# Employee Engagement As An Essential For Performance Of Teachers

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***Abstract: Dynamic work place environments require employee work engagement. Employee engagement refers to the degree to which employees are focused on and present in their roles. In today's competitive framework of work place environment employees may reach their cognitive and motivational limits and this may strain employees' attentiveness and engagement. This paper reviews research studies on employee engagement and performance link. Work Culture of today in Educational Institutions requires active engagement of teachers which affects their performance.***

***Keywords: Employee Engagement, Work Engagement, Job Performance, Educational Institutions.***

## 1. EMPLOYEE ENGAGEMENT

Kahn (1990) defined Personal Engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" Kahn (1992 ) suggests that engagement captures an employee's psychological presence, or "being there." Psychological presence is defined as the extent to which people are attentive, connected, integrated, and focused in their role performances.

Rothbard (2001) is of the view that Work engagement is a positive, fulfilling, work-related state of mind that is persistent and pervasive. It is not focused on any particular object, event, individual or behaviour. Employee Engagement, Work Engagement are terms used interchangeably (Shaufeli 2010)Schaufeli et al. (2002) which describes employee/ work engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor (e.g., being highly energetic), dedication (e.g., being highly involved in work), and absorption (e.g., being highly concentrated in work)". Other terms used are like organizational engagement and job engagement.Saks (2006)defined Job engagementas "the extent to which anindividual is psychologically present in a workrole".

Macey and Schneider (2008) as cited in Nienaber and Martins (2014) proposed a framework of employee engagement at three levels viz: Individual-, team/department- and organizational level. Individual level includes factors of Trait, State and behavioural engagement which are influenced by work design, leadership and trust representing the team level. These aspects are in turn influenced by vision, mission, goals and strategy which are anchored in competitive advantage of the organization and represent the organizational level

Shuck andWollard(2010) defines employee engagementas "a cognitive,emotional, and behavioural state directed towarddesired organizational outcomes".Christian et al. (2011) state Work engagementas "a relatively enduring state of mind referring to the simultaneous investment of personal energies in the experience or performance of work".

Myrden and Kelloway (2015) conclude that Employee engagement"represents an employee's enthusiasm, passion and commitment to their work and to the organization, the willingness to invest themselves and expand their discretionary effort to help the employer succeed".

## 2. JOB PERFORMANCE

Job Performance is a widely used, in the areas of Human Resources Management, Industrial and Organizational Psychology. Job Performance is explained as the level of success achieved by an individual as a result of his efforts. It is the end result of the application of efforts by an individual employee. It refers to whether an individual performs well in his job or not. Performance is a very important issue for an individual, organization and nation as well. Low level of performance results in to non-achievement of organizational goals and is regarded as a personal failure. On the contrary, carrying out jobs by performing at a high level is a source of satisfaction to an individual, achievement of targets for the organisation and production for the nation ultimately gives feelings of mastery and self-importance.

Multi-dimensional concept of Performance as stated by Borman and Motowidlo( 1993):

**Task performance**: This refers to such actions that are part of the formal reward system and addresses the requirements as specified in job descriptions (Williams and Karau, 1991). These actions of an individual contribute to an organization's performance.Task performance consists of activities that transform materials into the goods and services produced by the organization to allow for efficient functioning (Motowidlo et al., 1997). It covers the fulfillment of the requirements that are part of the contract between the employer and employees.

**Contextual performance**: This refers to a behaviour that does not directly contribute to organizational performance but supports the organizational, social and psychological environment. It indirectly contributes to an organization's performance by facilitating task performance. Borman and Motowidlo (1993) specified five categories of contextual performance: viz

(i) volunteering for activities beyond a person's formal job requirements,
(ii) persistence of enthusiasm and application when needed to complete important task requirements
(iii) assistance to others
(iv) following rules and prescribed procedures even when it is inconvenient and
(v) openly defending organization objectives

*Teachers' Job Performance*

Obilade (1999) states that teachers job performance can be described as "the duties performed by a teacher at a particular period in the school system in achieving organizational goals."Okeniyi (1995) says that it could be described as "the ability of teachers to combine relevant inputs for the enhancement of teaching and learning processes".

Many factors contribute to teachers' performance. A good teacher has not only to teach in way that she can satisfy the class with her prominent teaching style but also to manage time and other duties assigned to him/her apart from teaching, like managing ethics and discipline in class, motivating students, ensuring students' interaction, and maintaining a proper link with the parents of students and administration of educational institution.

## 3. RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE

Rothmann and Storm (2003) conducted a large cross-sectional study among 1,910 South African police officers and found that engaged police-officers are problem-focused, taking active steps to attempt to remove or rearrange stressors.Bakker et al. (2006) conducted a

study on engagement and performance among 105 school principals and 232 teachers. Their study showed significant and positive associations between school principals' work engagement scores and teacher-ratings of school principals' performance and leadership.

Bakker et al. (2008) mentioned that engaged workers perform better than non-engaged workers. Firstly the engaged employees experience positive emotions which include happiness, joy, and enthusiasm. Secondly, they experience better psychological and physical health. Thirdly, engaged semployees create their own job and personal resources and finally transfer their engagement to others.

Sharma and Jyoti (2006)are of the view that intoday's world there is neck-to-neck competitive in higher education and the role of engaged teachers in this respect is undisputable. Attracting and retaining high quality teacher is thus a primary requirement for an educational institution. For the development of quality teachers one has to understand the level of the teachers' engagement at work.

Saks (2006) found that highly engaged employees make a substantive contribution to their agency and may predict organizational success. He found that employee engagement has a positive influence on organizational performance indicators such as: employee satisfaction, productivity, employee turnover, organizational commitment, and safety.

Gallup indicates that higher levels of engagement are strongly related to higher levels of innovation.An engaged teacher will show a high degree of commitment and involvement in the profession. For him/her teaching is more of commitment than compliance (Barman andSaikat 2011). The teachers in higher education sector should be fully engaged, so that quality teaching can be imparted to the students. Thus, engagement of the teachers is an important consideration for all the higher educational institutions.

Dajani (2015) in their study on bank employees in Egypt found that Employee engagement had significant impact on job performance, but less impact on organizational commitment.Gupta, Acharaya and Gupta(2015) studied Impact of Work Engagement on Performance in Indian Higher Education System. The data was collected from Two hundred sixty oneacademics elected from different Indian universities were asked to rate themselves on the support, autonomy and engagement scales. They found the significant mediating role of work engagement between job resources and performance.

Kilonzo, Were &Odhiambo (2018) in their study on Influence of Employee Engagement on the Performance of Teachers in Secondary Schools in Machakos County in Kenya concluded that Employee engagement had statistically significant influence on Performance of Teachers in Secondary Schools in Machakos County. The study recommends that the school management and should involve the teachers in decision making for their active engagement so that they can own up the policies to boost the performance of teachers.

**Engaging Teachers for with Healthy Institutional Culture**

To enhance performance of teachers can be engaged in following ways:

- Clarifying the mission- Provide the teachers with clear mission to drive motivation and give a sense of purpose and meaning to their work.
- Empowerment- Show and tell teachers how their role impacts the institute and make them understand the impact they make.
- Leadership- Build strong leadership which reflects an institutions values, practice what is preached and get employees feedback to develop the culture within their teams.
- Share values- Measure and match the values expressed by organization through systems and process to personal idealsand beliefs of employees
- Make engagement a priority- Higher level of engagement and retention is vital .For this teachers can be involvedin decision making process of the institution.

- Real time Measurement of employee engagement- This should be followed to get feedback of teachers about how they feel.

## 4. CONCLUSION

Organizations today should actively look forward to fulfill teachers' expectations and thus, create an impact on the performance of employee, which directly affects the organization's performance. To accomplish goals, the institutions must move beyond employee motivation strategies and towards increasing the levels of employee engagement. Having engaged faculties has become crucial in a time where the institutions look to their employees to take initiative, bring creativity, and be proactive with solutions to current teaching methodology.

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