EMPLOYEE ENGAGEMENT OF MANAGEMENT FACULTY IN THE DISRUPTIVE ERA : A COMPARATIVE ANALYSIS OF X & Y GENERATION

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Abstract: For management Institutions, the employee engagement is based on psychological factors, emotional bonding and social behaviour towards their job, colleagues, students and institution. The debate has been growing among the management fraternity, HR managers and Heads about factors engaging employee of X & Y generation faculty. Engaging employee has become a challenge and occupied central to productivity of management institutions and emerging status as alternative to traditional methods of employee engagement strategies. Both HR managers and marketing managers are in opine that employee engagement, employee retention and talent management are future requirement, which can be game changer in terms of HR innovation that could sustain institutes in disruptive era.

In this paper, we discuss the pros and cons of employee engagement among the generation X and Y faculty members, it focuses on factors impacting on engaging faculty in disruptive era of changing economy. This study has been done in eight management institutes in Navi Mumbai imparting management education MBA/MMS was surveyed and on three major factors of psychological, emotional and social/environmental among X & Y generations. Thus, the objective of the present paper is to identify the factors affecting employee engagement and employee decision to be with an institution or not.

Keywords: Employee Engagement, Employee Retention, Talent Management, Disruptive Era, Generation X & Y.

INTRODUCTION

The management institutes play a vital role in development of its stakeholders and nation at large for preparing the future generation to face challenges. There are some institutes of the

higher education, involved in good human resource practices and policies. Employee are the basis for institute of higher learning as they engage with stakeholder - psychological, emotional, social and environmental. The management fraternity form the major chunk in success of any management institute if engagement is strong and satisfied with their employment.

In any management institute, the faculty and staff designations are as   (top to down) - Director, Dean, Head, Professor, Associate Professor and Assistant Professor. And when relationship among the different designations and generation cohort is mapped, it is found that according to the level of designations are categorised into generations as baby boomers (born from 1946 to 1964), Generation X (born from 1965 to 1980) and Generation Y/ Millennials (born from 1981 to 1999).

STATEMENT OF THE PROBLEM

The debate has been growing among the management fraternity, HR managers and Heads about factors engaging employee of X & Y generation faculty. Engaging employee has become a challenge and occupied central to productivity of management institutions and emerging status as alternative to traditional methods of employee engagement strategies. Both HR managers and marketing managers are in opine that employee engagement, employee retention and talent management are future requirement, which can be game changer in terms of HR innovation that could sustain institutes in disruptive era.

REVIEW OF LITERATURE

In recent times, management literature are much flooded with articles and discussion on employee engagement, employee retention and talent management. These topics are considered to be hot for discussion and implementation, so as to achieve success in any organisation (Shuck & Wollard, 2010). The employee engagement has been described and explained differently by different authors.[Macey, W.H. & Schneider, B. (2008), Robertson-Smith, G., Markwick, C., (2009)]

The survey done on employee engagement are also of opine that employee should be engaged pschyological, emotional, social and environmental. The review of literature on Employee engagement was done by various authors as Simpson, M.R. (2009).

Some studies were conduct on issue or sector specific for employee engagement - Waghmare, S.(2017) has compared employee engagement with gender among the IT professionals; Selvam, T., & Preeti,S., (August 2017) opines about factors that influence on employee engagement(EE) ; Nidan, P. (2016) has studied on impact of EE on productivity and motivation in retail sector;Bhatila,N.(2011) studied on performance and in banking sector; Siddhanta A. & Roy, D., (2012) and Sundaray, B.K. (2011) relates about EE to workforce and effectiveness.

As there are several researcher working on the relationship between employee engagement and generation cohort, such as (Doe, M, et.al., Abercrombie, B.A., (July, 2014), Weatherly, P.K.(2016),

OBJECTIVE OF STUDY

In this paper, we discuss the pros and cons of employee engagement among the generation X and Y faculty members, it focuses on factors impacting on engaging faculty in disruptive era of changing economy. Thus, the objective of the present paper is to identify the factors affecting employee engagement and X & Y employee decision to be with an institution or not. From management point of view, the study will assess the engagement level of the X & Y employee and suggest measures to enhance employee engagement.

Hypothesis:

The working assumption of the study is that: There will be a significant difference in the employee engagement levels between generation X and generation Y in the management institute.

Therefore, the hypothesis will be framed as:

H_0: there is no significant difference between the engagement levels of Gen X and Gen Y employees in the management institutes.

H_A: There is a significant difference between the engagement levels of Gen X and Gen Y employee in the management institute.

METHODOLOGY

This study has been done in eight management institutes in Navi Mumbai imparting management education MBA/MMS was surveyed and on three major factors of psychological, emotional, social and environmental among X & Y generations. The structured interview schedule were administered to respondents on above points to assess the psychological attachment with the institute, emotional bonding, and how well socially connected in organization and to know whether sensitive to environmental issues. The collected data for the study is primary, field based and first hand information. The secondary data was collected through the various published materials already available in the books, journals, magazines, internet websites, etc.,. Those are cited in the references.

Sample of study:

Convenient sampling is adopted for this study as it attempts to obtain a sample of convenient elements. The sample comprised of employees from management institutes in Navi Mumbai area. The data was collected from X and Y generation faculty working in eight management institutes. A total of 64 respondents participated in the survey out of which 40 were Gen X and 24 Gen Y. Among this data in Gen X, there were 12 male and 28 female faculty whereas, in Gen Y, consisted of 9 male and 15 female faculty members.

LIMITATIONS

The research was limited to the management institutes in Navi Mumbai area. The researcher was only able to selected sample of 64 were taken into consideration. The sample of the study doesn't represent entire Navi Mumbai area. The data period collected was in the month between November 2017 and January 2018 for two months only.

Main Findings & Discussion

The data from each employee was collected, tabulated and classified according to the dimensions of psychological, emotional, social and environmental and also categorized according to the X & Y generations. The data were collected on survey questions by Likert-like scales; analyzed with descriptive statistics and factor analysis.

The major demographic data collected, analysed and interpreted based on the objective of the study and findings are: employee are major game changer in any institute as they try to build

reputation, goodwill and good work environment if they engage in institutes vision and mission completely. The female form 67% sample and male 33% in overall data. Among total sample 62% sample were from Gen X and 38% sample were from Gen Y. When Gen X, considered it is seen that 30% represented male and 70% female. Similarly, in Gen Y it is 38% male and 62% female. This shows female are more in number in any teaching faculty. All are post graduate and born in between this two generations. Mostly positioned in assistant professor or Associate professor, few have been to head or dean level in generation X. Most of top post have been from baby boomers or generation X. When sample is considered it is found that 54% are in same institute for last five years or more. This shows their engagement level.

Psychological factors:

It has been seen that the generation X and Y have given psychological factors has second most driving forces and out of total sample 31% from generation X have been positive on attitude, beliefs and freedom and work-life balance, work clarity, expectations. Whereas, generation Y it is 27% in favour. More interested in leisure work values.

Emotional factors:

When respondents were asked about how many years they are continuing in same institute, how well they are treated by management and higher ups, sense of belongingness, happiness, job satisfaction, organization value to your problem and how emotionally attached with the organization: the response was highest in both the generations X and Y. It is seen that 44% of gen X and 48% of gen Y believe emotional attachment is prime factor for employee engagement.

Social factors:

The respondents were asked about how their   colleagues and superior support, social activities held, organization care about society values and beliefs, job provides more vacation opportunities, job security, career development opportunities. This factors forms third criteria in both the generation, where 13% belief social values are important in X category and 15% for Y.

Environmental factors:

The respondents were asked about the greater value on meaningful and fulfilling environmental friendly workplace, do organization involve in environmental activities and

create better opportunities. The respondents were least concerned with this factor for employee engagement and gen X were 12% and gen Y only 10%.

CONCLUSION

Results shows that mentioned employee engagement factors of driving forces for particular institutes are affected by the psychological (31% X & 27% Y) and emotional (44% X & 48%Y) , social (13%X & 15%Y)and environmental (12%X & 10%Y) among X & Y generations. There certain other factors such as satisfaction, motivation and rewards and recognition in higher education institutes which plays significant considering the employee engagement. Employee engagement helps to achieving mission of management institutes and objectives, in long run it creates team spirit and healthy work culture and good work environment. This study would help to make a way for further studies on this topic.

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