

Influence of Employee Engagement on Organisational Commitment and Job Performance: A study of Polytechnics in Haryana

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ABSTRACT

This article examines the impact of employee engagement on organisational commitment and job performance in Haryana polytechnics, with a focus on the transformative effects of the National Education Policy (NEP) 2020. The study examines 2,600 faculty members from the Haryana State Polytechnic, using both descriptive and correlational methods. The study collects data using questionnaires and interviews from primary and secondary sources. Results indicate that increased employee engagement leads to enhanced organisational commitment and improved work performance. Engaged professors are loyal to their institutions, creating a more stable and motivated workforce. This devotion boosts productivity, quality, and creativity. The NEP 2020 has transformed Haryana's technical education landscape by promoting holistic and multidisciplinary education, course flexibility, and the integration of vocational education. These reforms have promoted continual learning, professional growth, and teamwork, which has improved employee engagement. The policy's emphasis on infrastructure, research, innovation, and industry-academia links has also improved organisational commitment and job performance. The study uses descriptive statistics, exploratory factor analysis, confirmatory factor analysis, correlation analysis, multiple regression analysis, T-tests, and one-way ANOVA to investigate and validate the data. The findings indicate that polytechnics must prioritise employee involvement to maintain educational growth and excellence. Polytechnic institutions may improve their reputation, recruit and retain top talent, and succeed by providing an enjoyable work environment.

Key words: Employee Engagement, Organisational Commitment, Job Performance, National Education Policy, Multidisciplinary education, and Professional growth

INTRODUCTION

Executives and scholars are interested in employee engagement and organisational commitment—educational institutions base work performance criteria on student and societal demands. Assessing employee engagement and institutional commitment is challenging since they are intangible. It affects job performance, and several study methods can be used to evaluate it.

In many organisations, employee engagement is crucial to success. Engagement has significant effects on organisations. It involves people who commit, dedicate themselves, advocate, exercise discretion, deploy their talents, and support the organisation's aims and values. Committed personnel are loyal to their role and company. In the recent decade, employee engagement, a relatively new concept, has garnered considerable attention. Effective university management requires employee loyalty. Engagement and job satisfaction affect employee loyalty.

Polytechnic Education in Haryana

- The 2020-21 statistical abstract lists 115 Haryana polytechnics. There are 38 government institutions, four government-aided institutions, and 73 private institutions.
- Polytechnic education has significant issues, including vacant teaching posts.
- Students are unhappy with work application eligibility requirements.
- Teachers are not promoted on time.
- Empty polytechnic entrance spaces.
- Student profiles do not determine placements.
- New and upcoming field courses are unavailable.

- Failure of state policies to train and develop teachers and industry personnel.
- Lack of organisational flexibility and autonomy.
- Low business institute participation.
- Poor technical education, analysis, and progress.

LITERATURE REVIEW

Employee Engagement.

To succeed, many leaders have inspired their followers by building a strong psychological tie between themselves and their ideals. Contemporary Employee Engagement ideas originated from this psychological contract between researchers, academics, and organisations. Current techniques and their effects are based on management theory. The Hawthorne research, conducted by Frederick Taylor, Lillian Gilbreth, Mary Parker Follett, and Elton Mayo, has influenced management philosophies today. Taylor, Gilbreth, Follett, and Mayo use labour efficiency, human factors, conflict resolution, and interpersonal productivity. Engagement builds trust that emotionally, cognitively, and behaviorally links employees to the company's progress. Boston University Professor William A. Kahn coined the term "Employee Engagement" in a 1990 paper published in the Academy of Management Journal.

Factors Influencing Employee Engagement.

Many factors affect employee engagement. Some aspects depend on the firm's culture, while others depend on individual factors that can significantly affect a person's relationship with coworkers and the company. The Conference Board (2006) found 26 engagement drivers in 12 consultancy-based research studies. The main criteria were trust and integrity, job qualities, performance alignment, career development chances, company pride, colleague connections, employee growth, and management rapport.

Scope Of The Study

This study examines Haryana Polytechnics' employee engagement, organisational commitment, and job performance. Teaching staff and teachers from various

Problem Statement

The 21st century altered the psychological contract. Employers struggle to decrease expenses while utilising cutting-edge technologies to increase productivity and improve employee engagement. Labor turnover reduces average service time. It increases replacement costs and hampers the institution's people-dependent strategy creation and implementation. The employee's psychological contract paradigm suggests that more job shifts are necessary for income development and professional advancement.

Not 'work for life', but global employability is the goal (Aselstine and Alletson, 2006). Faculty retention is tough since many schools compete for talented researchers. Excellent learning opportunities make millennial workers more aware, connected, and willing to take on new challenges. Personal growth, workplace equity, and learning and exploring are priorities. Engaging personnel requires adaptability.

Haryana Polytechnics must prioritise staff development. The goal is to improve employee experience to retain them. Employee loyalty is an issue in higher education. Higher education must satisfy staff to keep them. Colleges should know employee preferences.

Haryana Polytechnics' employee engagement is a key concern in this current state of affairs. The work factors are set. This issue guided the study's primary objective.

Objectives

1. Assess employees' views on employee engagement at Haryana Polytechnics.
2. To assess aspects of polytechnic staff job performance.
3. To examine polytechnic employee engagement and organisational commitment.
4. To examine polytechnic employee engagement and job performance.

To examine how demographic characteristics (age, gender, marital status, and kind of work) affect polytechnic employees' organisational commitment and job performance.

RESEARCH DESIGN

Cognitive research generates new knowledge. Researchers use methodical and impartial techniques to solve problems (Kothari, C.R., 2004). A research design and conceptual framework guide and plan a research investigation. This study used descriptive and correlational methods. To better assess teacher involvement at Haryana Polytechnic Educational Institutions. A descriptive research approach was employed. The study described population characteristics without changing variables. The study also evaluated the elements that affect faculty engagement in Haryana universities and suggested ways to increase engagement. This description expands knowledge. This study's cross-sectional data represents a snapshot of a given population at a specific time. Research examined the statistical association between employee engagement, organisational commitment, and job performance.

Study's Significances

No research has examined polytechnic employee engagement, organisational commitment, and job performance. Analysing the relationships between these elements helps boost the polytechnic institute's efficiency. It may enhance the productivity of polytechnic teachers. Polytechnics are experiencing a cyclical crisis, characterised by declining admissions and poor job prospects. Engaged employees and organisational dedication can increase job performance and solve the problem. The impact of these factors on the productivity and efficiency of polytechnic teachers can be examined.

METHODOLOGY

Participants

This study targeted 2600 Haryana State polytechnic professors.

Type	Total
Government	26
Government-Aided	04
Government Society	11
Private/Self-financed	66
Total	107

DATA COLLECTION

Primary Data

According to Kothari (2004), data-collecting instruments are used to collect data. A questionnaire was used to collect data in this study. A detailed list of polytechnic colleges to contact was created. Each polytechnic college administration approved. Online and in-person surveys at Polytechnic College collected data. To boost response rates, Polytechnic College teachers or workplace staff received questionnaires during in-person visits. To gather data online, a Google Forms survey URL was constructed and distributed. For data accuracy and timeliness, the researcher personally collected completed questionnaires. It also enabled qualitative observations of institutional work culture, which helped to interpret the findings. The survey was completed by 294 people in person and 66 online.

Secondary Data

Secondary data will be sourced from journals, dissertations and theses, government reports, statistical abstracts, the internet, newspapers, government offices and commissions, as well as related books and periodicals.

Research Instrumentation.

Research tools were used to achieve goals and collect data. Four metric measures assessed teacher involvement, engagement elements, organisational commitment, and job performance. The Improve teacher involvement criteria were ranked using the ordinal scale "Fifth". We ended with faculty demographics. Standardised, pre-published, and tested scales. Researchers collected data from study participants using a standardised questionnaire. The questionnaire has six parts. Cover letters explaining the study and its objective accompanied the questionnaire.

DISCUSSIONS

After reviewing national and international literature, the researcher incorporated employee engagement and job performance into the model. Seven factors—quality of communication, work environment, career advancement, leadership, emotional safety, institutional image, and peer culture—have been identified. SEM determines factors and their relevance to job performance.

The study found that peer culture and quality communication drive employee engagement in Haryana polytechnics, whereas the institution's image had little effect. However, the approach emphasises the importance of employee involvement for the effectiveness of Haryana Polytechnics' work.

CMIN matters in independent and default-saturated models. Model fit indices GFI, AGFI, and PGFI are statistically significant at the 5% level. RMSEA 5% is substantial. Job performance depends on employee involvement. Haryana polytechnics are interactive. Job performance has an enormous impact on management-employee relations at Haryana Polytechnics.

SUGGESTIONS

In Haryana's polytechnics, efficient management enhances communication and alignment, according to the survey. It boosts industry staff retention. Workplace and work-life balance improve employee engagement. Educational institutions should strive to maintain a pleasant environment to foster success. A safe workplace can attract new hires. We provide a safe and secure workplace to attract and retain top talent.

The study highlights the importance of trust and collaboration within the institution and among its personnel in achieving both institutional and individual goals. Encourage staff to keep the school running and help management provide opportunities for learning and career growth.

Management helps employees advance their careers and achieve their goals. Money motivates workers. Educational managers should consider paying employees according to their rank, service, and skills.

Management's transportation and medical perks encourage employees to stay. The management should ensure the welfare of teaching staff.

When workers feel safe and secure, they are more likely to speak up and be themselves. Safety should be a priority in Haryana polytechnics. Workplace security enables people to focus on their work rather than themselves. Genuine engagement extends beyond being courteous and willing to assist with additional tasks. Directors should communicate with staff often.

The Institution's Image guides employees and the organisation's growth. Management's request to improve the institution's image gives employees confidence that they are in a positive and supportive environment. Institutional branding builds trust and staff identification. It motivates employees to uphold the company's reputation.

Workmates who cheer on your successes can boost your contentment. A community that supports, challenges, encourages, and helps. Management should promote peer collaboration.

To boost productivity, institutions must engage staff. Active, engaged, and dedicated personnel significantly impact their goals.

FUTURE RESEARCH SCOPE

Future studies could focus on these areas:

- ✓ Employee Engagement and Its Impact on Employee Retention
- ✓ Effectiveness of Employee Empowerment on Employee Engagement
- ✓ An Empirical Relationship between Talent Management and Employee Engagement

CONCLUSIONS

Energy, dedication, and attention are the hallmarks of engaged workers. A fantastic job experience. The emotional bond between workers and their occupations is key. Job performance in Haryana Polytechnics depends on employee involvement. The study identified seven key elements of employee engagement among Haryana Polytechnic employees. These include excellent communications, work environment, career growth, leadership, emotional safety, institutional image, and peer culture. Engagement indicates that people genuinely enjoy their jobs and strive to enhance the institution's reputation and interests. A loyal employee supports Haryana Polytechnics and its values. In Haryana polytechnics, peer culture and excellent communication drive employee engagement, whereas the institution's image has little effect. Strong peer relationships can significantly boost job satisfaction and reduce turnover. An active social circle at work can increase employee engagement. Establishing trust and respect strengthens relationships. Many people appreciate the unique features and personalities of others. Different opinions are prevalent. Respect and trust enable people to discuss their feelings and explore solutions openly.

Communication quality significantly affects workplace productivity. Skilled communicators foster open communication with employees and help managers and leaders refine their communication, thereby enhancing employee engagement. It is well known that employee engagement affects job performance. Key variables motivate Haryana Polytechnic employees to work diligently and achieve success.

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