

A Systematic Review to Identify the Critical Factors Responsible for Faculty Engagement in HEIs

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ABSTRACT:

Employee Engagement is treated as a decisive factor for organisational growth and development. There are many employees who are not really engaged in an organisation. There are several factors like job satisfaction, work environment, peer relationship, motivation and employee development, which are directly or indirectly connected with Employee Engagement. Faculty Engagement in HEIs is a relatively less studied area. The educational sector is a crucial area that needs to be properly nourished for the development of a nation. Thus, Faculty Engagement becomes an important aspect to be considered as they are major stakeholders in HEIs. The paper seeks to identify the core issues related to Faculty Engagement and by analysing the research in this area it seeks to identify the factors that play a major role in engagement of faculty members.

Keywords: Faculty Engagement, HEIs, Faculty development, Job Satisfaction.

INTRODUCTION:

Faculty Engagement is gradually becoming a much-discussed topic as the educational institutions are going through intense competitions. In this dog-eat-dog atmosphere, the goals of the organisations for productivity and the personal goals of human beings sometimes develop conflicts. Hence, the concept of Faculty Engagement acquires a pivotal role in Management studies. Broadly speaking, it refers to the faculty's commitment to and the connection with the organisation. According to Kahn (1990) physical, cognitive and emotional expressions during performance of roles in various work life situations is known as Employee Engagement. During recent years, due to continuous evolution of organisational goals, the concept has been going through various redefining moments. In absence of a universal definition, it may be assumed that it is the emotional commitment the faculty has to the organisation and its goals.

Recently the world sees a growing trend of disenchantment of the faculty with their organisations and the organisations having no inhibition in leaving their hands. In both the cases, it is the society that suffers. The situation has become worse particularly after the pandemic. In this context the topic gains more significance as it establishes the symbiotic relationship between the faculty and the organisation. This has created a genuine interest in me to study the various factors playing their roles and the measures to be taken to create a positive atmosphere.

LITERATURE REVIEW:

1 Employee Engagement in different sectors

Employee Engagement is defined as the effort of the employer to make the employees emotionally attach to the organisation. The employee feels the organisation as his own and delivers as per the requirement of the organisation. Job satisfaction does not always mean that employees are engaged. One employee may get job satisfaction but he may or may not be engaged. Engaged employees not only secure their jobs but also become asset for the organisation. The study related to engagement, partly engagement, fully engagement and fully disengagement is of utmost important.

Van & Nafukho (2019), Sahni (2021), Purushothaman & Kaviya (2020) & Babu et al., (2020) in their systematic literature review revealed that organisational culture, working environment, support, values, communication, leadership and HR practices have significant effect on employee engagement.

Kaliannan & Adjovu (2014), Andrew & Sofian (2012), Ghosh et al., 2014 and Chaudhury et al., (2014) used descriptive statistics in their research and concluded that quality culture and work culture, safety and values, job, gender and ethnic diversity have significant effect on employee engagement.

Tiwari & Lenka (2019), Chaudhury et al., (2014) used anova test in their research and revealed that co-worker and superior support, reward and recognition and work culture have significant impact on employee engagement. Padhi & Panda (2015), Tiwari & Lenka (2019) used multiple regression in their research and concluded that co-worker and superior support, reward and recognition and work culture have significant impact on employee engagement.

Tiwari & Lenka (2019) also used chi-square test and correlation test that gave the conclusion that co-worker and superior support, reward and recognition have a significant impact on employee engagement.

Vidya Shree & Lucas (2019) used SEM and Kar & Pathi (2016) used PCA and concluded that communication, work culture and technology have a significant impact on employee engagement.

Padhi & Panda (2015) used t-test and revealed that employee support has significant effect on employee engagement.

Kar & Pathi (2016) used CFA and concluded that employee engagement is a relationship between job satisfaction, organisational commitment and job characteristics, which is significantly positive.

2. Faculty Engagement in different HEIs

Faculty engagement is indispensable for healthy work environment. Faculty members when not properly engaged may create a disturbing atmosphere which leads to frustration, poor quality of work life, decreased productivity and job satisfaction. All of these if combined together will definitely drag the organisation to an easy and early downfall. As education is the back bone of a country, its success depends upon the living factors of production that is faculty. Engaged faculty gives better productivity, gets him emotionally and psychologically attached with the organisation.

Ameen & Babu (2018), Raina & Khatri., (2015) & Mahajan et al. (2021) from their systematic review reveal that research, skill development, autonomy and service to college contribute significantly for faculty engagement. Beri & Gulati (2020) & Li et al (2021) from their systematic review concluded that mission, values & beliefs and leadership have significant effect on faculty engagement.

Moore & Ward (2010), Regy & Malini (2017), Mmako & Schultz (2016), Jessani & Siddiqi (2018), Sangeetha et al. (2018) & Ahuja & Gupta (2019) conducted their research by using descriptive statistics

and concluded that motivational factor, hygiene factor, environment, values and beliefs contribute significantly for faculty engagement.

Barkhuizen & Rothmann (2006) used SEM and found significant differences between faculty engagement and different job levels of qualification. Hezekiah et al. (2021) also used SEM and depicted that research, community service and opportunities for career growth have significant relation on faculty engagement.

Barman & Ray (2011), Mmako & Schultz (2016) & Sandhu et al. (2018) used CFA and revealed that teaching, socialisation and values, career growth and compensation system have significant effect on faculty engagement.

Jessani & Siddiqi (2018), Ahuja & Gupta (2019) & Hezekiah et al. (2021) used multiple regressions and concluded that community service and opportunities for career growth, individual characteristics, institutional environment, work engagement, research focus and funder policies have significant relation on faculty engagement.

Li & Tu (2015) & Sangeetha et al. (2018) used chi-square test in their research and reached at conclusion that individual and environmental motivations and socio-economic variables have significant effect on FE.

OBJECTIVES OF THE STUDY:

To explore the important factors responsible for faculty engagement and to understand its various dimensions and impact on the HEIs.

ANALYSIS:

1. EMPLOYEE ENGAGEMENT

METHOD OLOGIES ARTICLE	t- Test	M R	Corr.	Chi- square test	F- test	C F A	S E M	P C A	D S	Secondary Data	REMARKS
A1	Y	Y									Employee support has significant effect on employee engagement
A2									Y		Quality culture, safety and values are significantly affecting employee satisfaction.
A3										Y	Organisational culture, environment and support have significant relation on employee engagement
A4									Y		Employee engagement has significant impact on job satisfaction and productivity.

A5										Y	Organisational culture and values have significant positive impact on employee engagement.
A6										Y	Organisational culture, environment and communication have significant positive impact on employee engagement.
A7										Y	Job characteristics, gender diversity and ethnic diversity significantly affect employee engagement.
A8										Y	Leadership, HR practices and working environment are important antecedents of EE
A9		Y	Y	Y	Y						Co-worker support, superior support and reward& recognition have significant effect on ES and EE.
A10							Y				Internal corporate communication, knowledge sharing, continuous learning, entrepreneurship, and perceived have significant effect on employee engagement.
A11					Y					Y	There exists a significant impact of work culture on employee engagement
A12						Y					There exists a significant positive relationship between job characteristics, job satisfaction, and

										organisation commitment.
A13								Y		Communication, work culture and technological advancement have significant effect on EE.

Table-1

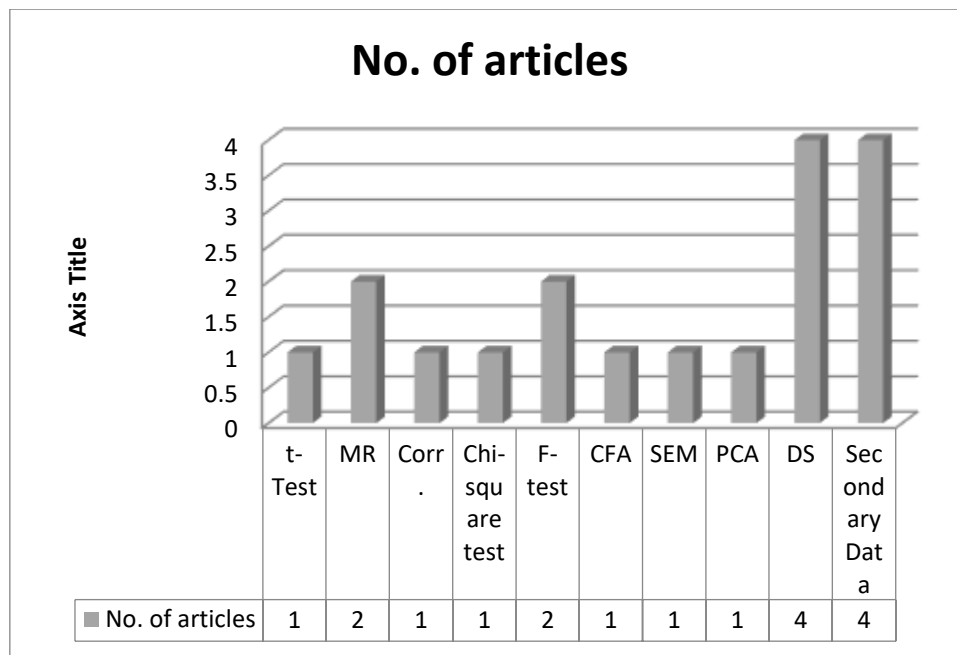


Chart-1

2. FACULTY ENGAGEMENT

THODOLOGIES → ARTICLE↓	Multiple regression	Chi-square test	CFA	SEM	D S	Secondary Data	REMARKS
A1				Y			Significant differences found between FE and different job levels of qualification
A2					Y		Support, community engagement and leadership have significant effect on faculty engagement
A3			Y				Connect, clarity, convey, congratulate, contribute, control, collaborate, credibility, confidence and career have significant effect on FE.
A4		Y					Individual and environmental motivations have significant <u>effect</u> on FE.

A5					Y	Measuring hygiene factors, policy factors, motivational factors, people factors, self-related factors, manager related factors and organization related factors have significant effect on FE.
A6			Y		Y	Socialisation and values, Recognition and feedback, Attitude towards direct manager and Commitment to the institution are the factors of FE.
A7	Y				Y	Individual characteristics, institutional environment, relational dynamics, research focus and funder policies are significantly affecting FE.
A8		Y			Y	Socio-economic variables have significant effect on FE.
A9			Y			Work environment, emotional satiety, compensation system, and career progression are the factors that impact employee engagement.
A10					Y	Faculty's involvement in Teaching, research and service to College or Universities have significant effect on FE.
A11					Y	Autonomy and development Opportunities are significantly affecting FE.
A12	Y				Y	Work engagement is positively associated with organizational commitment.
A13					Y	Clarification of the mission, Empowerment, Leadership and Sharing of values are the key indicators of FE.

A14						Y	Research, administration, and skill development are the factors which will increase FE.
A15						Y	Faculty motivation comprised goals, beliefs, and emotions.
A16	Y			Y			Research, community service and opportunities for career growth have significant relation on faculty engagement.

Table-2

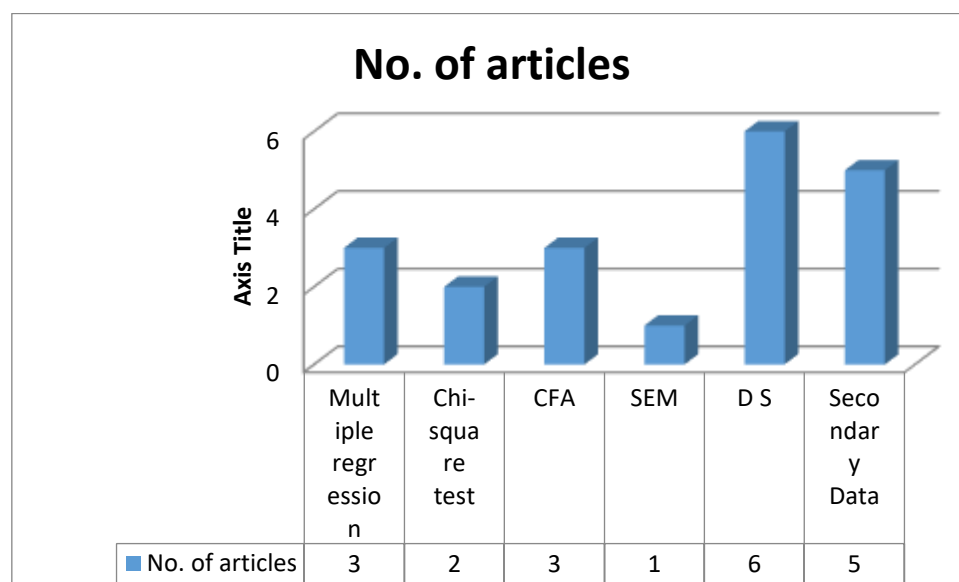


Chart-2

CONCLUSION:

From the above systematic literature review it is evident that many authors in their research work have emphasised on Work Culture, Community Engagement, Socialization and Values. Whereas, very few researchers have not shown little or no interest on Compensation System, Recognition and Feedback and Individual Character. Further, Hygiene Factor, Policy Factor and Socio-economic Variables have been mentioned, yet, there is no specific and detailed discussion on the same.

Career Growth, Leadership & Autonomy which have positively relationship with Faculty Engagement need more study and focus to make it effective on this aspect of the field.

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