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A Study on Factors Influencing Employee Engagement of Faculty Members Working In Self Financing Colleges in Namakkal District

***V.KUMARESAN,** Doctoral Research Scholar, Department Management Studies, Periyar University, Salem, Tamil Nadu-636 011.
****Dr.G.PRABAKARAN,** Assistant Professor, Department of Business Administration, Government Arts College, Dharmapuri District, Tamil Nadu -636 705.

ABSTRACT

Factors influencing employee engagements in self-financing engineering college were studied using suitable tools namely factor analysis and SEM. In this regard 18 statements were considered. The primary data were collected from 506 faculty members (Assistant Professor, Associate Professor and Professor) using a well structured questionnaire based on the research finding. It is suggested that the teachers ought to undergo the short term training programmes which will enable the teacher gain human skills, physical and mental strengths and skills for performing their jobs with autonomy and independence

Keywords: Employee Engagement, Faculty Members, Self Financing Colleges.

1. INTRODUCTION

In the past several years, many authors have written on the topic "Employee Engagement" Kahn (1990) was the first to coin the term engagement as he described how people can "use varying degrees of themselves – physically, cognitively and emotionally in work role performances", One burning issue of 21st century is that inspite of providing attractive pay package and benefits, many organizations lose top performers to the competitors for no apparent reasons. Though some employee turnover is normal if an organization is truly engaging its employees, the possibility of unexpected loss of skilled, experienced and motivated quality workforce is less.

Engagement is utmost closely associated with existing construction of job involvement (Brown 1996). Job involvement is defined as "the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a "Cognitive or belief state of psychological identification". Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results from a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self image. Furthermore, engagement entails the active use of emotions. Finally engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs. When Kahn talked about employee engagement he has given importance to all three aspects physically, cognitively and emotionally. Whereas in job satisfaction more importance is given to cognitive side.

Employee engagement is the level of commitment and involvement that an employee has towards their organization and its values. An engaged employee is aware of institutional climate and works with colleagues to improve performance within the job for the benefit of the institution. The educational institution must work to develop and nurture engagement, which

ISSN: 2235-767X
Volume 07 Issue 6
June 2019

requires a two – way relationship between employer and employee. Thus, Employee engagement is a barometer that determines the association of a person with the organization.

2. SIGNIFICANCE OF THE STUDY

Engaged employee consistently demonstrates three general behaviours which improve organizational performance:

i. The employee (Faculty member) advocates for the institution and co – teachers and refers potential employees and customers (Students) to the institution.
ii. The employee has an intense desire to be a member of the organization despite the opportunities to work elsewhere and
iii. The employee exerts extra time, effort and initiative to contribute to the success of the business (Baumurk and Gorman, 2006).

The study will help the institutions to understand the importance of engaging their employees to the organization and identify the employee engagement practices which would facilitate the employee engagement. Engagement is linked to three essential forces in the organization: attrition, productivity and profitability. An engaged employee carries out what is expected of him, by being focused and brings success to the organization. Profitability is the result of actively engaged work force. Organizations are more keen to have committed and sincere employees who can perform their job efficiently with better role clarity (Simon, 2011).

3. STATEMENT OF THE PROBLEM

Understanding the specific factors influencing the engagement levels of the Indian workforce will be important to any Indian company looking to positively influence the productivity of its work force (Blessing and white and HR Anexi Report, 2008). The latest Employee Engagement Report by global consulting firm Blessing White indicates that even though the majority of employees express positive feelings about their work their employees and even their managers, less than one – fifth are fully engaged in their work. According to the reports conducted by Kenexa, Indian companies scam top (73% employee engagement score) in the world in measures of job satisfaction ("Indian companies best in terms of employee satisfaction; 2009).

A study on employee engagement of employees working in business organizations can differ from a study on employee engagement of faculty members working in Educational Institutions. The researcher is very much interested to study the engagement gap of faculty members working in educational institutions. In this way, the has made an effort to study factors influencing faculty engagement with reference to self - financing colleges in Namakkal district, Tamilnadu.

4. OBJECTIVE OF THE STUDY

The main objective of the study is to study the factors influencing (drives of) employee engagement in self - financing colleges of Namakkal district in Tamilnadu.

5. RESEARCH METHODOLOGY

The research methods for the study consists of nature of the study, nature of the data, data collection instrument including application of reliability and validity tests such as Cronbach's alpha test, split – half test, confirmatory factor analysis (CFA), content validity and construct validity, determination of sample size, sampling procedure, hypotheses and framework of data analysis.

5.1 Nature of the Study

ISSN: 2235-767X
Volume 07 Issue 6
June 2019

The study is mainly intended to identify the factors influencing engagement of faculty members. Therefore, the research design used for the research programme is descriptive and analytical in nature.

5.2 Nature of the Data

Both the primary and secondary data were extensively used in this study. The primary data were collected from faculty members of engineering colleges in Namakkal district. A well structured questionnaire was used to collect primary data from faculty members in the above district.

5.3 Data collection Instrument

In accordance with the statement of the problem and objectives of the study, the questions were prepared to design the questionnaire. The variables identified from review of literature were taken into account while designing the questionnaire. The opinion from a panel of members comprising experts in the field of education, psychology, management and statistics was sought for at every stage of framing the final questionnaire.

Reliability Test for Data Collection Instrument

Reliability means to the extent to which a scale produces consistent results when measurements are made repeatedly. Reliability is a major concern when psychological test is used to measure some attributes or behaviour. The internal consistency test, namely inter item consistency reliability and the split-half reliability, is applied to test the reliability of the data collection instrument which is estimated using Cronbach's alpha. Cronbach's alpha indicates that reliabilities which are less than 0.60 are considered to be poor, while those in the 0.70 range are acceptable and those more than 0.80 are considered to be good.

It is learn that Cronbach's Alpha reliability is 0.964 which means that the variables produce consistent results if measurements are made repeatedly.

The alpha values for Part I (0.930) and Part II (0.927) of the randomly selected respondents are more than 0.6 and the correlation between Part I and Part II is also highly significant. It represents the good internal consistency among the data.

Confirmatory Factor Analysis (CFA): It is a visual representation which specifies the model's constructs, indicator variables, and interrelationships. CFA provides quantitative measures which will measure the reliability and validity of the constructs or theoretical model.

The calculated P value for all the factors is more than 0.050 which represents that the model is perfectly fit. Here GFI Goodness of Fit Index (GFI) value (0.946) Adjusted Goodness of Fit Index (AGFI) value (0.959) is greater than 0.9 which represents that it is a good fit model. The calculated Comparative Fit Index (CFI) value (0.987) is close to 1 which means that it is a perfectly fit model and also it is found that Root Mean Square Residuals (RMR) value (0.046) and Root Mean Square Error of Approximation (RMSEA) values (0.071) is less than 0.10 which represents that it is a good fit model.

Validity Test for Data Collection Instrument

Validity refers to how well a test measures what it is purported to measure. In order to assess the validity of the data collection instrument, content validity and construct validity were applied.

5.4 Sample size Determination

$$n= \frac{Z\alpha^2/2 \ .p.q.N}{e^2 (N-1) + Z\alpha^2 /2.p.q}$$

Where,

ISSN: 2235-767X
Volume 07 Issue 6
June 2019

e = 0.02 (Since the estimate should be within 2% of true value):
$Z\alpha^2$ = 2.005 (as per table of area under normal curve for the given confidence level of 95.5%)
P = 0.02 (as per the pilot study)

(i) Determination of Sample Size for Professors:

$$= \frac{4.020\ (.02)\ (1\text{-}.02)\ (542)}{(0.02)^2\ (542-1) + (2.005)^2\ (.02)\ (1\text{-}.02)}$$

$$= \frac{42.7052}{0.2164+0.0787}$$

$$= \frac{42.7052}{0.2951}$$

n = 144

(ii) Determination of Sample Size for Associate Professors:

$$= \frac{4.020\ (.02)\ (1\text{-}.02)\ (1400)}{(0.02)^2\ (1400-1) + (2.005)^2\ (.02)\ (1\text{-}.02)}$$

$$= \frac{110.3088}{0.5596+0.0787}$$

$$= \frac{110.3088}{0.6383}$$

n = 173

(iii) Determination of Sample Size for Assistant Professors:

$$= \frac{4.020\ (.02)\ (1\text{-}.02)\ (4406)}{(0.02)^2\ (4406-1) + (2.005)^2\ (.02)\ (1\text{-}.02)}$$

$$= \frac{347.157}{17762+0.0787}$$

$$= \frac{347.157}{1.8407}$$

n = 189

5.5 Sampling Procedure

The faculty members who have been working in various engineering colleges of Namakkal district represent the population for the study. The sample respondents from the above district have been selected by adopting stratified random sampling procedure.

On the basis of sample size determination, 144 professors, 173 associate professors and 189 assistant professors respectively were chosen from the 15 engineering colleges of the above district.

Table 1
Selection of Sample Respondents

Sl. No	Faculty Designation	Population Size	Sample Size
1.	Professor	542	144
2.	Associate Professor	1400	173
3.	Assistant Professor	4406	189
Total		6348	506

[Source: Primary Data]

ISSN: 2235-767X
Volume 07 Issue 6
June 2019

Out of 41 engineering institutions in the study area 15 institutions were chosen on the basis of lot system. Out of 542, 1400 and 4406 professors, associate professors and assistant professors respectively, 144,173 and 189 sample respondents were selected on the basis of convenience sampling method as given in the following table.

Table 2
Institution and Faculty Calculation

Sl.No	Name of the Institutions	Professors	Associate Professors	Assistant Professors	Total
1.	CMS College of Engineering	10	12	13	35
2.	Gnanamani College of Technology	10	12	13	35
3.	J.K.K. Natraja College of Engg& Tech.	10	12	13	35
4.	KSR Institute of Engg& Tech	10	12	13	35
5.	King College of Technology	10	12	13	35
6.	Mahindra Engineering College (Autonomous)	10	12	13	35
7.	Mahindra Institute of Engg. & Tech.	10	12	13	35
8.	Muthyammal Engineering College (Autonomous)	10	11	13	34
9.	Muthyammal College of Engineering	10	11	13	34
10.	Paavai College of Engineering	9	11	12	32
11.	Paavai Engineering College (Autonomous)	9	11	12	32
12.	Selvam College of Technology`	9	11	12	32
13.	Sengunthar Engineering College	9	11	12	32
14.	VidyaaVikas College of Engg& Tech	9	11	12	32
15.	Vivekanandha College of Engineering for Women (Autonomous)	9	11	12	32
Total		144	173	189	506

[Source: Primary Data]

The total population size is 6348. Out of which 506 respondents were selected using a suitable formula which is clearly explained in the area of sample size determination. All the teachers do not belong to homogeneous group. They differ from each other with respect to nature of jobs, duties and responsibilities. Considering the nature of heterogeneity, the total number of teachers were classified into three homogeneous groups namely, Professors, Associate Professors and Assistant Professors as these nomenclatures are stated by University Grants Commission (UGC) and All India Council for Technical Education (AICTE). Thus, the following methods were used in this study for selection of homogeneous groups, selection of sample institutions and sample respondents.

i. Stratified sampling procedure was applied to divide the total population into three homogeneous sub groups stratum 1 (Professors), Stratum 2 (Associate Professors) and Stratum 3 (Assistant Professors).
ii. A lot system was adopted to select the 15 sample institutions from the population size of 41 (which are listed in the annexure).

ISSN: 2235-767X
Volume 07 Issue 6
June 2019

iii. Quota sampling method was used to select the sample respondents from the different strata (i.e., 144 Professors from first stratum, 173 Associate Professors from second stratum and 189 Assistant Professors from third stratum.

6. LIMITATIONS OF THE STUDY

1. The study is restricted to select independent variables only.
2. The study is confined to engineering institutions of Namakkal district only. Arts and science colleges, medical colleges, para-medical colleges and polytechnic colleges are excluded from the study.

7. DATA ANALYSIS AND INTERPRETATION

Factors influencing employee engagement in self-financing engineering colleges are studied using statistical tools such as factor analysis and structural equation modelling. For this purpose, 18 statements are considered.

Factor Analysis

The factor analysis tries to identify and define the underlying dimensions (factors) in the original variables. The identified 18 variables are stated in the form of statements to collect opinion from teacher respondents. Respondents were asked to give their opinion for all the 18 statements in the Likert's five point scale with alternate options such as very low, low, moderate, high and very high. Initially, the correlation among these variables was calculated. Generally, a correlation value of 0.3 is considered sufficient to explain the relationship between variables. If the correlation between variables is small, it is not likely that they share common factors. Hence, all the 18 variables have been retained for further analysis and then two tests were applied to the resultant correlation matrix to test whether the relationship among the variables was significant or not.

Table 3
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.936
Bartlett's Test of Sphericity	Approx. Chi-Square	5628.751
	Df	153
	Sig.	.000

[Source: Primary Data]

The Kaiser–Meyer–Oklin test is applied on the basis of correlation matrix. If the test value of KMO measure is closer to one, it is good to use factor analysis. If the KMO measure is closer to zero the factor analysis is not a good idea for the variables and data. The value of test statistics given above is 0.700 which means the factor analysis for the identified variables is found to be appropriate to the data. Hence, the value of KMO is 0.936. It is found that all the 18 variables are appropriate to study the factors influencing employee engagement.

Bartlett's test of sphericity is used to test whether the correlation matrix is an identified matrix ie., all the diagonal terms in the matrix are zero. The significant value of Bartlett test is 0.000 for all factors. Hence, there exists a significant relationship among the variables. The measure of KMO test and value of Bartlett test indicate that the present data is useful for factors analysis.

Table 4
Factors and Total Variance

European Journal of Business & Social Sciences
Available at https://ejbss.org/
ISSN: 2235-767X
Volume 07 Issue 6
June 2019

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.	9.235	51.305	51.305	9.235	51.305	51.305	6.588	36.602	36.602
2.	1.357	7.538	58.843	1.357	7.538	58.843	4.003	22.241	58.843
3.	.821	4.562	63.405						
4.	.751	4.171	67.577						
5.	.676	3.755	71.331						
6.	.628	3.487	74.819						
7.	.587	3.259	78.078						
8.	.561	3.119	81.196						
9.	.505	2.804	84.000						
10.	.471	2.619	86.619						
11.	.395	2.192	88.811						
12.	.356	1.977	90.788						
13.	.353	1.960	92.748						
14.	.337	1.874	94.623						
15.	.285	1.584	96.207						
16.	.267	1.485	97.693						
17.	.249	1.384	99.077						
18.	.166	.923	100.000						

[Source: Primary Data]

The next step in the factor analysis is to identify the number of factors to be derived. The rule of thumb is applied to choose the number of factors for which "Eigen Values" with greater than unity is taken by using Principal Component Analysis (PCA) method. The component matrix so framed is further rotated orthogonally using Varimax Rotation Algorithm. All the 18 statements are added on the two factors. Among two factors the first factor which accounts for 36.602 percent of variance is the prima criteria considered to study the factors influencing employee engagement. The second factor accounts for 22.241.

The cumulative variance of the two factors is 58.843. The following table shows the factor matrix where Principal Component Analysis (PCA) extracted two factors.

Table 5
Component Matrix

Sl.No	Statements	Component	
		1	2
1.	Rewards and recognition.	.805	

ISSN: 2235-767X
Volume 07 Issue 6
June 2019

2.	Employee job enrichment.	.791	
3.	Career development opportunities.	.758	
4.	Effective leadership.	.742	
5.	High ethical values of the institution.	.735	
6.	Autonomy and Independence.	.734	
7.	Health.	.719	
8.	Safety.	.715	
9.	Psychological well – being of the work place.	.712	
10.	Overall institutional culture.	.710	
11.	Aligning efforts with strategy.	.709	
12.	Employee empowerment.	.708	
13.	Encouraging teamwork and collaboration.	.707	
14.	Performance Appraisal.	.705	
15.	Immediate management (HOD's support, recognition, competency and mentoring).	.702	
16.	Social relational well – being of the work place.	.682	.595
17.	Role clarity.	.625	
18.	Physical well – being of the work place.	.606	.589

[Source: Primary Data]

Table 5 shows that the factor loadings (co-efficient) of how much weight is assigned to each factor. Factors with large co-efficient for a variable are closely related to that factor. Thus, the 18 variables in the data are reduced into two factor models and each factor is identified with the corresponding variables as follows:

Table 6
Grouping of Factors (Rotated Component Matrix)

Factors	Statements	Factor Score
Factor1 (Job Content)	Employee Job Enrichment	.765
	Autonomy and Independence	.758
	Rewards and recognition	.721
	Immediate Management (HoD's support, recognition, competency and mentoring).	.712
	High ethical value of the institution	.697
	Safety	.686
	Performance Appraisal	.685
	Encouraging Teamwork and Collaboration	.669
	Role Clarity	.665
	Health	.641
	Aligning efforts with strategy	.629
	Overall Institution Culture	.571

	Employee Empowerment	.535
Factor2 (Working Conditions)	Social relational well-being of the work place	.881
	Physical well-being of the work place	.831
	Psychological well-being of the work place	.740
	Career development opportunities	.617
	Effective leadership	.596

[Source: Primary Data]

Table 6 exhibits the factors and corresponding statements for each factor. Factor 1 includes 13 statements and Factor 2 consists of 5 statements. If the score is high the influence of individual factor will be high among the teachers' teaching job engagement. Each statement's rank and score are presented in the following table.

Table 7
Statement with Score and Rank

Sl.No.	Statements	Factor Score	Rank
1.	Social relational well-being of the work place.	0.881	I
2.	Physical well-being of the work place.	0.831	II
3.	Employee Job Enrichment.	0.765	III
4.	Autonomy and Independence.	0.758	IV
5.	Psychological well-being of the work place.	0.740	V
6.	Rewards and recognition.	0.721	VI
7.	Immediate Management (HoD's support, recognition, competency and mentoring).	0.712	VII
8.	High ethical value of the institution.	0.697	VIII
9.	Safety.	0.686	IX
10.	Performance Appraisal.	0.685	X
11.	Encouraging Teamwork and Collaboration.	0.669	XI
12.	Role Clarity.	0.665	XII
13.	Health.	0.641	XIII
14.	Aligning efforts with strategy.	0.629	XIV
15.	Career development opportunities.	0.617	XV
16.	Effective leadership.	0.596	XVI
17.	Overall Institution Culture.	0.571	XVII
18.	Employee Empowerment.	0.535	XVIII

[Source: Primary Data]

Table 7 exhibits the most as well as the least influencing factors on employee engagement. Out of 18 statements, the statement namely, "Social relational well being of the work place" (0.881) has high influence and this statement is ranked 1st. The statement namely, "Employee Empowerment" (0.535) has the least influence on employee engagement and it is ranked 18th.

Structural Equation Modelling (SEM)

European Journal of Business & Social Sciences
Available at https://ejbss.org/
ISSN: 2235-767X
Volume 07 Issue 6
June 2019

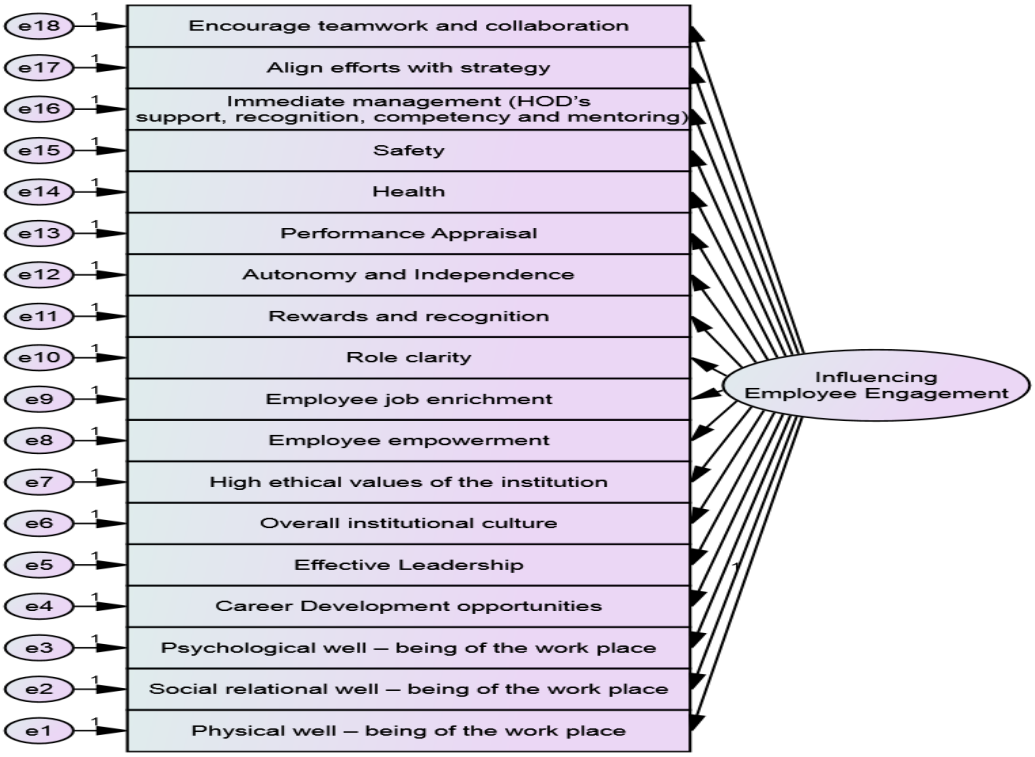
Structural Equation Modelling (SEM) is used to test the hypothesis about the dimensionality of and the relationship among latent and observed variables. Structural Equation Modelling implies a structure for the co-variance between observed variables and accordingly it is sometimes called co-variance structure modelling. SEM is a powerful alternative to other multi–variance techniques, which are limited to representing only a single relationship between the dependent and independent variables.

Hypothesis

There is a positive impact of select independent variables on factors influencing employee engagement.

The following figure is a graphic presentation of the developed hypothetical model.

Figure 1
Factors Influencing Employee Engagement



Validity of the Measurement

Structural Equation Modelling is imposed on the data for two purposes. First, it aims to obtain estimates of the parameters of the model, i.e., the factor loading, the variance and co-variance of the observed variables. The second purpose is to assess the fit of the model, i.e., to assess whether the model itself provides a good fit to the data. The ability of SEM is to produce a meaningful identification of the correlation between factors which is a key strength.

In order to obtain non-standardized and standardized regression weights, a variance estimate for the residual errors and the squared multiple correlation of the dependent variable

ISSN: 2235-767X
Volume 07 Issue 6
June 2019

"Employee Engagement" are calculated. In this case, the calculated value of chi-square is 644.252 on 135 Degrees of freedom, which gives a p-value of 0.058 and this model is a good fit for the analysis. The real strength of SEM is to estimate more complicated path models, with intervening variance between the independent and dependent variables and latent factor as well.

Table 8
Maximum Likelihood Estimates

Measured Variables		Latent Variables	Estimates	SE	CR	P
X_{18}	←	Employee Engagement	1.051	0.088	11.876	***
X_{17}	←	Employee Engagement	0.892	0.081	10.996	***
X_{16}	←	Employee Engagement	1.096	0.089	12.328	***
X_{15}	←	Employee Engagement	0.994	0.083	11.989	***
X_{14}	←	Employee Engagement	1.218	0.094	12.997	***
X_{13}	←	Employee Engagement	1.303	0.094	13.889	***
X_{12}	←	Employee Engagement	1.214	0.089	13.702	***
X_{11}	←	Employee Engagement	1.152	0.086	13.431	***
X_{10}	←	Employee Engagement	1.132	0.087	12.991	***
X_9	←	Employee Engagement	1.152	0.088	13.138	***
X_8	←	Employee Engagement	1.144	0.085	13.384	***
X_7	←	Employee Engagement	1.203	0.088	13.736	***
X_6	←	Employee Engagement	1.282	0.092	13.957	***
X_5	←	Employee Engagement	1.124	0.083	13.599	***
X_4	←	Employee Engagement	1.125	0.084	13.541	***
X_3	←	Employee Engagement	1.152	0.084	13.761	***
X_2	←	Employee Engagement	1.077	0.082	13.119	***
X_1	←	Employee Engagement	1.000			***

ISSN: 2235-767X
Volume 07 Issue 6
June 2019

[Source: Primary Data]

Where,
X18= Encouraging teamwork and collaboration.
X17= Aligning efforts with strategy.
X16= Immediate management (HOD's support, recognition, competency and mentoring).
X15= Safety.
X14= Health.
X13= Performance Appraisal.
X12= Autonomy and Independence.
X11= Rewards and Recognition.
X10= Role clarity.
X9 = Employee job enrichment.
X8 = Employee empowerment.
X7 = High ethical values of the institution.
X6 = Overall institutional culture.
X5 = Effective Leadership.
X4 =Career Development opportunities.
X3 = Psychological well – being of the work place.
X2 = Social relational well – being of the work place.
X1 = Physical well – being of the work place.

Table 8 shows the regression co-efficient of the exogenous variables. It is noted that the critical ratio of 18 variables is above the table value and it is significant at 1 percent level. It is found from analysis that all the 18 variables have significant influence on teachers' employee engagement.

Model Fit Summary – CMIN

The following table presents the CMIN for the "default model". A significant chi-Square indicates satisfactory model fit.

Table 9
Model Fit Summary – CMIN

Model	NPAR	CMIN	df	P	CMIN/df
Default Model	36	644.252	135	0.058	4.772
Saturated Model	171	.000	0		
Independence Model	18	5182.152	153	0.067	33.870

[Source: Primary Data]

Table 9 shows that CMIN is a chi-square statistics comparing the default model and the independence model with the saturated model. The default model has been associated at 4.772 percent with saturated model and other side, the independence model has been associated at 33.870 percent with saturated model.

Baseline Comparisons

The Normed Fit Index (NFI) also known as Δ1 was developed as the alternative to CFI. Comparative Fit Index (CFI) is also known as the Bentler Comparative Fit Index which compares the existing model fit with the null model which assumes that the latent variable correlated with independent variables.

Table 10

ISSN: 2235-767X
Volume 07 Issue 6
June 2019

Baseline Comparisons

Model	NFI Delta1	RFI Rho1	IFI Delta 2	TLI Rho 2	CFI
Default Model	.876	.859	.885	.885	.899
Saturated Model	1.000		1.000		1.000
Independence Model	.000	.000	.000	.000	.000

[Source: Primary Data]

It is noted from table 10 that the evidence of NFI (0.876) and CFI (0.899) is greater than 0.8. It means the latent variable namely "Employee Engagement" correlates with independent variables. The value of NFI, RFI, IFI, TLI and CFI for independence model is 0.000.

Root Mean Square Error of Approximation

Root Mean Square Error of Approximation is the popular measure of fit, because it does not require comparison with the null model. It is one of the fit indexes less affected by sample size. It is a good model fit if RMSEA is less than or equal to 0.08 (Hair etal).

Table 11

Root Mean Square Error of Approximation

Model	RMSEA	LOGO	H190	PCLOSE
Default Model	0.073	0.079	0.093	.000
Independence Model	0.254	0.248	0.260	.000

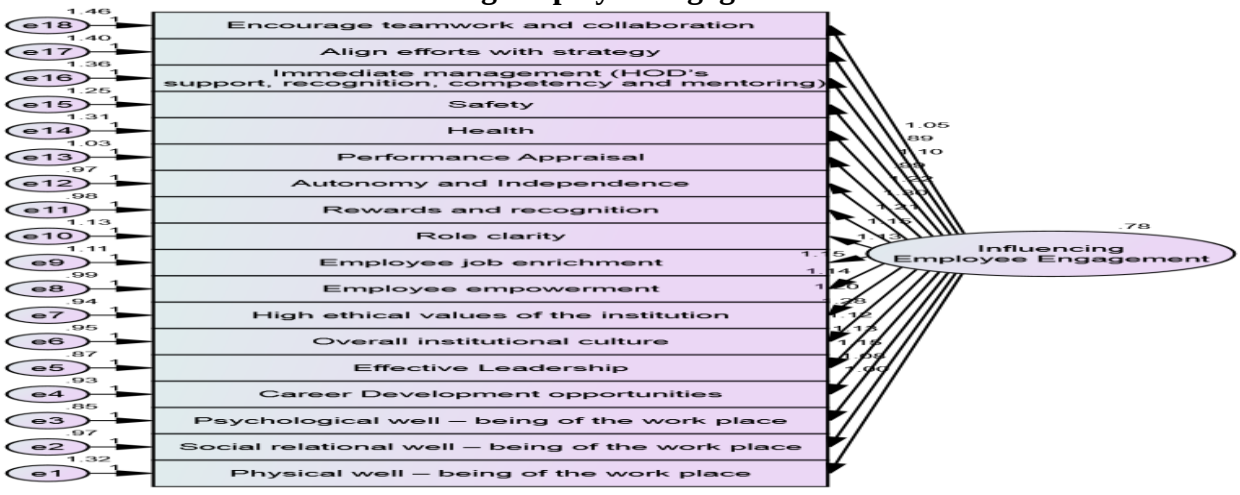
[Source: Primary Data]

It is found from table 11 that the RMSEA value is 0.073 which means the calculated value is less than 0.08 and the model resulted as good fit.

The following SEM is used to prove the framed hypothesis.

Figure 2

Factors Influencing Employee Engagement



Testing of Hypothesis

The following table represents the results of the testing of the hypotheses.

Table No 12

Testing of Hypothesis

ISSN: 2235-767X
Volume 07 Issue 6
June 2019

Hypotheses	Hypothetical Relationship	Results
H1: There is a positive impact of employee engagement and physical well-being of the workplace.	Positive	Confirmed
H2: There is a positive impact of employee engagement and social relational well-being of the workplace.	Positive	Confirmed
H3: There is a positive impact of employee engagement and psychological well-being of the workplace.	Positive	Confirmed
H4: There is a positive impact of employee engagement and career development opportunities.	Positive	Confirmed
H5: There is a positive impact of employee engagement and effective leadership.	Positive	Confirmed
H6: There is a positive impact of employee engagement and overall institutional culture.	Positive	Confirmed
H7: There is a positive impact of employee engagement and high ethical value of the institution.	Positive	Confirmed
H8: There is a positive impact of employee engagement and employee empowerment.	Positive	Confirmed
H9: There is a positive impact of employee engagement and employee job enrichment.	Positive	Confirmed
H10: There is a positive impact of employee engagement and role clarity.	Positive	Confirmed
H11: There is a positive impact of employee engagement and rewards and recognition.	Positive	Confirmed
H12: There is a positive impact of employee engagement and autonomy and independence.	Positive	Confirmed
H13: There is a positive impact of employee engagement and performance appraisal.	Positive	Confirmed
H14: There is a positive impact of employee engagement and health.	Positive	Confirmed
H15: There is a positive impact of employee engagement and safety.	Positive	Confirmed
H16: There is a positive impact of employee engagement and immediate management (HOD's support, recognition, competence and mentoring).	Positive	Confirmed
H17: There is a positive impact of employee engagement and aligning efforts with strategy.	Positive	Confirmed
H18: There is a positive impact of employee engagement and encouraging teamwork and collaboration.	Positive	Confirmed

[Source: Primary Data]

From the structural Equation Modelling, it is found that the measured variables with latent variable of employee engagement have positive relationship and are also significant at 1 percent level. Hence, all the 18 measured variables have significant positive impact on teachers' employee engagement in Self-Finance Engineering Colleges in Namakkal District of Tamilnadu.

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It is also found from the above table that hypothetical positive relationship between all the 18 independent (measured) variables and dependent variable (latent) namely," Employee Engagement" is identified and confirmed with the help of SEM.

8. FINDINGS

1. It is found from the factor analysis that the 18 variables in the data are reduced into two factor models. Out of 18 statements, the statement namely, "Social relational well being of the work place (0.881) has high influence and this statement is ranked first. The statement namely, "Employee Empowerment" (0.535) has the least influence on employee engagement and it is ranked 18th.
2. It is found from the Structural Equation Modelling (SEM) that the measured variables with latent variable (Employee Engagement) have positive relationship and are also significant at 1% level. Hence, all the 18 measured variables have significant positive impact on teachers' employee engagement.

9. CONCLUSION

Based on the Factor analysis it is proposed that the institutions ought to give importance to social relational well beings, physical well beings, psychological well beings, job enrichment, autonomy & independence and rewards & recognition. In nutshell, management may give due importance to maintain congenial working atmosphere and to ascertain suitable job content. However, all the 18 statements (13 statements related to job content.

The structural equal modelling indicated that the equal opportunities and fair treatment, good interpersonal relation with the principal, variety of work, good interpersonal relation with HOD (Head of the Department) and the job itself have had high level of significant positive influence on teachers job satisfaction. Therefore, the institutions should treat teachers in an equal and fair manner and to take steps for strengthening amicable teachers' relations with the principal and HOD.

It is concluded that the teachers may undergo the short term training programmes that will help the teachers to gain human skills, physical and mental strength and skills for doing jobs with autonomy and independence. The teachers also should gain an extensive skills and knowledge to perform their enriched job.

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