relationship between level of satisfaction with vigor (.623), dedication (.563), and absorption (.594) were having significant correlation. Based on the above results, hypothesis 1 is accepted, i.e., the relationship between level of satisfaction and employee engagement is positive and statistically significant.

Table 3
REGRESSION ANALYSIS

Model 1	
R Value	.680
R Square	.462
Adjusted R Square	.458
Stan. Error of estimate	.509
F Value	123.76**
Level of Significance	.00

Source: Compiled from Survey Data
**Significant at 1% Level of significance
*Correlation at 5% Level of significance

Inference: The results of regression presented in Table 3 revealed that there is a significant correlation between level of satisfaction and employee engagement (.680). The coefficient of determination (R Square) was found to be .462. This

implies that 46 per cent of variance in employee engagement is explained by Level of satisfaction. Significant F-value denotes the availability of evidence to conclude that level of satisfaction is useful for predicting employee engagement.

Table 4
JOB SATISFACTION

	N	Mean	Std. Deviation	Std. Error Mean	t	Df	P Value#	Inference @ 5% Level of significance
Nature of Work	146	3.64	1.179	.098	6.600	145	.000**	Significant
Job Autonomy	146	3.10	1.188	.098	.975	145	.331	Not Significant
Reward and Recognition	146	2.49	1.052	.087	-5.821	145	.000**	Significant
Work Life Balance	146	3.32	1.220	.101	3.188	145	.002**	Significant
Relation with Management	146	2.97	1.273	.105	-.325	145	.746	Not Significant
Career Development Opportunities	146	2.79	1.325	.110	-1.937	145	.055	Not Significant

Source: Compiled from Survey Data

#One Sample T Test

**Significant at 1% Level of significance

Inference: Reward and recognition, relation with management and career development opportunities are found to disturb job satisfaction of teachers working in self financing

colleges. The other variables such as job nature of work, job autonomy, and work life balance are found to be positive with mean score greater than 3.

Table 5
DEMOGRAPHIC PARTICULARS AND JOB SATISFACTION

Particular	P Value#	Inference
Gender	.382	Not Significant
Designation	.017*	Significant
Highest Qualification	.235	Not Significant
Affiliated University	.031*	Significant
Nature of employment	.235	Not Significant

Source: Compiled from Survey Data

#Independent T Test and One way ANOVA

**Significant at 5% Level of significance

Inference: There was no significant differences in job satisfaction between male and female teachers ($p > 0.05$). Designation and affiliated university contribute significant difference in the level of job satisfaction. Other variable such as highest qualification, Nature of employment also had no

significant effect on the job satisfaction of the teachers ($p > 0.05$). Therefore the hypothesis is accepted only for designation and affiliated university, and rejected for the other demographic particular.

Table 6
EMPLOYEE ENGAGEMENT

	N	Mean	Std. Deviation	Std. Error Mean	t	Df	P Value#	Inference
Vigor	146	3.1918	.72274	.05981	3.206	145	.002**	Significant
Dedication	146	3.8676	.94157	.07793	11.134	145	.000**	Significant
Absorption	146	3.5616	.73004	.06042	9.296	145	.000**	Significant

Source: Compiled from Survey Data

#One Sample T Test

**Significant at 1% Level of significance

Inference: The employee engagement is found to be positive with mean scores above 3 in all the variables under study. It also found to be statistically significant.

Table 7
DEMOGRAPHIC PARTICULARS AND EMPLOYEE ENGAGEMENT

Particular	P Value#	Inference
Gender	.741	Not Significant
Designation	.085	Not Significant
Highest Qualification	.107	Not Significant
Affiliated University	.425	Not Significant
Nature of employment	.135	Not Significant

Source: Compiled from Survey Data
 #Independent T Test and One way ANOVA
 **Significant at 5% Level of significance

Inference: The above table shows that, there was no significant differences in employee engagement between male and female teachers, Designation, highest qualification, affiliated university and nature of employment as all the variables show high P value greater than .05. Therefore the hypothesis is rejected.

8. Major Findings

There exists moderate degree of positive correlation between job satisfaction and employee engagement among teachers working in self financing colleges. Significant positive relationship exists within and between variables such as Vigor, Dedication, Absorption, Job satisfaction and employee engagement

- There were no significant differences in job satisfaction between male and female teachers. Nature of employment also had no significant effect on the job satisfaction of the teachers.
- Designation and affiliated university contribute significant difference in the level of job satisfaction.
- There were no significant differences in employee engagement between male and female teachers, designation, highest qualification, affiliated university

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and nature of employment.

9. Conclusion

Employee engagement is considered as the one major factor that affects performance both individual and organizational level. The present study concludes that job satisfaction is positively correlated with employee engagement of teachers working in the self financing colleges. Employee engagement is found to be positive. Teacher in self financing colleges are dissatisfied with rewards and recognition and career development opportunities. Since job satisfaction has positive impact on employee engagement, management should take necessary actions to improve teacher's level of satisfaction.

10. limitations

This study also engrosses certain limitations. That the sample size was 146 because of the lack of support from the sample frame is also a limitation of the study. So the researcher had to confine to the voluntary participation, within the limits of the study. Another limitation of this study is with the cross section of the population, which is limited to teachers working in self financing colleges in the state of Kerala.