International Multidisciplinary
Research Journal

Indian Streams
Research Journal

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AN EMPIRICAL STUDY ON IMPACT OF EMPLOYEE ENGAGEMENT AMONG LIBRARIANS IN SELECTED ENGINEERING COLLEGES OF TIRUCHIRAPALLI DISTRICT

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ABSTRACT

Nowadays employee engagement has become a necessity one. However, employee engagement has rarely been studied on the library professionals. Prolonged reaction of Job burnout will be leading to pave the way for non productivity environment. In this research major factors that keep hold to revival of employee engagement to library professionals in private educational institutions were identified. This study is a descriptive in nature. Primary data collected with the help of structured questionnaire which is administrated among librarian, assistant librarians working in Self financing Engineering Colleges in Tiruchirappalli District Tamilnadu . Method adopted to collect the data is convenient sampling. Sample size is 85 respondents from 30 colleges and it was used for analysis after deletion of biased and non responsive questionnaires. Using Statistical Package for Social Sciences (SPSS) some of the relevant statistical tools were used such as 1) Factor Analysis 2) Multiple Regression and 3) Reliability test. Based on the test results some of the findings were derived that will be relevant to present Indian scenario.

KEYWORDS :Employee Engagement, Productivity, Environment

INTRODUCTION

Over the last decade, "Employee Engagement" has become recognized not only to corporate companies but also service sector like hospitals and libraries.   While an organization insist and boost up the "employee engagement" will be getting valuable benefits such as higher Productivity, higher

retention of Talent , improved morale, lower absenteeism stronger brand, improved customer service, recruit higher quality Talent. The ultimate motto for every organization is retaining of existing customers and expanding for their growth. But it can be only by satisfaction through internal customers i.e employees. Without internal customers, no organization make the satisfaction of their end customers The driving forces of Work engagement is positively associated with job resources such as social support from co-workers and from one's superior, performance feedback, coaching, job control, task variety, opportunities for learning and development, and training facilities. These resources are helpful in reducing the impact of job demands on strain, but they are also useful in the achievement of work goals, and they stimulate learning, personal growth and development. One consistent finding is that the motivational potential of job resources is particularly salient in the face of high job demands.

At this present scenario "Employee Engagement" has become more essential. According to Dale Carnegie, (2012) 71%of Employees are disengaged or Only 'partially engaged' a work. (What Drives Employee Engagement and Why it Matters, Dale Carnegie 2012, p5). Old management styles and approaches no longer work so well, These not only affect the staff members unique selling proposition but also organization too. The implementation of employee engagement has to be raised here itself. Organizations have to recruit, retain and develop only those who are talent, highly engaged, very productive and perform at the highest levels. Talent and Human capital are the ultimate source of preservation of competitive advantage. In this paper the researcher wants to examine the various factors that are driving forces of employee engagement from library professionals of self financing Engineering Colleges in Tiruchairappalli District, Tamilnadu.

REVIEW OF LITERATURE

The term work engagement was first coined by Kahn (1990), who referred to it as workers' positive attitude at their workplace. Accordingly, apart from psychological presence, the workers expressed themselves physically, cognitively and emotionally at their workplaces. In his pioneering work, Kahn also referred to it as workers' 'self-in-role', whereby they put their self in their work roles, thus making themselves feel attentive, connected, integrated and focused in their work environment (Kahn, 1992).

Kahn (1990, 1992) in his research explained that work engagement was a function of three important factors. First, the purpose workers attached to their work role. Second, the psychological safety workers enjoyed to ensure that their work would not result in any undesired reward. Finally, the accessibility and availability of job resources that were required to perform one's required role.People occupy roles at work; they are the occupants of the houses that roles provide. These events are relatively well understood; researchers have focused on "role sending" and "receiving" (Katz & Kahn. 1978). role sets (Merton. 1957). role taking and socialization (Van Maanen. 1976), and on how people and their roles shape each other (Graen. 1976).

Saks (2006, p. 602) in his study defined work engagement as 'a distinct and unique construct consisting of cognitive, emotional and behavioral components associated with individual role performance'. Conceptualizing work engagement as a construct that includes long term emotional involvement with the work role, Saks (2006) emphasized its consequential side. Accordingly, it exerts its positive influence on workers' motivation and several positive organizational outcomes (Wagner & Harter, 2006)., work engagement has been referred to as workers' psychological immersion, striving, absorption, focus and involvement in their work roles (Bakker, 2011; Macey, Schneider, Barbera, & Young, 2009).

Csikszentmihalyi (1975) in his research explained EE as the holistic sensation that people feel when they act with total involvement while **Kahn (1990)** defined EE as the harness of organization members' selves to their work roles. And a robust description was conceived by **rothbard (2001)** as engaged employees as being fully physically, cognitively and emotionally connected with their work roles. Cognitive engagement refers to employee's beliefs about the company, its leaders and the workplace culture. Emotional aspect is how employees feel about the company, the leaders and their colleagues. The behavior factor is the value added components reflected in the amount of efforts put into their work - e.g. brain power, extra time and energy. A positive fulfilling work related state of mind that is characterized by vigor, dedication and absorption was EE **(Schaufeli, 2002).**

Vigor was referred as high level of energy and mental resilience on the job and persistence in the face of difficulties and willingness to invest effort in one work. Dedication meant a sense of inspiration providing significant enthusiasm and challenge at work. Absorption is being happy fully concentrated and deeply engrossed in one's work. A differentiation was observed between EE and job satisfaction and organizational commitment. The former construct is characterized by activated, high arousal and positive feelings at work, and high level of energy, enthusiasm and vigor while the latter constructs namely job satisfaction and organizational commitment are characterized by less activated positive feelings such as pleasure and comfort (Russell, 2003). Close to this concept was proposed by Harter et.al (2002) which considers EE the individual involvement and satisfaction with as well as enthusiasm for work. **Robinson et.al (2004)** considered engagement as a positive attitude held by the employee towards the organization and its value. So the engaged employee is aware of the business context work with colleagues and Wellins & Concelman. (2005) used the term job ownerships synonyms of engagement to improve performance within the job for the benefits of the organization. Lucey et. al (2005) interpret gall up engagement index as measuring how each individual employee connects with company and with customers. The employee engagement is also related to the concept of customer engagement which has the dimensions of confidence, integrity, pride and passion (Gallup's Human, Website, 2005).

Further, valuing, enjoying and believing in what they do constituted the EE (Development Dimension International, 2005).Engagement is the diffuse and state –like (versus trait like or momentary emotion like) nature of engagement and that the engagement is a more persistent and pervasive, affective and cognitive state that is not focused on any particular object, event, individual or behavior (Schaufeli et.al 2006). Dell Inc. took a different dimension stating that employee engagement is: "To compete today, companies need to win over the minds (rational commitment) and the hearts (emotional commitment) of employees in ways that lead to extraordinary effort" (Vance, 2006). Macey and Schneider (2008) aim to define engagement as a trait, a state, a set of behavior or characteristics of the work environment or a combination of these. As per Bakker et. al. (2008), engagement was best conceptualized by a high level of energy and a strong identification with one's work. Engagement is an individual's sense of purpose and focused energy evident to others in the display of personal initiative, adaptability, effort and persistence directed toward organizational goal (Macey et al 2009). Newman et.al (2010) argued engagement as part of a higher order overarching job attitude or a factor which encompasses affective commitment job satisfaction and job involvements. The International Survey Research (ISR) defined employee engagement as, "a process by which an organization increases commitment and continuation of its employees to the achievement of superior results". The ISR separates commitment into three parts; cognitive commitment, affective commitment, and behavioral

commitment or think, feel and act.

RESEARCH QUESTIONS
RESEARCH QUESTIONS
•To examine various factors that influences library professionals towards Engagement in Self Financing Engineering Colleges in Tiruchirappalli District.
Hypothesis
•There is a relationship among the factors that influences employees towards engagement in Self Financing Engineering College Libraries

RESEARCH DESIGN
. The kind of research that is carried out by the researcher is a descriptive one.

SAMPLE SIZE
Convenience sampling was adopted by the researcher to accomplish the research. Librarians and assistant librarians from various Engineering College in Trichy constitute the sample for the study. Totally there are 115 library professionals from 30 Self Financing Engineering Colleges in Trichy out of that 85 library professionals (both Librarian and Assistant librarian) constitute the sample for the study.

SCALING DESIGN
Five point Likert – type scale was used and that varied from1 = strongly disagree to 5 = strongly agree. Likert scale is being adapted to measure "factors influencing employee engagement" among self financing engineering college librarians.

PILOT STUDY
Pilot study is conducted to know the feasibility and suitability of the study. The interview was conducted with 15 respondents. The result found to be satisfactory, and hence the researcher decided to conduct the study without any modifications. Using Statistical Package for Social Science (SPSS) the relevant statistical tools like 1) Reliability 2) Factor Analysis and 3) Multiple Regression were used.

TABLE 1 RELIABILITY STATISTICS

Cronbach's Alpha	N of Items
.876	24

INFERENCE:
The alpha values were calculated to assess the internal consistency reliabilities of the Employee Engagement scales. For Employee Engagement scales, the value of .876 indicated adequate reliability (Nunnally, 1978)

FACTOR ANALYSIS
Factor analysis was used to identify the factors which determine the Employee Engagement

Practises. According to Cunningham & Maloney (1999), "Factor analysis is concerned with finding a small number of common factors that linearly reconstruct a large number of variables".

KMO AND BARTELLT'S TEST.

The individual statements on **"Engagement"** was examined using factor analysis based on 25 individual statements and the reliability of the samples collected was tested for internal consistency of the grouping of the items.

TABLE 2 - KMO AND BARTLETT'S TEST

The individual statements of a study on the factors that influences library employees towards engagement, was examined using factor analysis based on 25 individual statements and the reliability of the samples collected was tested for internal consistency of the grouping of the items.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.787**
Bartlett's Test of Sphericity	Approx. Chi-Square	4241.389
	df	300
	Sig.	.000

KMO measure of sampling adequacy is an index to examine the appropriateness of factor analysis. High values between 0.5 and 1.0 indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. From the above table it is seen that Kaiser – Meyer – Olkin measure of sampling adequacy index is 0.787 and hence the factor analysis is appropriate for the given data set. Bartlett's Test of Sphericity is used to examine the hypothesis that the variables are uncorrelated. It is based on chi- Square transformation of the determinant of correlation matrix. A large value of the test statistic will favor the rejection of the null hypothesis. In turn this would indicate that factor analysis is appropriate. Bartlett's test of Sphericity Chi-square statistics is 4241.389, that shows the 25 statements are correlated and hence as inferred in KMO, factor analysis is appropriate for the given data set.

TABLE 3
TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	cumulative %	Total	% of Variance	cumulative %	Total	% of Variance	cumulative %
1	9.414	37.656	37.656	9.414	37.656	37.656	4.426	17.704	17.704
2	2.511	10.042	47.699	2.511	10.042	47.699	3.805	15.220	32.924
3	1.701	6.802	54.501	1.701	6.802	54.501	2.800	11.200	44.124
4	1.524	6.096	60.597	1.524	6.096	60.597	2.541	10.165	54.289
5	1.417	5.668	66.265	1.417	5.668	66.265	2.262	9.048	63.338
6	1.276	5.105	71.370	1.276	5.105	71.370	1.758	7.033	70.371
7	1.067	4.269	75.639	1.067	4.269	75.639	1.317	5.269	75.639
8	.997	3.989	79.629						
9	.863	3.451	83.079						
10	.611	2.444	85.523						
11	.591	2.362	87.885						
12	.485	1.940	89.825						
13	.414	1.657	91.482						
14	.368	1.473	92.955						
15	.279	1.116	94.071						
16	.254	1.015	95.086						

Extraction Method: Principal Component Analysis.

INFERENCE

Eigen Value represents the total variance explained by each factor. Percentage of the total variance attributed to each factor. One of the popular methods used in Exploratory Factor Analysis is Principal Component Analysis, Where the total variance in the data is considered to determine the minimum number of factors that will account for maximum variance of data.

TABLE 4
ROTATED COMPONENT MATRIX (A)

	Component						
	1	2	3	4	5	6	7
	.520	.290	.544	.154	.210	.087	.121
Culture of respect were good job is appreciated	.028	.142	.024	-.009	.027	-.076	**.933**
I receive the training I need to do my job well	.295	.286	-.200	.113	.706	-.074	-.039
I am encouraged to learn from my mistakes	.439	.439	.412	.025	.216	.262	-.043
The organization values the contribution I make	.383	-.127	.174	.763	-.047	.053	.255
Good Co-worker/team member relationship	.152	**.889**	-.022	-.030	.071	-.025	.035
Employee job satisfaction is a top priority of senior management	.290	.802	.181	.001	.161	.119	.099
I understand how my work directly contributes to the overall success of the institution	.361	.151	.600	-.027	.528	.081	.107
My institution provides me opportunity to use my ability	.009	.691	.390	-.050	.318	.126	.097
Top management pay attention to the suggestions I make	.074	.527	.305	.240	.090	.141	.241
Maintaining the trust on employees to ensure continued self-regulation	.653	.295	.467	-.020	.107	-.193	.065
I have the authority to correct problems when they occur	.525	.566	.353	-.056	.020	-.128	-.141
Management provides good leadership and guidance	.133	.123	.219	.122	**.851**	.154	.029

EXTRACTION METHOD: PRINCIPAL COMPONENT ANALYSIS.
Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 9 iterations.

INFERENCE

Interpretation of factors is facilitated by identifying the statements that have large loadings in the same factor. The factor can be interpreted in terms of the statement that loads high on it. The factors that influences employee's towards engagement in self financing college libraries comprises of 25 individual statements. Out of 25 factors, 7 individual factors influence the staff more, the factors are:

1.Culture of respect were good job is appreciated
2.Good Co-worker/team member relationship
3.Management provides good leadership and guidance during difficult economic conditions
4.This institution respects its employees
5.Lot of opportunity for learning and development
6.There exist clarity in work ,structure and process
7.In my institution there is freedom to choose my own method of working

MULTIPLE REGRESSIONS
TABLE 5
MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723(a)	.523	.517	1.052
a. Predictors: (Constant), Predictors: (Constant), Dependent Variable: employee engagement				

The multiple regressions are shown in the above table. The model summary table shows R-Square for this model is .523. This means that 52.3 percent of the variation in overall engagement (dependent variable) can be explained from the 7 independent variables. The table also shows the adjusted R-square for the model as .517.

Any time another independent variable is added to a multiple regression model, the R-square will increase (even if only slightly). Consequently, it becomes difficult to determine which models do the best job of explaining variation in the same dependent variable. The adjusted R-Square does just what its name implies. It adjusts the R-square by the number of predictor variables in the model. This adjustment allows the easy comparison of the explanatory power of models with different numbers of predictor's variable. It also helps us decide how many variables to include in our regression model.

TABLE 6 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	646.098	7	92.300	83.466	.000(a)
	Residual	588.302	532	1.106		
	Total	1234.400	539			
Dependent Variable: engagement						

The ANOVA table, as displayed in the above table shows the F ratio for the regression model that indicates the statistical significance of the overall regression model. The F ratio is calculated the same way for regression analysis as it was for the ANOVA technique. The variance Independent variable that is associated with dependent variable (Overall engagement) is referred to as explained variance. The remainder of the total variance in Independent variable that is not associated with dependent variable is referred as unexplained variance.

The larger the F ratio the more will be the variance in the dependent variable that is associated with the independent variable. The F ratio = 83.466. The statistical significance is .000 - the "Sig". So we can reject the null hypothesis that no relationship exists between the two variables. There is arelationship between independent and dependent variables.

TABLE 7   COEFFICIENTS

Model	Unstandardised Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.886	.481		1.840	.066
Lot of opportunity for learning and development	-.151	.086	-.064	-1.755	**.018**
Management provides good leadership and guidance during difficult economic conditions	-.102	.110	-.030	-.926	.355
there exist clarity in work ,structure and process	.007	.070	.004	.094	.925
In my institution there is freedom to choose my own method of working	.009	.067	.005	.128	.898
In my organization there is a proper system to evaluate employees performance	-.080	.098	-.031	-.816	.415
Good Co-worker/team member relationship	-.177	.082	-.079	-2.149	**.032**
Culture of respect were good job is appreciated	1.224	.061	**.767**	19.977	**.000**
Model	Unstandardised Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.886	.481		1.840	.066
Lot of opportunity for learning and development	-.151	.086	-.064	-1.755	**.018**
Management provides good leadership and guidance during difficult economic conditions	-.102	.110	-.030	-.926	.355
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Good Co-worker/team member relationship	-.177	.082	-.079	-2.149	**.032**

Dependent Variable: Overall Engagement

To determine if one or more of the independent variables are significant predictors of overall

Work life balance, we examine the information provided in the coefficient table. Out of seven independent statements two statements are statistically significant.

The standardized coefficient beta column reveals that Lot of opportunity for learning and development has a beta coefficient -0.064, which is significant **(0.008). Management provides good leadership and guidance** has a beta coefficient -0.030, which is not significant (0.355). **there exist clarity in work, structure and process** has a beta coefficient -.004, which is not significant (0.925). **In my institution there is a freedom to choose my own method of working** has a beta coefficient 0.005, which is not significant (0.898). In my organization there is a proper system to evaluate employees has a beta coefficient -0.031, which is not significant (0.415). **Good Co-worker/team member relationship** has a beta coefficient -0.079, which is significant (0.032). Culture of respect were good job is appreciated has a beta coefficient 0.767, which is significant (0.000).

CONCLUSION

It is evident that the ideal engagement system at libraries will help to bridge the gap in communication between top management and the employees and which in turn helps to increase productivity among work community A well-planned career-development programme for employees' gives positive signals of support and care to the employees. Management should arrange programs for their counseling in accordance with these progressive stages to facilitate their growth it will help the library professionals to focus on their library users care management. However institutions have to be concerned to avoid over-engaged to sustaining equilibrium of work-life balance.

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