EMPLOYEE CENTRICITY MANAGEMENT IN HIGHER EDUCATION SECTOR IN PUNJAB

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ABSTRACT

"The secret of change is to focus all of your energy not on fighting the old but on building the new," Socrates.

After liberalization of the Indian economy, the impact of privatisation, economic changes, and international markets put pressure on all functions of the organizations, Tactics, competencies, and capabilities. With the overall competition, retaining and attracting good talent has become a challenge. Employee engagement is key to the retention of talent in an organization. During the last decade, several studies related to talent management have been conducted, but mostly in developed countries and in a corporate context. Even within the employee engagement framework, very little has been done on teaching faculty and staff in colleges and universities. Methodology: There is a strong need to study employee/ faculty engagement in the education sector. The literature study on employee engagement shows very little research on faculty engagement and motivation. Faculty engagement and motivation are possible if organizations, i.e., colleges and institutes, provide the teachers with a passion for work and an engaging ambience that motivates their performances and gives them continuous, satisfying work

KEYWORDS: Employee Engagement, Higher Education, Dedication

1. INTRODUCTION

Employee-centric organisations work with an aim of creating a great employee experience and a smooth employee journey. "Employee experience is the sum of all experiences an employee has with an employer, over the duration of their relationship with that employer during his journey in the organization". The infinity loop below represents the journey an employee goes through, in an organisation.

In the higher education was the focus of great growth in the last couple of decades. In this context, the educational market went through dramatic changes and the competition among higher education institutions (HEIs) in world level settled down but of late it's heating-up again. Furthermore, the shortage or lack of access to critical and talented academics has gone further to exacerbate things − especially in the global era where transnational flows of highly skilled individuals are increasing causing severe brain-drain to some developing nations like Kenya. This competition has brought consequences for all of the stakeholders connected to higher education. Moreover, in a global competitive environment, where rankings and positions on league tables are seen as key performance indicators, HEIs are under additional pressure to fulfill more and more roles in an effort to fight for a place in the global higher education marketplace.

Other factors that, higher education managers can implement, and which can enhance competitive advantage are: Learning Organization (LO), a concept in which people within the organization continually expand their capacity and capability to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together. The basic rationale for such organizations is that in situations of rapid change only those that are flexible, adaptive and productive will excel, and thus gain and sustain competitive advantage.

A mission historically defines what a company does and helps to communicate the values of the organization. The mission is often defined in a statement that typically describes the company's function, markets, competitive advantages and its reason for being. In the employee-centric organization, the mission is less about "what a company does," and more about "how we all achieve it together." If your workspace design and processes support your mission, you have certainly moved far beyond the beanbag.

Transforming your personal leadership style, and that of your management team and company culture, to be fully employee-centric feels daunting at first. But following these simple strategies can have a profound impact on the way your business operates and help you redefine your brand as one that employees feel empowered and motivated to work for and one that customers want to buy from.

Figure: 1 Source: AIHR, "7 Tips for Building an Employee-Centric Culture," by Gem Siocon (image used in article).

2. LITERATURE REVIEW

According to the findings of Albdour and Altarawneh (2014), there is no correlation between the level of employee engagement and the qualifications of workers. In addition, Pradeep et al. (2011) came to the conclusion that qualification does not play a role in the degree to which employees are engaged in their work. It appears from this that the educational history of the employee does not play a role in determining whether or not he is an engaged employee. Researchers have frequently investigated educational qualification as a possible component in predicting levels of employee engagement as a possible predictive factor.

A research paper by Abdulrahim, I. in 2014 their study examines how university lecturers balance work and life. Challenges such as gender inequality and job stress affect the well-being of teachers, according to the study. College teachers often struggle more with work-life balance than other professions. The magazine emphasizes that the well-being of teachers directly affects the quality of education. It talks about the important role of teachers and how their work affects the quality of education. Research shows that when teachers face issues such as stress and work-life balance, it affects their engagement and the overall quality of education. The article recommends strategies for maintaining work-life balance, particularly through the actions of academic leaders. This highlights

the need to understand the indicators of teachers' work-life balance. The study recommends addressing gender inequality, work stress, and creating policies to improve work-life balance. It emphasizes the importance of focusing on the well-being of teaching staff in colleges. Challenges include gender differences, stress and difficulty balancing work and family.

The research conducted by Medlin et. al., (2018) investigates the connection between goalsetting, optimism, and employee engagement, as well as the impact this connection has on individual worker performance. According to the findings, the presence of formal and structured goal-setting processes in an organisation is directly correlated to higher levels of employee engagement. Optimism among workers can benefit from a higher level of employee engagement being maintained or increased. Employees who have a healthy dose of optimism at work tend to have higher levels of productivity.

Badri, S. K. Z. (2019) In this article, we would like to review the existing literature on work-life balance related to higher education and propose further research directions. To do this, we reviewed several previous studies from different journals. We used search engines and specific keywords related to our topic to find relevant articles. It is worth noting that there has been little research on student-focused work-life balance, especially in Indonesia, which has a unique education system compared to other countries. Given the ongoing pandemic, we found that student work-life balance needs more. attention. This is important when planning a higher education policy that meets the current situation and needs of students. Our article specifically addresses work-life balance in the context of higher education in Indonesia. There are also case studies on how education is implemented in the country. In addition, we suggest some future research areas, especially in the field of education.

Wong et. al., (2019) found that there is a statistically less significant difference between respondents from state-owned and private organizations solely in commitment to stay with the organization scores, with a greater level of commitment to stay in private organizations. This finding is only applicable to the question of respondents' intention to remain with the organization groups and associations. Wong et. al., (2019) proposed that the style of organization has just a modest impact on the dedication to the organization's core values as well as commitment to maintaining compliance with the organization, although ownership of the organization has a relatively limited impact on the organization as a whole determination to remain employed by the organization.

3. OBJECTIVES

1. To understand the concept of Employee-Centric Organisations (ECO).

2. To identify the drivers of Employee- Engagement, Empowerment and Enablement.

3. To study the impact of ECO on employee-related outcomes, customer-related outcomes and higher education -related outcomes.

4. To study the demographic variables along with Vigour, Dedication, and Absorption of faculty in HEIs.

4. RESEARCH METHODOLOGY

The present study is a descriptive study and is based on primary data. Primary data has been collected from colleges and institutes of higher education in ludhiana, Amritsar, Fatehgarh Sahib and Patiala. A structured questionnaire was adopted for collecting primary data through questionnaire method and in few cases, wherever possible through interview method, to collect in- depth information of the education system. Secondary data and literature study is taken from published articles, journals, periodicals, and research papers.

4.1 Data Collection Methods

a. Quantitative Data: A sample size of 111 high education institutes employees, faculties, personnel and nonteaching staff members will be provided with the questionnaire consisting structured questions and survey. Various aspects to be covered such as efficiency of HR policies and practices, work life balance, employee engagement, incentivization, retirement.

b. Qualitative Data: A semi-structured interviews with 30 HR employees, faculties and administrators from various high education institutes was conducted. Data collected from theses members will be augmented by the analysis of document of efficiency of HR policies and practices, work life balance, employee engagement, incentivization, retirement. The Tool: A detailed questionnaire is designed keeping in view the objectives of the study and administered among sample respondents. The questionnaire has two sections, with five point Likert rating scale, ranging, 1=strongly disagree,2=disagree, 3=can't say, 4=agree, 5=strongly agree. The questionnaire consisting of 12 questions was made after referring to Gall Q12 questions on employee engagement. Section A: Respondents' personal information was requested. It includes the respondents' age range, gender, experience level, and employment status in the public or private sector. Section B: This section addresses factors that affect nurses' retention. The questions were created using seven subscales, which measure factors related to people, policies, motivation, hygiene, self-related factors, manager related factors, and organization-related factors. Sample Size: Although questions were sent to 250 respondents, 111 responses were included in the sample for this study. Response rate as a result was 44%.Every employee of the company received an online questionnaire via Google Docs, and some copies of the questionnaire were distributed in hard copy.

5. DATA ANALYSIS

Gender: **Displaying the gender frequency**

Gender of respondents	Numbers	(%)
Male	75	67.5%
Female	36	32.5%
Total	111	100%

Experience: Showing the frequency of experience in current organization

Work Experience in organization	0-5 year	5-10 years	10-15 years	15-20 years	Total
Number	34	28	30	19	111
(%)	30.6%	25.20%	27%	17.11%	100%

Designation: Showing the designation

Designation	Numbers	(%)
Associate Professors	14	12.6%
Assistant Professors	41	36.9%
Senior lectures	32	28.8%
Junior lectures	24	21.6%

Showing the sector

SECTOR	Numbers	%
Government	26	23.4%
Private	40	36%

Semi government	45	40.5%
TOTAL	111	100%

Descriptive statistics for Hygiene factors, Policy, Motivational, People, Self, Managerial, Organizational factors.

	Total (111)	
Items	Mean	SD
Descriptive statistics for Self		
1) Do you know what is expected of you at work?	3.69	2.09
Descriptive statistics for Hygiene factors		
2) Do you have the materials and equipment to do your work right?	3.91	1.148
Descriptive statistics for Policy factors		
3) At work, do you have the opportunity to do what you do best every day?	3.30	2.060
In the last year, have you had opportunities to leam and grow?	3.82	2.40
Descriptive statistics for Managerial factors		
4) In the last seven days, have you received recognition or praise for doing good work?	2.88	2.16
5) Does your supervisor, or someone at work, seem to care about you as a person?	3.47	2.03
Descriptive statistics for People factors		
6) Is there someone at work who encourages your development?	3.23	2.116
7)Are your associates (fellow employees) committed to doing quality work?	3.33	2.10
8)Do you have a best friend at work?	3.53	2.190
9)In the last six months, has someone at work talked to you about your progress?	3.10	2.56
Descriptive statistics for Motivational factors		
At work, do your opinions seem to count?	3.18	2.12
Descriptive statistics for Organization		
Does the mission/purpose of your company make you feel your job is important?	3.57	1.99
*Number in brackets denotes the number of respondents		

6. INTERPRETATION

The responses of respondents to the first question in the table regarding factors related to self are

displayed. The majority of respondents (mean=3.69) believe that the staff members in their department are competent at their jobs. The responses of respondents to the second question in the table regarding factors associated with Hygenie factors are displayed. The fact that the business has the supplies and machinery makes the respondents happy. Mean is 3.91. The answers for policy factors are displayed in the third question of the table. The respondents (mean = 3.30) overwhelmingly concur that they have the chance to do what they do best every day. The majority of respondents (mean = 3.82) firmly agree that you have had opportunities to learn and grow. The table displays the respondents' answers to the fourth and fifth questions about managerial factors. Have you received any praise or recognition for your good work in the last seven days?

The company's recognition or praise for their hard work has been well-received by the respondents (mean=2.88). Respondents overwhelmingly concur that someone at work or their supervisor shows concern for you as a person (mean= 3.47) The table's sixth question shows the people factors response. The majority of respondents (mean=3.23) do concur that there is someone at work who supports your professional growth. Additionally, respondents (mean = 3.33) concur that their associates, or fellow workers, committed to producing high-quality work. The majority of respondents (mean=3.53) agree that having a best friend at work is beneficial. The consensus among respondents is that, during the past six months, someone at work has discussed your progress with (mean 3.10). The answers for motivational factors are displayed in the seventh question of the table. The responders firmly concur. Do your opinions seem to matter at work? (Mean = 3.18). The answer to the eighth question shows what each respondent had to say about organizational factors. The majority of respondents (mean=3.57) firmly concur that feeling important about your work is a result of your company's mission or purpose.

7. CONCLUSION

Currently, focus of study is on when Indian higher education institutions (HEIs) encounters challenges related to human resource management (HRM). Data can be obtained through mixed-method approach to explore topics such as retirement , work-life balance , employee motivation and engagement. Survey findings underscore importance of balancing employees' professional and personal lives for optimal productivity and well-being. Leading HEIs prioritize programs that promote this balance resulting in high employee satisfaction and retention rates. Retaining skilled workers and creating job opportunities are essential goals for organizations. Developing two retirement strategies will become crucial as the population ages because of challenges asso cia ted with an aging society. Incentives are effective in encouraging bette r p erforman ce a nd increasing productivity. Finan cial rewards or non-monet ary recognition can serve as in centives . Leading by example and gaining experience are effe c tive way s to m otivate individuals t o strive for suc ces s despite obstac les. Excellen ce is a lifestyle where rewards like awards simply rep resent s achievement. Indoor plants reflects employee

engagement - interactions and discussions that shapes company culture. Planning for retirement become crucial.

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