
ASSESSMENT OF INSTITUTIONS' EFFECTIVENESS THROUGH FACULTY ENGAGEMENT – AN SEM APPROACH

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INTRODUCTION:

Higher education has been instrumental for the competitive advantage of a country. In order to enhance quality in education permanently, a quality culture is needed. Organizational values are an important part of Organizational culture that ensures quality of people within institutions and most powerful forces that influence an organization's success or effectiveness. National Assessment and Accreditation Council has also presupposed that core values system should be followed in higher educational institutions for quality and excellence for the national development. Every organization regardless of industry or country seeks to be more effective and achieve superior results.

In delivering quality education, faculty members are a key determinant. Accordingly, faculty members need to feel happy that they are an essential and integrated element in the institution at which they work. Employee happiness and the resultant engagement have become vital for the success of any organization. An organization's ability to acquire and retain academically and professionally competent and qualified faculty members, with distinctive capabilities, can in the long-run lead to a sustainable competitive advantage, thereby allowing an organization to attain higher performance, and hence, organizational effectiveness.

Organizational Value (Quality)

+

Faculty Engagement (Faculty's Passion & Discretionary efforts)

=

Organizational Effectiveness (Institution's success)

NEED FOR THE STUDY

A well-built society is a result of well-built education, which is highly possible by the teaching faculty members. To provide a quality education, availability of faculty members with quality and engagement has become a pre-requisite today, as the strength and success of any education institutions greatly depend on the efficiency of teaching staff, as they occupy an pivotal position from the time immemorial. The quality of teachers can be well achieved by a strong value system exist in the organization and the congruence of the same with their own. The system of education needs to conduct its own research into the identification of the variables and factors associated with effectiveness. Often when evaluation service instruments such as NAAC, approaches an institution for assessment, the first requirement is to present the records and documentation of the various

activities. However, many institutions fail to maintain the accurate records and details. Moreover for many institutions, the records maintained are just records without actual or detailed information maintained. There are even instances where records are kept just for the sake of documentation. Though the importance of Organizational Values is probably known for everyone, the implementation of those values and running an organization according to those values is not clear. Highly engaged employees make a considerable contribution to the organization and at the same time disengaged employees can be a serious liability. Hence, the engagement of faculty members of educational institutions is an important and interesting issue to look at and this study is a humble attempt to analyze this unexplored area with respect to Arts and Science Colleges in Chennai city. In a nutshell, this study insists that the sign of productive and effective organization is the result of integration of the organization's values and the behaviors of faculty members (engagement).

STATEMENT OF THE PROBLEM

- Colleges are educational organizations made up of multiple subcultures with people of different values and interpretations. Thus, Organizations striving to remain viable and effective need to implement innovative management practices in terms of strong value system.
- Employees feel engaged and connected when they get to work in the institution which shares the same values which they possess. Whereas, incongruence or conflict between organization's values and that of individuals makes the success of any organization a big challenge. Hence, articulation and implementation of a strong value system is a deep requirement to boost up the engagement and for the promised institution's effectiveness.
- Engaging employees has become a big challenge today, as even a small numbers of disengaged faculty members can have a disproportionately damaging effect on institution.
- Employee Engagement is widely explored in the corporate world, while there is dearth in the research in the education sector, especially with respect to teaching faculty members in Arts and Science Colleges, particularly in Chennai District of TamilNadu.
- Assessment of effectiveness in non-for-profit and service organizations is not an easy task. This research intends to analyze how the organizational values promote engagement among teaching faculty members and thereby result in effectiveness of Academic organizations.

OBJECTIVES OF THE STUDY

1. To study the profile of Arts and Science colleges and teaching faculty members in Chennai city.
2. To learn factors influencing Organizational Values of teaching faculty in Arts and Science colleges.
3. To identify the existing faculty engagement system in Arts and Science colleges.
4. To understand the existing Organizational Effectiveness in Arts and Science colleges.

5. To measure the relationship among Organizational Values, Faculty Engagement and Organizational Effectiveness.

6. To study the perception of teaching faculty members towards Organizational Values, Faculty Engagement and Organizational Effectiveness based on their personal and organizational profile..

REVIEW OF LITERATURE

- Organizational Values are the beliefs that guide, stimulate and direct the behavior of people within an organization. The discrepancy between the individual and organizational values will lead to occupational burnout and exhausting employee engagement, as the value structure of the organization is deeply related to steadfast dedication and devotion of the employees (Dylag, 2013).
- Employee engagement is the illusive force that make employees happily involved, put in discretionary efforts and experience their work as engrossing and something to which they can devote their full concentration (Bakker et al., 2011).
- The effectiveness of an educational organization depends on the interaction of administrator, teacher and students who are the permanent stakeholders of learning and teaching process. Besides, effectiveness is achieved through accomplishment of institutional goals with effective use of all resources (Celep, 2000). Organizational effectiveness here depends on the organizations ability to change, develop, and adapt over time (Ross & Goodfellow, 1980).

RESEARCH METHODOLOGY

- The methodology of the study is based on the primary as well as secondary data.
- The study mainly depends on the primary data collected through a well-framed and structured questionnaire.
- Stratified proportionate random sampling is adopted to obtain the responses from Associate and Assistant Professors.
- The study is conducted in two stages format, with a preliminary pilot study followed by the main study.
- The study area taken up for this research is Chennai city which consists of 107 Arts and Science colleges in total.

ANALYSIS OF DATA

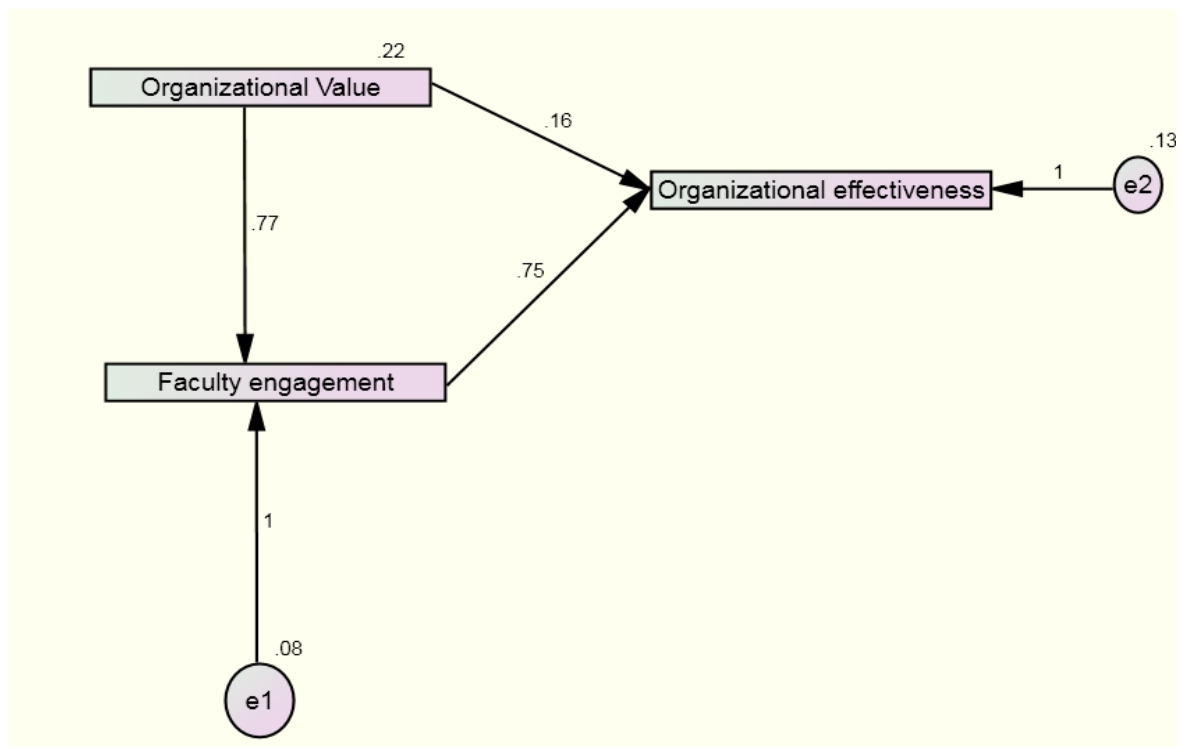
The primary data collected from the rural consumers is analyzed by using SPSS (Statistical package for Social Sciences -Version 21) to obtain the results concerning the objectives of the study. The tools applied for the study are:

- ✓ Percentage Analysis, Exploratory Factor Analysis, Confirmatory Factor Analysis, K-means Cluster Analysis, Multiple Regression Analysis, Non-parametric Chi-Square test, One-Way Analysis of Variance and Structural Equation Model

LIMITATIONS OF THE STUDY

1. The study focuses on the perception of teaching faculty members working in Arts and Science Colleges located in Chennai city only, by ignoring the administrators and non-teaching staff who also play a vital role in the success of any organization.
2. This study is restricted to Arts and Science Colleges in Chennai City only. Organizational values and Faculty Engagement factors may differ from organization to organization and individual to individual. Had this study been undertaken with the inclusion of employees from organizations of all types and sectors, it would have yielded a different result.
3. Since the samples have been drawn from a specific geographical region, and because of the sample size, generalization of the findings is impossible.
4. This is a perception based study and these perceptions are subject to change in the days to come.

Figure 1.1 – Structural Equation Model Showing Relationship between Organizational Values, Faculty Engagement and Organizational Effectiveness



MAJOR FINDINGS

- ✓ Female faculty represented 65.8% which is nearly twice the number of male faculty representing 34.2% of total teaching faculty group.
- ✓ 60.5% of faculty members from various types of institutions earn below INR 50,000.
- ✓ 44.2% of total faculty members are from Self-Financing colleges.
- ✓ Talent management, Work Autonomy, Supervisory Support, Employee Collegiality, Effective Co-ordination, Inducing Incentives Fair treatment & Mutual Responsibility are the core values of Arts and Science Colleges.
- ✓ 31.12% faculty members of the total faculty group come under the cluster of "Contended Faculty".
- ✓ 92.8% faculty members revealed the fact their institution does not have their 'Values statements' displayed in the college campus.
- ✓ Resource Optimization, Institutional Connect, Service Orientation, Personal Accountability, Conducive Environment, Occupational Wellness, Role Clarity, Work culture and Professional Competence are the factors that engage Faculty members.
- ✓ 46.68% of faculty members come under the cluster of 'Detached faculty', and among them 86.2% of faculty are found to be married.
- ✓ Faculty's perception of Engagement is associated with Highest Degree Earned, Institution's Type and Income.
- ✓ It is explored that none of the colleges in Chennai city, included in this research, conduct Faculty Engagement Survey.
- ✓ Organizational Effectiveness is ensured when the institution is able to achieve Academic Excellence, Workforce Productivity, Personality Development and Job Accomplishment.
- ✓ 8.54% of the faculty are found to be in the cluster of "Transformation Seekers" as they strongly disagree with all the factors of Organizational Effectiveness.
- ✓ Supervisory support is a critical influencer of productive workforce and academic excellence to promise organization's (Institution's) effectiveness
- ✓ Organizational Values factors namely Supervisory Support and Employee Collegiality influenced the Conducive Environment factor of Faculty Engagement.
- ✓ Academic Excellence of an institution is highly influenced by the Organizational Value factors namely Talent Management, Work Autonomy, Supervisory Support, Employee Collegiality, Effective Co-ordination and Mutual Responsibility.

- ✓ Neither Organizational Values factors nor Faculty Engagement factors influenced the Job accomplishment factor of Organizational Effectiveness.
- ✓ Faculty members who are single and unmarried tend to assume more responsibilities in institution compared to married faculty.
- ✓ Current Designation of faculty does not influence any of the Organizational Effectiveness factors.
- ✓ Faculty members who have put in above 15 years of experience enjoy comparatively higher Work Autonomy than of faculty members belong to other age group.
- ✓ Highest Degree earned by the faculty members influenced all the variables: Organizational Values, Faculty Engagement and Organizational Effectiveness.
- ✓ Structural Equation Model shows that there exists intrinsic relationship between three variables. But, it further reveals the fact the Organizational Effectiveness can be well achieved by Organizational Values through Faculty Engagement rather than direct influence of Organizational values on Organizational Effectiveness.

SUGGESTIONS

- ✓ Management should hire workforce with gender diversity to make the students exposed to diverse perspectives and role models in their classrooms.
- ✓ A well structured income and reward system is required to satisfy a lower income group of faculty and make them engaged.
- ✓ Government can establish more number of Arts and Science Colleges and provide more financial aids to Self-Financing Colleges.
- ✓ Implementation of innovative HR practices and introduction of more refined measures of Organizational Effectiveness are required to satisfy Transformation Seekers who seek transition in existing management practices.
- ✓ Management should listen to and address the grievances of Contended Faculty, before they turn out to be Detached.
- ✓ 'Values Statements' should be flaunted at conspicuous places in the college campus and on college Websites, College hand books, other gathering areas, etc.
- ✓ Management can plan for Faculty Development/Recharge Program to address the Detached Faculty thereby avoid losing quality faculty among such group and to avoid facing counterproductive behaviors.
- ✓ Workplace flexibility is required for married faculty on workload issues to make them find a fine balance between personal and job responsibilities.

- ✓ 'Faculty Engagement Survey' or 'Faculty Engagement Audit' at regular intervals, is advisable.
- ✓ A well structured top-down communication, healthy relationship and group cohesiveness among academicians at all levels within the institution, are suggested for conducive working environment (free from stress and fear).
- ✓ Continuous Physical, Intellectual and Organizational Support are required to promise faculty's productivity and excellence in academics.
- ✓ Management should think and act upon on a unique measure to provide a sense of Job Accomplishment to faculty members
- ✓ Institutional and Departmental responsibilities should be proportionately divided and allocated among all faculty members, may they be Associate or Assistant professors.
- ✓ Considerable amount of academic freedom (job-related independence) should be given irrespective of age group of faculty members, to carry out the institutional activities effectively.
- ✓ Management should motivate and make possible provisions to enable the faculty members to pursue more courses related to their field for knowledge up-gradation to promote quality education and to produce quality students to the society.

CONTRIBUTIONS OF THE STUDY

- The unique combination of Organizational Value, Faculty Engagement and Organizational Effectiveness contributes to and fills the gap in the research pool of Organizational Behavior with respect to teaching faculty in Arts and Science Colleges.
- Brings into focus new knowledge and information which can assist the top level administrators policy makers, employers, academic leaders, etc. in planning innovative HR practices that are best suited to effect desirable changes as the faculty were afforded with an opportunity to express and views about the topic.
- Sheds limelight on the core values to be possessed by the educational organizations and flaunting of 'Value Statements' in the college campus.
- Insists the importance of 'Faculty Engagement Survey'.

CONCLUSION

An understanding of collegiate culture in terms of the proper value system and engagement of faculty members serve a particularly important purpose for the administrators in interpreting and making sense of the organization's effectiveness. With the emergence of privatization in academic sector with business motive, it becomes mandatory for educational organizations to adopt 'Management by values' to foster values among faculty to make them engaged and to serve their institution effectively and nobly. Institutions, where the values are well enabled, can promise engagement of faculty, empowerment of students and effectiveness of institution.

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