

IMPACT OF WORK ENGAGEMENT ON JOB SATISFACTION: A STUDY ON FACULTY OF HIGHER EDUCATION IN ARUNACHAL PRADESH (INDIA)

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Abstract: Arunachal Pradesh is the North Eastern most corner state of India sharing International boundaries with Bhutan, China, and Myanmar. Rapid development was made post-1972 when the territory attained the status of Union Territory and since its statehood in 1987. Since 1996, the Directorate of Higher and Technical Education, Government of Arunachal Pradesh has been committed to inculcate good practices and promote congenial Academic ambience in the Higher Educational institutions of the State. To develop higher/technical education offers a great grip on the knowledge economy, this key is to develop higher/technical education and accelerate the pace of building a knowledge-based society. So, to improve teacher's work performance is a major issue facing contemporary education theorists and practitioners. To better clarify the factors that affect work performance of teaching faculty is the necessary road to further promote the reform of higher technical education and improve human resource development of the faculty. The main factors affecting faculty work performances need to be found out and a suitable administrative system and operational mechanism should be established. A relaxed work environment to fully motivate their enthusiasm should be created, by doing this, the limited educational resources will maximize the efficiency. This can also help explore the effective methods to improve faculty performance and their level of work engagement. Therefore, this study has important application value.

Index Terms - Work engagement, Job satisfaction, Faculty, Technical education

1.1 Introduction

The Directorate of Higher and Technical Education, Government of Arunachal Pradesh has been committed to inculcate good practices and promote congenial Academic ambience in the Higher Educational institutions of the State. To develop higher/technical education offers a great grip on the knowledge economy, this key is to develop higher/technical education and accelerate the pace of building a knowledge-based society. So, to improve teacher's work performance is a major issue facing contemporary education theorists and practitioners. To better clarify the factors that affect work performance of teaching faculty is the necessary road to further promote the reform of higher technical education and improve human resource development of the faculty. The main factors affecting faculty work performances need to be found out and a suitable administrative system and operational mechanism should be established.

1.2 Objectives

The present study of 'Impact of Work Engagement on Job satisfaction' is aimed to determine the level of measure towards work engagement, job satisfaction, and its impact. Also, to find out the measured levels of the said variables and its significance, as per the recorded demographic variables.

2.1 Review of Literature

An increased interest in research in the area of work engagement is trending in the field of Organizational Psychology. This is prominently explained by growing interest in the positive parts of work and organizational life (Nelson & Cooper, 2007). Work engagement is a motivational idea and alludes the nature of employees in the face of their work (Christian, Garza & Slaughter, 2011). It is generally defined as a positive, fulfilling and work-related perspective that is described by energy, dedication and absorption (Bakker et. al. 2011), especially give importance to the experience of energy (force) and the impact of work as a meaningful interest

(dedication/involvement). And they assert that more research is expected to test if absorption ought to be reviewed as a central measure of work engagement. Experimental research on different groups of people proves the fact that work engagement is dealing with positive outcomes i.e. uplifting mentalities, the lower intention of leaving an effective job execution (Demerouti & Cropanzano, 2010). Both individual & job assets are stressed by Bakker et. al. (2011), as drivers for work engagement. Independence and social backing from peers & subordinates are connected with the job assets, all the more for the job assets includes part of the job that instigates self-improvement (Bakker & Demerouti, 2007) and help employees interpret meaning-fullness in their work (Arnold, Turner, Barling, Kelloway & Mc Kee, 2007).

Job satisfaction is a general expression of employee's positive attitudes built-up towards their jobs. Employees maintain an attitude towards their job as result of unique features of their job, social status that they've gained in their job environment. The positive attitude of employees towards the whole work environment as a result of their experiences are called Job satisfaction. Job satisfaction also affects the personal feelings and values in a positive way besides answering the individual needs of physiology and security. It is described as a pleasurable or positive emotional state as a result of evaluation of job or job experiences (Locke E.A, 1990). Job satisfaction is a concept which has a close relationship with motivation and activity. The main cause for this is the assumption that employees satisfied with their job are more productive, effective and in a better approach to their jobs (Hirszowicz M, 1981)

3.1 Methods and Measures

The present study is exploratory and descriptive in nature and solely based on the collection of primary data of faculty those are working with higher technical institutes in Arunachal Pradesh (India). A total of 304 faculty members of institutes of higher technical education were randomly chosen (simple random sampling) and were given structured questionnaires to fill-in on a Likert scale of 1-5. The data were collected in due time and fed to SPSS for analysis and inference. Work engagement is measured with the Utrecht Work Engagement Scale (UWES) - long form, that contains 17 items with distinct components of Vigour, Dedication, and Absorption (Schaufeli & Bakker, 2001). Job satisfaction is measured using a scale of 19 items (Dr. CN Daftuar, 2001) and the inquiries were related to the present job condition and overall job satisfaction inclusive of all the stakeholders of the organization.

3.1.1 Hypothesis

H1 - There is no significant and positive linear relationship between Work engagement and Job satisfaction of faculty of higher technical education

H2 - There is no significant and positive linear relationship of Work engagement/Job satisfaction among faculty of various technical institutes of Arunachal Pradesh (India)

4.1 Data Analysis and Interpretation

Table 4.1.1, Demographic profile of the participants,

Demographic Variables	Characteristics	Frequency	Percentage
Institute	NERIST, Nirjuli	168	55.3
	NIT, Yupia	64	21.1
	TOMI, Basar	32	10.5
	RGGP, Itanagar	25	8.2
	RGU, Doimukh	15	4.9
Gender	Male	221	72.7
	Female	83	27.3
Designation	Professor	55	18.1
	Associate Professor	57	18.8
	Assistant Professor	192	63.2
Age group	< 40	162	53.3
	41 - 50	96	31.6
	> 50	46	15.1
Employment type	Permanent	213	70.1
	Contractual	91	29.9

From the above Table 4.1.1, we can read that, a majority of higher technical education institutes of Arunachal Pradesh were involved in the study, including both public (Government) and private technical educational institutions. The participants were inclusive of the demographic variables as mentioned above.

Table 4.1.2, Descriptive statistics and Reliability test,

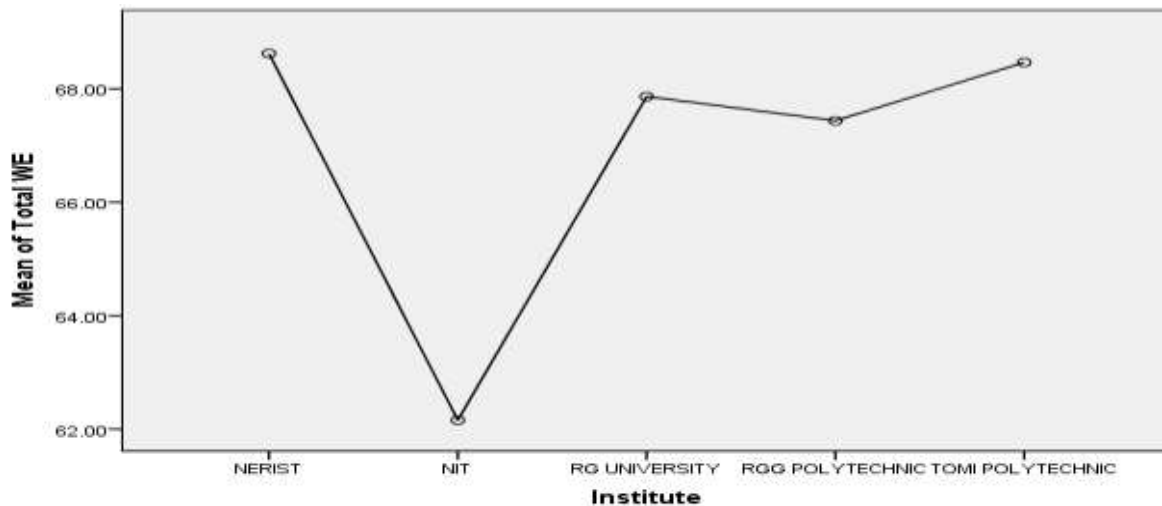
Variables	Mean	SD	Cronbach's alpha
Vigour	3.8944	0.5779	0.818
Dedication	4.0974	0.5897	
Absorption	3.8762	0.6207	
Job Satisfaction	3.9185	0.5231	

From the above Table 4.1.2, we infer that the reliability of the data is 0.818 (as determined by Cronbach's alpha, which should be greater than 0.70). This shows the data is having internal consistency among the sales/items. The teaching faculty is highly Dedicated towards their job/profession since the mean value of Dedication is higher than the other two variables of Work engagement i.e. Vigour and Absorption.

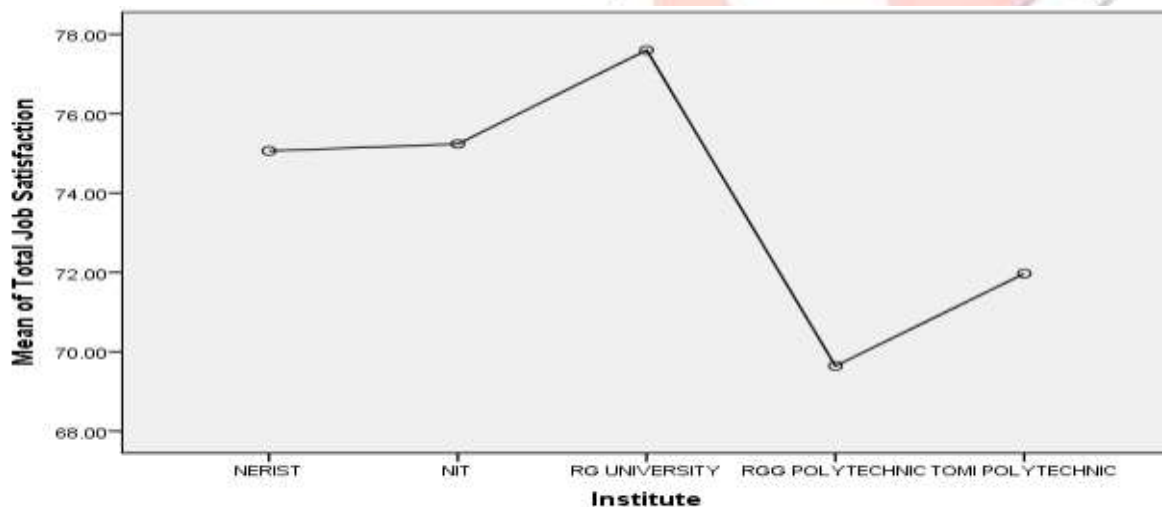
Table 4.1.3, Chi-square test value for various significant variables (for Work engagement and Job satisfaction),

	Significant Variables	Chi-Square value	Sig. Value
Work Engagement	Institute	230.136	0.000
	Domicile	118.884	0.002
	Experience	100.659	0.043
	Employment type	63.410	0.008
	Department	598.763	0.003
	Appointment	63.366	0.008
Job Satisfaction	Institute	322.599	0.000
	Educational qualification	114.771	0.054
	Marital status	145.337	0.000
	Department	686.029	0.007

From the above Chi-square Table 4.1.3, we find out that there is a significant association of the given demographic variables both with Work engagement and Job satisfaction.

Fig. 4.1.4 Mean Work Engagement across Institutes

The above Figure 4.1.4, depicts the significant level of variation of Work engagement across the technical institutes of Arunachal Pradesh. For Work engagement, the following demographic variables have a significant association, i.e. type of Institute, domicile status, experience in the field of teaching, type of employment, nature of teaching department / academic section and appointment (either Head of the department or not).

Fig. 4.1.5 Mean Job Satisfaction across Institutes

The above Figure 4.1.5, depicts the level of variation of Job satisfaction, Though not statistically significant, across the technical institutes of Arunachal Pradesh. For Job satisfaction, the following demographic variables have a significant association, i.e. type of institutes involved in the study (NERIST, NIT, RGU, RGGP and TOMI), educational qualification of the teaching faculty (PhD / PG / UG), Marital status (Married / Unmarried / Divorcee) and finally the nature of department one belongs to.

Table 4.1.6, Effect of Work engagement on Job satisfaction,

Independent Variables	Beta	t- Value	p-Value
Vigour	0.3710	2.0470	0.042*
Dedication	0.7010	3.2750	0.001**
Absorption	0.8800	5.3970	0.000**
R-Value	0.5720		
R Square value	0.3270		
Adjusted R square value	0.3200		
F Value	48.526**		

** Significant at 1 Percent level

* Significant at 5 Percent level

From the above ANOVA table, we can infer that the regression model is statistically significant. The p values are less than 0.05 and are statistically significant, which supports the prediction of Job satisfaction of the faculty of higher technical education is reliable. The strength of the correlation depicted by R-value is 0.572. The adjusted R-value which is the level of extraction, Mean Square Extracted is 0.32, which is realistic from the data collected. Means, that other factors to influence the level of satisfaction apart from Work engagement, which is beyond the scope of this study. As far as the Hypothesis testing is concerned, we reject the null hypothesis and accept the alternative hypothesis that 'There is a significant and positive linear relationship between Work engagement and Job satisfaction of faculty of higher technical education'.

Table 4.1.7, Tukey HSD posthoc test, for Work engagement & Job satisfaction across institutes,

Total Work Engagement				Total Job Satisfaction			
Institute	N	Subset for alpha = 0.05		Institute	N	Subset for alpha = 0.05	
		1	2			1	2
NIT	64	62.1563	-	RGGP	25	-	69.6400
RGGP	25	67.4400	-	TOMI	32	-	71.9688
RGU	15	67.8667	67.8667	NERIST	168	75.0595	75.0595
TOMI	32	-	68.4688	NIT	64	75.2344	-
NERIST	168	-	68.6250	RGU	15	77.6000	-
Sig.		0.051*	0.980	Sig.		.164	.159

From the above Table 4.1.7, we can infer that the total work engagement and job satisfaction varies across the institutes. The statistic of work engagement across institutes is significant at 5% level. The significant low level of Work engagement is experienced by the faculty of NIT vis-a-vis NERIST faculty being highly engaged. Though there is no significant difference across the institutes in the variable of Job satisfaction, RGGP faculty are least satisfied vis-a-vis RGU faculty are highly satisfied with their job. Thus, the null hypothesis is rejected in the case of Work engagement and the null hypothesis is accepted for Job satisfaction, as it is not statistically significant.

5.1 Discussion and Conclusion

The aim of the study was to measure the level of Work engagement and Job satisfaction. It is found that more than 60 % faculty of higher technical education in Arunachal Pradesh (India) are engaged and satisfied with their present job and organization. Also, the impact of Work engagement on Job satisfaction is extracted and found reliable and realistic. By knowing these data and information, will surely improve the context of higher technical education in Arunachal Pradesh. While improving the engagement level and satisfaction level of the faculty, the quality of education is ensured and readily available to the students of technical education. The same being inferred in our study that, higher levels of Work engagement are contributing significantly towards Job satisfaction.

As we know, that Work engagement and Job satisfaction being a concern for the present work environment to improve the performance and productivity. The organization should provide the best to the faculty and is very important to understand their needs too. The continuous intervention of HRD and constant appraisal programs should be facilitated to motivate the employee to out-perform and to go the 'extra mile'. It should be equally contributed by the faculty too to maintain a congenial work environment, effective conflict/grievance resolution/management, that should always enhance the group dynamics and keep all the members active. The negative aspects and criticisms need to be viewed as footsteps for further improvement and growth.

This study reveals the importance of Work engagement and Job satisfaction, in an organization with reference to higher technical educational institutes in Arunachal Pradesh. The need for continuous improvement and development both on the part of the faculty and the organization is highly emphasized for the productive work environment. The aspects of the low level of Work engagement and Job satisfaction to be addressed appropriately and to be minimized. Thus, this study is an important step towards the contribution of measurement of Work engagement and Job satisfaction of higher technical institutes in Arunachal Pradesh.

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