



EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL SATISFACTION AMONG GUANGXI UNIVERSITIES' NON-TEACHING PERSONNEL

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Abstract: This study examined employee engagement and organizational satisfaction among non-teaching personnel in three technological universities in Guangxi Zhuang Autonomous Region, China. The research employed a quantitative design and a descriptive correlational research method. The study aimed to determine the relationship between organizational satisfaction and engagement and proposed an action plan to improve the work enthusiasm of university non-teaching staff.

The findings of the study revealed that the surveyed non-teaching personnel generally reported high levels of engagement, including vigor, dedication, and absorption in their work. They displayed determination, persistence, enthusiasm, passion, joy, and satisfaction in their tasks. The respondents also expressed a generally high level of satisfaction with various aspects of their job, such as organizational relations, teamwork, information availability and communication, relationships with supervisors, job passion and evaluation, feedback, work/life balance, and fairness at work. They felt fulfilled, supported, valued, and recognized by their managers.

Keywords: engagement, education management

I. INTRODUCTION

The global landscape of higher education has witnessed significant transformations in recent years, driven by the demands of a knowledge-based economy and the advancement of science and technology. The expansion of college and university enrollments, coupled with increased attention towards undergraduate and postgraduate education, has propelled higher education to a new level of development. As a result, the role of non-teaching staff in colleges and universities has become increasingly crucial in supporting the operations and progress of these institutions.

The study of employee engagement and organizational satisfaction among non-teaching personnel in Guangxi universities is essential for the region's educational development. By understanding the factors that influence engagement and satisfaction, universities in Guangxi can implement strategies to create positive work environments that foster employee well-being, productivity, and long-term success. Through effective leadership, communication, and support, these institutions can enhance the engagement and satisfaction of their non-teaching staff members, contributing to the advancement of higher education and the achievement of sustainable development goals in Guangxi and beyond.

II. SIGNIFICANCE OF THE STUDY

The research on the relationship between employee engagement and organizational satisfaction among Chinese university's non-teaching personnel has significant implications for various stakeholders, including university administrators, non-teaching personnel, human resource departments, and students.

For university administrators, the findings of this research could inform decisions related to employee

engagement and organizational satisfaction, such as how to improve working conditions, leadership practices, and communication strategies. This, in turn, could help to attract and retain talented non-teaching personnel, promote a positive organizational culture, and ultimately support the university's mission and goals.

For non-teaching personnel, the research could provide valuable insights into the factors that influence their engagement and job satisfaction and could inform efforts to promote well-being and professional development. This could lead to increased job satisfaction, motivation, and productivity, and could contribute to a positive work environment.

For human resource departments, the research could inform the development of evidence-based policies and practices aimed at promoting employee engagement and organizational satisfaction. This could include strategies for improving communication, leadership, and training, as well as identifying and addressing potential sources of workplace stress.

For the university faculty, collaboration and teamwork are essential for the success of academic institutions. Research on employee engagement and organizational satisfaction can shed light on the importance of teamwork among non-teaching personnel and its impact on overall organizational effectiveness. Faculty members can benefit from understanding the significance of teamwork and its potential role in enhancing their own job satisfaction and collaboration with other staff members.

For students, the research could have important implications for their learning experiences and outcomes. For example, engaged and satisfied non-teaching personnel may be better able to provide high-quality support and services to students, which could contribute to their academic success and overall well-being.

Overall, the research on the relationship between employee engagement and organizational satisfaction among Chinese university's non-teaching personnel has the potential to benefit a wide range of stakeholders, and could contribute to the achievement of various UN SDGs. By promoting employee engagement, job satisfaction, and well-being, this research could support SDG 3 (Good Health and Well-being) and SDG 8 (Decent Work and Economic Growth). By identifying strategies for improving institutional practices, it could contribute to the achievement of SDG 16 (Peace, Justice and Strong Institutions) and SDG 4 (Quality Education). Ultimately, this research could have significant implications for the success and sustainability of Guangxi universities, as well as for the broader development of evidence-based policies and practices aimed at promoting sustainable development and well-being.

III. RESEARCH DESIGN

The study used quantitative research design. Bhandari (2021) defined quantitative research as the process of collecting and analyzing numerical data. This research design may be utilized to look for patterns and averages, to make projections, to test causal relationships, and generalize results to broader populations.

Specifically, this study employed descriptive-correlational research method. Descriptive survey research aims to describe populations, states, or phenomena accurately and systematically. It can answer when, where and how to ask the question, but it cannot answer why the question is asked (McCombes, 2020). This method was employed to the present study to describe the demographic profile of the respondents and the levels of their work productivity, work engagement, and innovative work behavior.

Descriptive correlational research describes the variables and the relationships that occur naturally between and among them. This design pertains to any scientific process that begins with description, based on observation, of an event or events, from which theories may later be developed to explain the observations (Quaranta, 2017). This research design will be employed in looking for the significant relationship between the respondents' engagement and organizational satisfaction.

IV. SAMPLING DESIGN

The population of the study are the non-teaching personnel of Nanning University of Technology, Guilin University of Electronic Technology, and Guilin University of Technology in Guangxi. In this study, a stratified random sampling method was used. It requires dividing the population into subpopulations that may vary in important ways. This method allows more accurate conclusions for there is an ensured representation of every subgroup in the sample (McCombes, 2021) The questionnaires were randomly distributed to the non-teaching personnel. The purpose of this is to ensure that the research results are true and accurate, and to exclude the interference of human factors.

The present researcher identified the total number of non-teaching personnel per campus who took part in the locale of the study. Then a sample size were identified through Slovin's formula to get the ideal sample size per company. Lastly, the participants were identified through lottery method and the selected non-

teaching personnel were the main source of the data collected.

V. RESEARCH INSTRUMENT

The survey questionnaire was used as the primary data-gathering instrument in this study, aiming to investigate work engagement and organizational satisfaction among the respondents. To develop the questionnaire, the researcher incorporated parts from standardized questionnaires and made a few modifications to tailor it to the specific circumstances of the participants. The researcher also included variables from the conceptual framework, which provided crucial information to illuminate the study.

Part 1 of the questionnaire focused on measuring the work engagement of the employees. It consisted of three components: vigor, dedication, and absorption. These components were assessed using a 17-item survey questionnaire adapted from the Utrecht Work Engagement Scale model developed by Schaufeli et al. in 2006.

Part 2 of the questionnaire assessed the organizational satisfaction of the respondents. For this section, the researcher adopted a 30-item survey questionnaire designed by QuestionPro Survey Software in 2023.

The survey instruments used in this study were intended for public use, allowing researchers and organizations to gather information on work engagement and organizational satisfaction in their respective contexts.

VI. CONCLUSIONS

Based on the provided results and analysis, several key conclusions can be drawn:

The non-teaching personnel surveyed in the Chinese university demonstrated high levels of engagement. This was evident through their reported vigor, dedication, and absorption in their work. These individuals displayed determination, persistence, enthusiasm, passion, joy, and satisfaction in their tasks.

The surveyed individuals expressed a generally high level of satisfaction with various aspects of their job. This included satisfaction with organizational relations, teamwork, information availability and communication, relationships with supervisors, job passion and evaluation, feedback, work/life balance, and fairness at work. They felt fulfilled, supported, valued, and recognized by their managers.

The analysis revealed a significant positive correlation between employee satisfaction and engagement across all components, including vigor, dedication, and absorption. The correlations were moderately strong to strong, with the highest correlations observed for the relationship with the supervisor, job passion and evaluation, work/life balance, and organizational relations.

The study emphasizes the importance of multiple factors in fostering employee engagement and organizational satisfaction. These factors include teamwork, information dissemination, relationship with supervisors, job passion and evaluation, feedback, work/life balance, and fairness at work. They all contribute to creating a positive work environment and enhancing employee satisfaction and engagement.

VII. RECOMMENDATIONS

Based on the conclusions drawn from the results and analysis, here are some recommendations for enhancing employee engagement and organizational satisfaction among non-teaching personnel at the Chinese university:

The Human Resources Department should build upon these positive outcomes by implementing specific recommendations. Firstly, develop and provide training programs that focus on fostering vigor, dedication, and absorption in work tasks. These programs can include workshops and seminars that promote determination, persistence, enthusiasm, and joy in the workplace. Additionally, facilitate team-building activities and encourage cross-departmental collaboration to further enhance teamwork and strengthen relationships among employees. Regularly assess employee satisfaction and engagement levels through surveys and feedback mechanisms to identify areas for improvement and develop tailored interventions accordingly.

Non-teaching personnel should actively participate in the training programs and team-building activities offered by the Human Resources Department. Take advantage of opportunities to enhance engagement and job satisfaction. Actively communicate with supervisors, sharing work-related concerns, ideas, and suggestions. Seek feedback and take initiative to improve job performance and contribute to the overall success of the organization. Prioritize work-life balance and utilize available resources for support. Additionally, continue to foster a positive team environment by supporting and assisting colleagues,

recognizing their achievements, and promoting a culture of appreciation.

University administrators should acknowledge and celebrate the positive findings regarding employee engagement and satisfaction. Recognize the importance of fostering an engaged workforce by allocating resources to support initiatives aimed at enhancing vigor, dedication, absorption, teamwork, and communication. Encourage and facilitate collaboration among different departments to promote a sense of unity and shared purpose within the organization. Continuously assess the effectiveness of existing policies and practices in promoting employee satisfaction and engagement and make necessary adjustments to align with the findings.

The Ministry of Education should consider the findings of this study as an opportunity to encourage other educational institutions to prioritize employee engagement and satisfaction. Share the best practices and success stories from the Chinese university with other universities and educational institutions to foster a positive work culture nationwide. Support and promote research on employee engagement and satisfaction in the education sector to further enhance our understanding of these crucial factors.

Future researchers should build upon the findings of this study by conducting further research on employee engagement and satisfaction in the education sector. Explore additional factors that contribute to engagement and satisfaction among non-teaching personnel, such as professional development opportunities, recognition programs, and inclusive decision-making processes. Investigate how these factors vary across different cultures and institutions. The findings of such research can help shape evidence-based policies and interventions that promote employee well-being and organizational success.

