MEDIATING IMPACT OF COMMUNAL RELATIONSHIP ON JOB SATISFACTION AND FACULTY ENGAGEMENT

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ABSTRACT:

Engagement is a key factor in every activity. If the Engagement level increases production also increases. It is an internal feeling of an individual. This study focuses on the education sector. If the Education sector grows, we observe changes in many industries. Most of the research regarding engagement is job satisfaction, employee commitment, Organization culture, and Organization communication, etc., the researcher identifies a gap in the communal relationship and job satisfaction as important for engagement. This paper highlights the Mediating impact of the communal relationship on Job satisfaction and Faculty engagement in selected colleges.

Keywords: *Engagement, Job satisfaction, Communal relationship, Mediation.*

INTRODUCTION:

Employers need to bother with engagement because the workplace, the business results, and the world are better if they do. In most organizations, it is really difficult at the outset to find a hard measure that conclusively (or even elusively) correlates employee engagement with organization performance, be that profit or something else, so those with influence in the organization have to start by believing it. It is necessary for senior management in the organization to know that engaged employees equal better business performance. And it's not enough to just engage a few critical employees, though that is better than no-one at all. You need to get them all. The teaching role of faculty members reflects their centrality in addressing the primary education mission among colleges & Universities. As faculty members teach, they disseminate & impart basic knowledge to students and assist students with the learning process, work and applying the knowledge. Work, relationship and media for information exchange in the networked organizations. So we should interact with the people who are work with us. The act of Knowing the sense of Solving and the way of behaving is the important thing to survive in the management.

REVIEW OF LITERATURE:

Thiagarajan B & Renugadevi V (2011), conducted research on "An empirical investigation on Employee Engagement Practices in Indian BPO Industries", and the purpose of this research article is to introduce employee engagement and key research on engagement related factors in BPO Industries in India. The author s conducted a literature search on employee engagement and interviews with 126 executives. Career development, performance appraisal and motivation factors are connected to employee engagement. The implications are that leaders should be educated on engagement, career development opportunities are particularly important and that performance improvement should champion work life balance, these practices are useful to increase engagement.

Mamta, Sharma R. Baldev(2011), conducted research on "Study of Employee Engagement and its Predictors in an Indian Public Sector Undertaking". This article presents an assessment of the level of employee engagement among managers of a public sector undertaking in India. Besides highlighting the level of engagement, the study has identified the predictors of organizational commitment, which was used as an important manifestation of employee engagement. The study is based on primary data collected from 84 managerial employees on a number of parameters relating to employee engagement and its potential predictors. The study has revealed that the level of employee engagement in this organization is quite modest. Three factors, namely, pay, job content and objectivity are found to be the predictors of employee engagement.

Sharma Baldev R et al (2010), conducted research on "Determinants of Employee Engagement in a Private Sector Organization: An Exploratory Study" aimed to ascertain the level of employee engagement and the determinants thereof among the sales executives of a private sector organization. Sample for the study consists of 51 sales executives of a manufacturing organization located in the National Capital Region. Data were collected with the help of an 80-item "structured" questionnaire and analysed using the SPSS package. The findings show an across- the-board low rating on all 14 parameters of the study. Multiple regression analysis revealed that four out of the 12 potential predictors, all of which belong to the situation within which the employees are working, are the critical determinants of employee engagement.

Smith Eugene Sadler, Kot GhadaEl, Leat Mike(2003), conducted research on "Differentiating Work Autonomy Facets in a Non-Western Context". This article reports the results of two studies carried out in Egypt that explored the validity of Breaugh's scales in relation to job design theory. In Study 1, in which Breaugh's scales were administered to 534 employees in two large Egyptian organizations, the Work Autonomy Scales' three-factor structure was verified using exploratory and confirmatory factor analyses. In Study 2, using a sample of 120 managers from four organizations, the associations between the three facets of work autonomy and other variables with which they would be expected to correlate, along with their relationships with a number of outcome variables, were explored. Statistically significant correlations were observed between certain of the work autonomy scales and task interdependence, Hack-man and Oldham's

autonomy scale and job complexity. In terms of outcomes, work schedule autonomy was associated with job commitment, while work criterion autonomy was associated with job satisfaction.

Otken Ayşe Begüm & Erben Gül Selin (2010), con-ducted research on "Investigating the Relationship Be-tween Organizational Identification and Work Engagement and the Role of Supervisor Support". The purpose of the study is to investigate the relationship between organizational identification and work engagement. Social support in the organizational context has a positive influence on several attitudes and behaviours of employees. Especially, when employees receive a support from a key factor in the workplace, they reciprocate through positive outcomes. With this in mind, supervisor support is examined whether it moderates the relationship be-tween organizational identification and work engagement. Questionnaire was used as a data collection meth-od and sample consisted of 212 employees working in private sector in Istanbul, Turkey. Results showed that employees who identify with their organization have high levels of work engagement. Support received from supervisor is found to have a moderating role in this relationship.

OBJECTIVE:

- To find out the reliability position of the data.
- To find out the significant impact of Job satisfaction on Communal Relationship
- To verify the significant impact of Faculty Engagement on Job Satisfaction.
- To Measure the Significant impact of Faculty Engagement on Job satisfaction with Communal Relationship.
- To depict the Model fit of the data.

HYPOTHESIS:

H1: There is no significant impact of Job Satisfaction on Communal Relationship.

H2: There is no significant impact of Job Satisfaction on Faculty Engagement

H3: There is a significant impact of Job Satisfaction and Faculty Engagement with Communal Relationship.

SAMPLING METHOD

The sampling used in this study is 'Simple random sampling' because the sample is selected with equal probability.

Sample Size

Since the population for the survey is very large, and due to time limitation a sample size of 100 is taken for the survey with help of questionnaire .

DATA COLLECTION

Primary Data

Survey method is employed to collect the data from the respondents and the data are collected with the help of questionnaires.

Research Tools

Reliability Test

Structural Equation Modelling

Software Applied

SPSS (21)

AMOS

THEORETICAL CONTRIBUTION:

A pre-established causal relationship between two variables (X,Y) is theorised to exist due to an intermediate third variable (M) (Baron & Kenny 1986). Here X is Job Satisfaction, Y is Faculty Engagement and Intermediate third variable (M) is Communal relationship.

A mediator is state, which is a temporary condition of mentality or mood, transitory level of arousal or drive, and currently evoked activities, behaviour or process. Emotionally (i.e.) Psychological reaction. A third variable links a cause & an effect. Dual role between dependent and independent variable.

STEP 1: The independent variable should significantly affect the Mediator
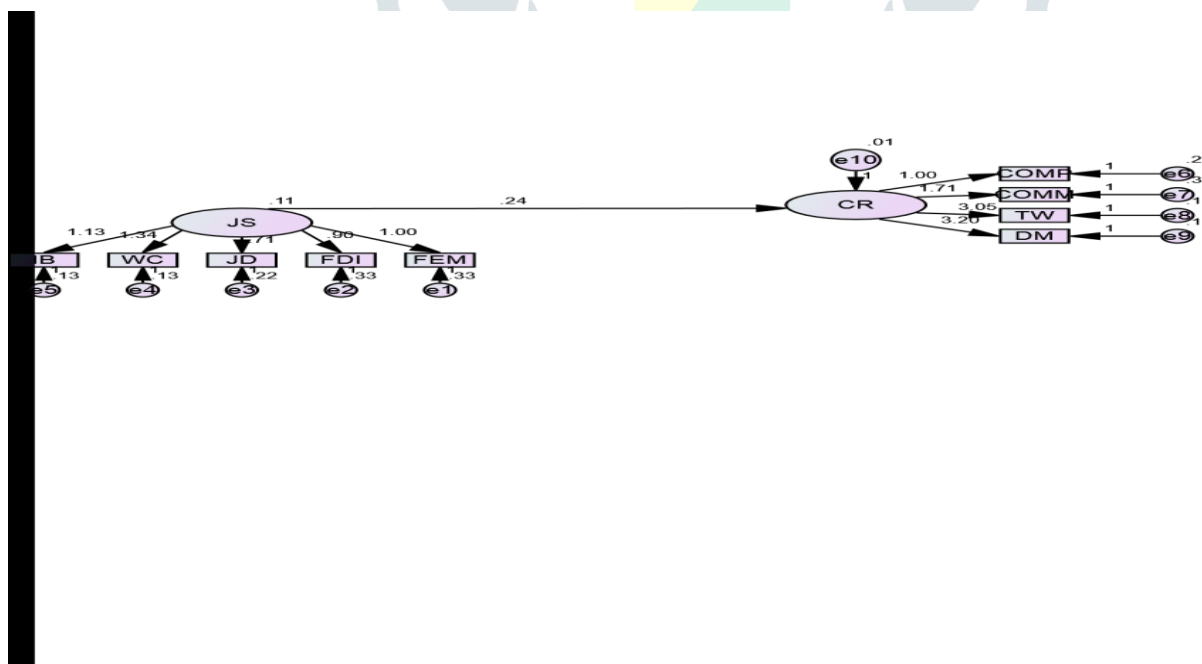

Table: 1 MODEL FIT SUMMARY

Minimum was achieved

Chi-square = 58.581

Degrees of freedom = 26

Probability level = .000

Variable	Values
GFI	.887
AGFI	.805
CFI	.831
RMR	.040
RMSEA	.113

From the above table it is found that the calculated p-value is 0.000 which is less than 0.01 which indicate perfectly fit. Here GFI (Goodness of Fit Index) value and AGFI(Adjusted Goodness of Fit index) value is greater than 0.8 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is approximately .831 which means that is the moderate fit and also it is found that RMR (Root Mean Square Residuals)and RMSEA (Root Mean Square Error of Approximation) Value is 0.40 and 0.113 which is not less than 0.10 which indicated it is Moderate fit.

As per Baron and Kenny's Analysis independent variable should significantly affect the Mediator. Hence, Step one is Satisfied.

STEP: 2 The independent variable significantly affect the dependent variable in the absence of the Mediator.
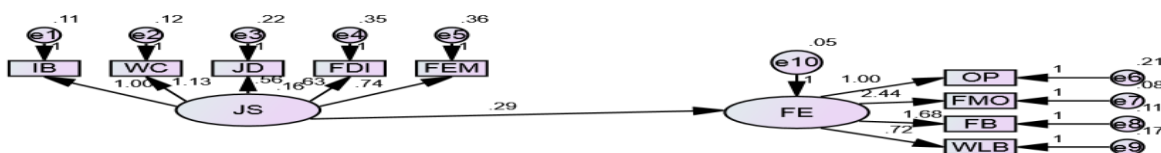
Table: 2 MODEL FIT SUMMARY

Minimum was achieved

Chi-square = 56.594

Degrees of freedom = 26

Probability level = .000

Variable	Values
GFI	.898
AGFI	.824
CFI	.874
RMR	.032
RMSEA	.109

From the above table it is found that the calculated p-value is 0.000 which is less than 0.01 which indicate perfectly fit. Here GFI (Goodness of Fit Index) value and AGFI(Adjusted Goodness of Fit index) value is greater than 0.8 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is approximately .874 which means that is the Perfectly fit and also it is found that RMR (Root Mean Square Residuals)and RMSEA (Root Mean Square Error of Approximation) Value is 0.32 and 0.109 which is not less than 0.10 which indicated it is Moderate fit.

As per Baron and kanny's Mediating Analysis Independent variable significantly affect Dependent Variable. Hence, step 2 also satisfied.

STEP: 3 – The effect of independent variable on the dependent variable with the Mediator.
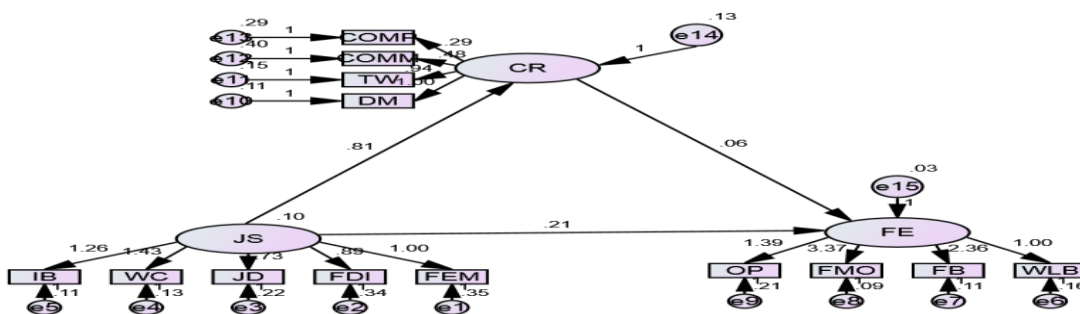
Table: 3 MODEL FIT SUMMARY

Minimum was achieved

Chi-square = 122.170

Degrees of freedom = 62

Probability level = .000

Variable	Values
GFI	.826
AGFI	.778
CFI	.826
RMR	.038
RMSEA	.099

From the above table it is found that the calculated p-value is 0.000 which is less than 0.01 which indicate perfectly fit. Here GFI (Goodness of Fit Index) value and AGFI(Adjusted Goodness of Fit index) value is greater than 0.8 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is approximately .826 which means that is the Perfectly fit and also it is found that RMR (Root Mean Square Residuals)and RMSEA (Root Mean Square Error of Approximation) Value is 0.38 and 0.099 which is not less than 0.10 which indicated it is Perfect fit.

The effect of the independent variable on the dependent variable with the Mediator is significant. Hence, the independent variable exercised its partial influence through the mediating variable.

LIMITATION:

The questionnaire is in closed format, the results may still be dependent on the participants' personal feelings and may be subjected to bias, and provide the researcher with false information. As the study cannot expect to cover all the departments, the results may vary from department to department. Therefore, the results and findings cannot be used for all the purposes of all industries and organizations; however, it can provide with general information and suggestions.

CONCLUSION:

Improving Faculty engagement is an enduring topic within the Education world. When people flourish, so do the colleges they work for, making an effective engagement strategy essential. Conversely, when people lack motivation, they are unlikely to do their best work, are less productive and are more likely to leave – increasing overall attrition and its associated costs. Investing time and effort in motivating faculty is essential in any organization and research into the subject provides to improve the communal relationship to help you get the best from your people.

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