



EMPLOYEE ENGAGEMENT: ANTECEDENTS AND CONSEQUENCES

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ABSTRACT

Employee engagement is the emotional connection and dedication that employees feel towards their organisation. It is a term used to describe how dedicated, enthusiastic and involved employees are towards/with their job and the organisation they work for. Antecedents are the variables that influence and contribute towards employee engagement, while consequences are the outcomes linked with employee engagement. Attrition of intellectual capital, disengagement with work, issues of conflict with students, lack of job satisfaction, etc. in the centres of higher education are becoming a burgeoning problem and constructive employee engagement is seen as the solution to these issues. The present study aims to examine the factors responsible for employee engagement as well as the outcomes that are derived due to effective implementation of employee-engagement practices. Data has been collected from 117 faculty members of higher-education institutions from South India using simple random sampling. Data has been analysed with the help of Excel, SPSS and AMOS, using statistical tools like T-test, ANOVA and SEM. The proposed model reflects strong positive association between antecedent variables like autonomy, rewards and recognitions, and fair and equitable treatment and employee engagement, and job satisfaction, organisational commitment and intention to stay as the outcomes of employee engagement.



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1. INTRODUCTION

Pohan et al. (2020) have defined employee engagement as a “positive, fulfilling, work-related state of mind that is characterised by vigour, dedication and absorption”. Kahn (1990) described it as “harnessing of organisation members’ selves to their work roles”. Employee engagement is the sense of belonging that employees have with their jobs and organisations, which leads to increased levels of productivity, dedication and loyalty

(Saks, 2006). It is the practice that is influenced by a variety of elements, including organisational communication, managerial styles that foster trust and respect, leadership and brand recognition (Garg, 2014). Employee engagement may have both positive and negative consequences. High levels of employee involvement may have a variety of advantages, including higher levels of production which may result from engaging workers, increased motivation and concentration. Engaged employee are more likely to provide excellent customer service, which enhances

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client happiness and loyalty. Employees who are actively engaged are more likely to be creative and driven to find methods to streamline operations and boost productivity, which can improve the company's financial success. Engaged workers are less likely to leave an organisation, which lowers the cost of hiring and training new employees (BW Online Bureau, 2022).

There have been a few studies which have proposed models for establishing the consequences or antecedents of employee engagement. In one of the earliest models, the association of three psychological factors with the engagement and disengagement of employees, namely, meaningfulness, safety and availability, was tested (Kahn, 1990). May et al. (2004) tested the same model and found significant influence of the above three factors on employee engagement and also established the association between job enrichment and role fit with meaningfulness of job, association of rewards and supervision with safety, while adherence to norms and self-consciousness were found to be negatively related to sense of safety. Availability of resources was positively related to psychological availability.

Maslach et al. (2001) associated employee engagement with burnout studies. He identified six psychological factors, namely, sustainable workload, choice and control over work, rewards and recognitions, supportive work environment, fairness and meaningfulness of job as antecedents of employee engagement.

Another conceptual framework that provides solid support to the study of employee engagement is 'Social Exchange Theory (SET)' (Homans, 1958). This theory argues that the social behaviour exhibited by an individual is an outcome of a certain exchange which is mainly based on optimisation of benefits and minimisation of costs. It proposes that obligations are generated through a series of interactions between parties which are in a state of reciprocal interdependence. The fundamental concept of SET is that relationships evolve over time into trusting, loyal and mutual commitments as long as the parties abide by certain "rules" of exchange (Cropanzano & Mitchell, 2005). In terms of organisational working, organisational support, economic rewards, recognitions, valued work, etc., result into employees' commitment, job satisfaction and retention. Aktar and Pangil (2017) proposed a conceptual framework which examined the mediating and moderating role of employee engagement in the relationship between antecedents and consequences of employee engagement. Saks (2006) has also examined the model of antecedents and consequences of job and organisation engagements on the basis of SET.

1.1 Antecedents of employee engagement

Autonomy allows employees to use their creativity and problem-solving skills, leading to innovative solutions

and improvements in work processes. It appeared for the first time in the literature through the job characteristics model proposed by Hackman and Oldham (1976). It can be linked to 'choice and control' of Maslach et al. (2001). Increased employee autonomy is founded on the recognition that everyone works differently and allowing employees the responsibility of determining the best method to work for them. It is up to the individual employee to decide how to carry out the work if it is completed on time and to the anticipated standard. Workplaces that give their workers more autonomy have better levels of job satisfaction and productivity. Sheoran et al. (2022) have also established the relationship between job autonomy and employee engagement using employee voice as a mediating variable. Muecke et al. (2020) conceptualised the contribution of job autonomy towards higher work engagement as it makes employees' jobs more challenging. Furthermore, enhanced employee autonomy can have a significant impact on the entire team and business by increasing motivation and job satisfaction. Allowing employees to make decisions and take control of their work can increase job satisfaction and make employees feel valued and trusted. When employees are given the freedom to choose how they complete their work, it can increase motivation and a sense of purpose to their job. Employees who are given autonomy in their work are more productive, as they have a greater sense of ownership and responsibility for their tasks.

Rewards and recognitions can help employees feel like they are part of a team and are valued members of the institution. Employees who feel valued and recognised for their contributions are more likely to experience increased job satisfaction and improved morale. Employee motivation and success can be increased by recognising and rewarding their accomplishments. Employees who feel appreciated are more likely to stay with their employer and are less likely to quit. Employee performance rewards can boost productivity and drive company results (Baqir et al., 2020). Maunika and Laxmi (2021) have proclaimed that rewards and recognitions enhance employee engagement and also lead to increase in productivity and loyalty for the company, and increased employee retention.

Fairness and equity are important factors in creating a positive and supportive work environment that can enhance employee engagement in institutions. When employees feel that they are treated fairly and equitably, it can increase their job satisfaction and improve their overall morale. It leads to trust which in turn is linked to employee engagement (Beugré, 1998). Swarnalatha and Prasanna (2013) have explored the link between fairness and engagement as well as impact of perceived unfair treatment on engagement. Institutions that are seen as fair and equitable are more likely to be perceived positively by employees, stakeholders and the public, enhancing the institution's reputation. When employees

feel that they are treated fairly and equitably, they are more likely to stay with the institution and less likely to look for other job opportunities.

1.2 Consequences of employee engagement

Job satisfaction is described as a pleasant emotional response that one has while doing his job or being present at work. Locke (1976) has defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Institutions with high levels of employee satisfaction are more likely to be perceived as desirable places to work, attracting top talent and enhancing the institution's reputation. Factors that can contribute to job satisfaction in institutions include fair and competitive compensation, opportunities for growth and development, a positive and supportive work environment, and meaningful and interesting work. Thakur (2014) has argued that there is a significantly positive correlation between job satisfaction and employee engagement, and satisfaction levels can be enhanced by using appropriate employee engagement practices.

Organisational commitment refers to the extent to which employees identify with their organisation and are dedicated to its goals and values. It is a measure of an employee's attachment to the organisation and their willingness to stay with the organisation over the long term. Schaufeli and Salanova (2007) have revealed that there exists an optimistic relationship between engagement and organisational commitment. Rameshkumar (2020) conducted a similar study on Indian seafaring offices and found a positive association especially between employee engagement and affective and normative components of organisational commitment.

Organisational citizenship behaviour refers to the extent to which employees believe that it is important to engage in the organisation and are motivated to do so. Employees with high levels of OCB are more likely to engage in behaviours that support the organisation and contribute to its success. George and Joseph (2015) studied the connection between employee engagement and OCB on employees working in travel organisations and found that employee engagement positively influences OCB. Sahoo and Mohanty (2018) also found a similar outcome between various dimensions of employee engagement and citizenship behaviour. OCB is also positively related to organisational support as well as employee engagement (Abed & Elewa, 2016).

Intention to stay is a key outcome of employee engagement, as it reflects employees' level of commitment and loyalty to their institution. Employees who have a strong intention to stay are more likely to be committed to their work and less likely to disengage from their job. Highly engaged employees also tend to

show high levels of intention to stay with the organisation (Gull et al. 2020). Employees who have a strong intention to stay are more likely to perform at their best and be more productive, leading to improved business results. Bellamkonda and Pattusamy (2022) have established a positive association between intention to stay and employee happiness with mediating effect of employee engagement. If an employee decides to leave an organisation it results into a number of unprecedented costs. (Krishnan & Singh, 2010). On the other hand, the long tenures of the employee result into not only good quality of work but also affects the morale of other employees with their deviant behaviours.

1.3 Objectives of the study

As per a survey conducted by Businessworld, close to 75% of organisations said that their employees were not engaged in the workplace, almost 30% of organisations are looking at improving employee experience in the hybrid workplace through employee engagement initiatives, 43% of organisations undertake employee engagement to attract and retain talent. The scenario is no different for the Higher Education Institutions (HEIs). In 2016, Gallup conducted research into the question of faculty engagement with a population of more than 22,500 faculty members in virtually every type of institution. Gallup (2016) found that 34 percent of faculty members surveyed were engaged in their job, 52 percent were not engaged and 14 percent were actively disengaged. It reflects poor engagement of the faculty members which may result into other disruptive outcomes for the institutions. Ensuring constructive employee engagement is unavoidable not only for the corporate sector but also for the academia. The study aims to

- establish the relationship between the factors that can lead to employee engagement
- identify the effect of employee engagement on job satisfaction, organisational commitment, organisational citizenship behaviour and intention to stay among teachers in HEIs of South India
- suggest measures to improve employee engagement.

2. LITERATURE REVIEW

A number of studies have been carried out in the area of employee engagement. Some of the most significant and recent ones are provided here to understand the extent of research and research gap in this field. Effective management in has an important role in creating a positive work environment and promoting employee engagement. Employee engagement emerges as a critical success factor for the corporate world and has become a greatly researched phenomenon. Employee engagement has a significant impact on organisational success. A study indicated that career possibilities like

promotions, which bring new, difficult tasks, responsibilities and higher status, encourage employees to demonstrate their talents and, as a result, make them excited to work. Affective job insecurity or fear of losing their current job has a statistically significant negative inclination towards engagement (Kochar, 2017).

Addressing employee engagement within the Higher Education Institution can offer substantial benefits to institutions and the broader community (Wasilowski, 2018). Deepa and Bhojanna (2018) proposed that conducive work environment, fair treatment by supervisor, good relations with colleagues and proper facilities to do the work help in improving engagement of faculty members in HEIs. Shirina et al. (2022) identified Job Satisfaction, Leadership, Work-Life Balance, Career Development, Work Environment and Job Characteristics as predictors of employee

engagement in HEIs. Menon and Krishnan (2016) have explored the influence of age, monthly income and job role on employee engagement and found that job roles have a profound influence on engagement of faculty members. Antecedents of employee engagement refer to the factors that contribute to an employee's level of engagement with their work. Some factors that have been identified in the literature include job characteristics (such as autonomy, feedback and task significance), organisational culture and climate, and leadership style. Consequences of employee engagement refer to the outcomes that are associated with high levels of employee engagement. Some of the benefits of employee engagement that have been identified in the literature include higher job satisfaction, increased productivity and reduced turnover (Kamboj & Sharma, 2018).

Table 1. Summary of important work in the area

S. No	Citation	Findings
1	Saks, 2006	Organisational support, work features, and procedural justice were factors for predicting job and organisational engagement. The connections between the antecedents and work satisfaction, organisational commitment, quit intentions, and organisational citizenship behaviour were mediated by job and organisational involvement.
2	Kochar, 2017	Rewards like promotions, which bring new, difficult tasks, responsibilities, and higher status, encourage employees to demonstrate their talents and, as a result, make them excited to work. Affective job insecurity has a statistically significant negative inclination towards engagement.
3	Kennedy & Dana, 2022	The concept of staff rewards and recognitions, when implemented effectively, can boost morale, increase job satisfaction, and encourage employees to work harder and perform at a higher level.
4	Akturan & Çekmecelioğlu, 2016	Sharing needed information with employees empowers them and that allows them to show voluntary behaviours in favour of their organisations.
5	Pandey, 2011	Organisational commitment that seeks to capture aspects of the unique institutional context of public organizations.
6	Gupta & Sharma, 2019	Engagement is a roadmap to profit, performance and loyalty that begins the journey to the results that the organisation is looking for.
7	Kumar & Sia, 2012	Relationship-oriented variables have the largest impact on both cognitive and emotional engagement, followed by two personal growth variables, namely, work pressure and autonomy.
8	Swaminathan, & Jawahar, 2013	The relationship between job satisfaction and organisational citizenship behaviour among faculty members in higher education institutions.

The study seeks to find the answers to the following questions:

RQ1: What is the cause-effect association between the antecedents, employee engagement and consequences?

RQ2: What is the influence of demographic variables on employee engagement?

2.1 Conceptual Framework

Conceptual Framework model can be seen on figure 1.

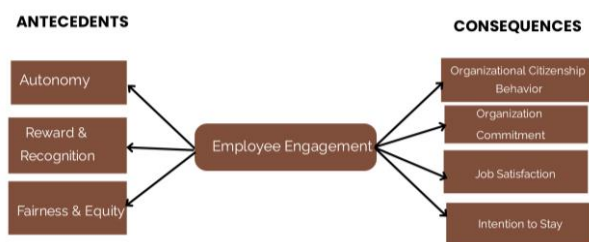


Figure1. Conceptual Framework

3. RESEARCH METHODOLOGY

Research methodology refers to the systematic and structured approach used by researchers to conduct a study and collect and analyse data. A sound research methodology is crucial to ensuring the validity and reliability of research findings. In this study descriptive research design with elements of exploratory style was used to provide a comprehensive understanding of an employee engagement. Simple random sampling technique was used to select the sample from the population of teachers in different higher education institutions in South India. A total of 177 responses were obtained as a sample size using a multiple-choice closed-ended questionnaire. The questionnaire consisted of two sections, namely, demographic profile and measures of antecedents and consequences. In all there were 8 constructs and 27 items. The items in each construct were scored on a 5-point Likert scale. A brief synopsis of the research instrument is presented below:

Table 2. Constructs and their sources

Construct	No. of Items	Source/Citation
Autonomy	3	Saks, 2006
Rewards and recognitions	3	Saks, 2006
Fairness and equity	3	Saks, 2006
Job satisfaction	3	https://www.sogolytics.com/survey-templates/employee/employee-job-satisfaction-survey/
Organisational commitment	4	Saks, 2006
Organisational citizenship behaviour	3	Saks 2006
Intention to quit	3	Saks, 2006
Employee engagement	4	Saks, 2006

As is evident from the table 2, the questionnaire is more or less adopted from the study conducted by Saks, 2006 but the items have been pruned and the instrument has been customised in order to meet the objectives and as per the requirements of the sampling frame. Due consultation was sought from the experts and the members of the academic fraternity regarding finalisation of the constructs and validation of items in the instrument.

Finally, data was analysed using statistical techniques like descriptive statistics, T-test, ANOVA and Structural Equation Modelling (SEM) with the help of Excel, SPSS and Amos.

Hypotheses

H1: There is no significant relationship between demographic variables and employee engagement

There is no significant relationship between employee engagement and its antecedents

H2: There is no significant relationship between employee engagement based on autonomy

H3: There is no significant relationship between employee engagement based on rewards and recognitions

H4: There is no significant relationship between employee engagement based on fairness and equity

There is no significant relationship between employee engagement and its consequences

H5: There is no significant relationship between employee engagement based on job satisfaction

H6: There is no significant relationship between employee engagement based on organisational commitment

H7: There is no significant relationship between employee engagement based on organisational citizenship behaviour

H8: There is no significant relationship between job satisfaction based on intention to stay.

4. DATA ANALYSIS

From table 3 we can infer that since all the Cronbach's alpha values are above 0.7, ranging from 0.715 to 0.848, the survey items are internally consistent and reliable.

This means that the survey questions provide a valid dataset.

Table 3. Reliability statistics of the instrument

Construct	Cronbach's Alpha
Employee engagement	0.848
Autonomy	0.736
Rewards and recognitions	0.784
Fairness and equity	0.756
Job satisfaction	0.715
Organisational commitment	0.74
Organisational citizenship behaviour	0.835
Intention to stay	0.729

Table 4. Demographic profile of respondents

	N	%	Cum %	
AGE	20-30	64	36.2	36.2
	30-40	60	33.9	70.1
	40-50	44	24.9	94.9
	50 and above	9	5.1	100.0
GENDER	Female	97	54.8	54.8
	Male	80	45.2	100.0
NO. OF YEARS IN CURRENT JOB	1-5	114	64.4	64.4
	5-10	28	15.8	80.2
	10-15	35	19.8	100.0
DESIGNATION	Assistant Professor	86	48.6	48.6
	Associate Professor	56	31.6	80.2
	Professor	35	19.8	100.0
	Total	177	100.0	

On the basis of the above table 4, it can be inferred that the majority of the respondents are in the age bracket of 20-40 (36.2%), followed by 33.9% respondents belonging to age bracket of 30-40. This suggests that a significant portion of the teachers in the institution are relatively young, but there are still a significant number of teachers who are in their 40s and above. In terms of gender, 54.8% respondents are females. Most of the respondents (64.4%) have been in their current job for 1-5 years, signifying that majority of teachers in the institution are relatively new to their jobs. Further, 48.6% respondents were Assistant Professors, while 31.6% were Associate Professors and 19.8% respondents were Professors.

Influence of demographic variables on employee engagement

The table 5 reflects that there is no statistically significant influence of gender on employee engagement. The p-value is 0.100, which is greater than the significance level of 0.05. Therefore, we fail to

reject the null hypothesis and accept that there is no significant difference between employee engagement on the basis of gender. This means that the level of employee engagement does not significantly different between men and women, and the organization can initiate employee engagement activities irrespective of gender consideration.

Table 5. T-test (employee engagement vs gender)

		Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Interval of the	
									Lower	Upper
EE	Equal variances assumed	.555	.457	1.653	175	.100	.83647	.50598	-.16214	1.83507
	Equal variances not assumed			1.639	161.958	.103	.83647	.51044	-.17150	1.84444

Table 6. ANOVA table of employee engagement based on age, experience and designation

		Sum of Squares	df	Mean Square	F	Sig.
EE Vs Age	Between Groups	44.724	3	14.908	1.322	.269
	Within Groups	1950.169	173	11.273		
	Total	1994.893	176			
EE Vs Experience	Between Groups	9.777	2	4.888	.428	.652
	Within Groups	1985.116	174	11.409		
	Total	1994.893	176			
EE Vs Designation	Between Groups	35.215	2	17.607	1.563	.212
	Within Groups	1959.678	174	11.263		
	Total	1994.893	176			

The above ANOVA table 6 reflects that there is no significant difference in the respondents' perception towards employee engagement of different age groups. The p-value (0.269) is greater than 0.05 and hence we fail to reject the null hypothesis.

There is no significant difference towards employee engagement amongst the respondents with different designations since the p-value (0.212) is greater than 0.05. Hence, we fail to reject the null hypothesis.

In terms of employee engagement and number of years in the current organisation, the p-value (0.652) is greater than the significance level (0.05), and again we fail to reject the null hypothesis, which means that there is no significant difference between employee engagement and respondents having different number of years in the current organisation.

Conclusively, it can be said that demographic variables do not have any significant influence towards employee engagement. It further implies that organisations can introduce employee engagement initiatives without taking into any consideration demographic variables like gender, age, years of experience or designation. The institutions can implement any of the employee engagement initiatives – as long as the initiative itself is good, it would be perceived positively by the employees.

Table 7. Measurement Model (SEM)

	CR	AVE	Employee Engagement	Autonomy	Reward	Fairness	Commitment	Citizenship	Job Satisfaction
Employee Engagement	0.874	0.634	0.796						
Autonomy	0.795	0.565	0.476	0.751					
Reward	0.853	0.660	0.542	0.735	0.813				
Fairness	0.806	0.582	0.516	0.755	0.752	0.763			
Commitment	0.840	0.572	0.735	0.501	0.592	0.513	0.756		
Citizenship	0.863	0.617	0.758	0.404	0.540	0.416	0.748	0.785	
Job Satisfaction	0.781	0.544	0.569	0.741	0.688	0.745	0.476	0.489	0.737

Table 7 provides convergent validity and average variance extracted from various constructs used for the study. Composite reliability is a measure of the internal consistency of the items within a factor, with higher values indicating greater reliability. Average variance extracted (AVE) is a measure of convergent validity, indicating the amount of variance that is shared between the items within a factor. In this model, all the constructs have high levels of internal consistency, all

the values ranging from 0.781 to 0.874 are higher than 0.5, suggesting that the items within each factor are measuring the same underlying construct. The AVE values range from 0.544 to 0.660, which indicates that the variance shared between the items within each construct is greater than the variance due to measurement error. Generally, AVE values of 0.5 or higher are good indicators of convergent validity.

Table 8. Model fit summary

Parameter	Calculated Value	Acceptable Value	Remark
CMIN/DF	1.969	<3	Acceptable fit
CFI	0.91	>.90	Acceptable
NFI	.835	>.90	Not very good fit
RMSEA	0.074	<0.08	Acceptable fit

The CMIN/DF ratio of 1.969 indicates that the chi-square test statistic is larger than what is typically considered as a good fit. In general, a ratio of less than 3 is considered acceptable. The comparative fit index (CFI) of 0.91 and the normed fit index (NFI) of 0.835

indicate that the model has a moderate level of fit. The root means square error of approximation (RMSEA) of 0.074 suggests that the model has a moderate level of fit. Overall, the fit indices suggest that the model fit may be acceptable, but there may be room for improvement.

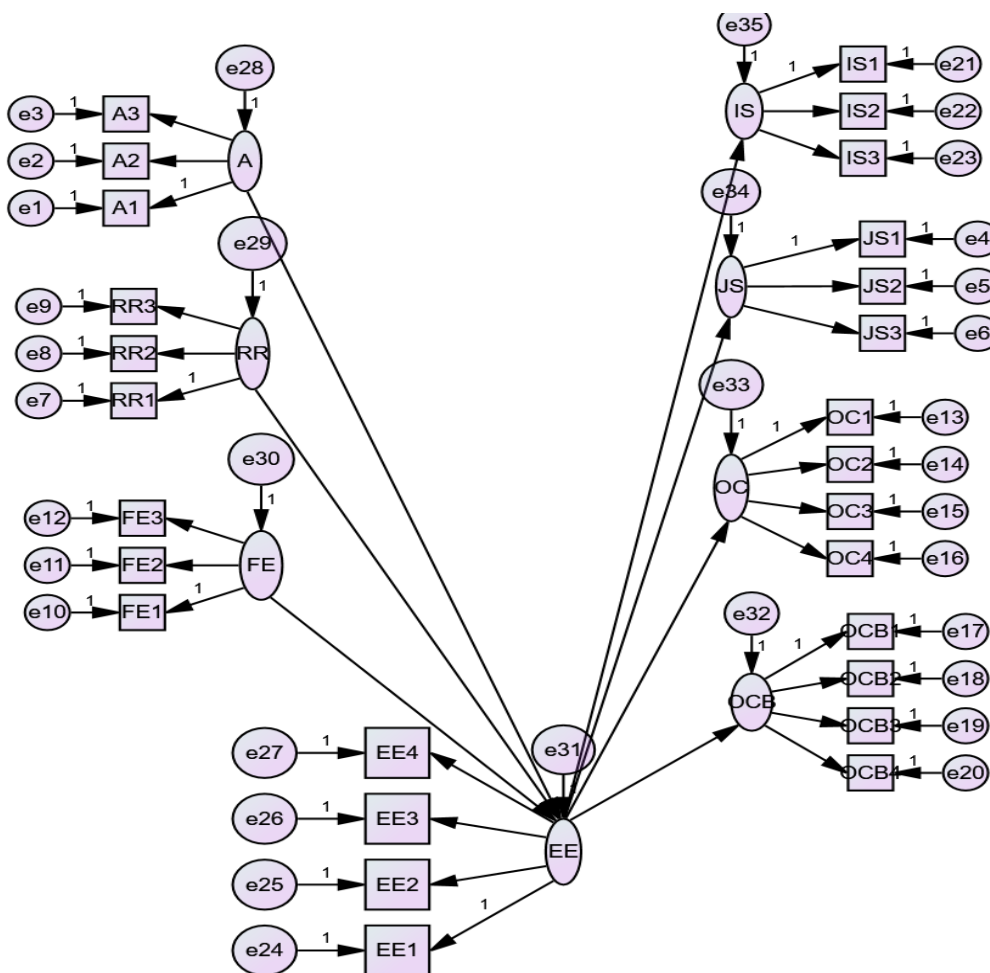


Figure 2. Path Analysis

In this path analysis (figure 2), autonomy (A), rewards and recognitions (RR), and fairness and equity (FE) are antecedents or predictors of employee engagement. These variables are indicated by the arrows pointing

towards employee engagement (EE). Employee engagement, in turn, is related to several outcome variables or consequences, including organisational commitment (OC), organisational citizenship behaviour

(OCB), job satisfaction (JS) and intention to stay (IS). These variables are indicated by the arrows pointing away from employee engagement. This suggests that if employees are more engaged, they are likely to exhibit

higher levels of commitment to the organisation, engage in more citizenship behaviour, and experience greater job satisfaction and would prefer to stay with the organisation.

Table 9. Structural model of regression weights

			Estimate	S.E.	C.R.	P	Label
Employee Engagement	<---	Autonomy	0.212	0.091	2.337	0.019	par_18
Employee Engagement	<---	Reward	0.406	0.079	5.165	***	par_19
Employee Engagement	<---	Fairness	0.269	0.091	2.956	0.003	par_20
Job Satisfaction	<---	Employee Engagement	0.493	0.076	6.49	***	par_22
Citizenship	<---	Employee Engagement	0.876	0.106	8.3	***	par_21
Commitment	<---	Employee Engagement	0.742	0.089	8.311	***	par_23
Intention to Stay	<---	Employee Engagement	0.76	0.12	6.353	***	par_26

On the basis of Table 9, it can be interpreted that there is significant relation between the antecedents, namely, autonomy, rewards and recognitions, fairness and equity and employee engagement and also between employee engagement and its consequences, namely job satisfaction, organizational citizenship, organizational commitment and intention to stay since the p-values in all the cases is less than 0.05.

5. FINDINGS/RESULTS

On the basis of the data analysis, an acceptable model fit has been identified between the antecedents like autonomy, rewards and recognitions and fairness and equity and employee engagement. The study found a strong relationship between factors like having autonomy in their work, receiving rewards and recognitions, and being treated fairly and equitably, and employee engagement. These factors were found to positively impact employee engagement.

The analysis also supports the relationship between employee engagement and various consequences like job satisfaction, organisational commitment, organisational citizenship behaviour and intention to stay. The study found that when employees are engaged in their work, they are more likely to experience positive outcomes such as job satisfaction, a stronger commitment to the organisation, exhibiting positive citizenship behaviour, and having a greater intention to stay with the organisation. It has also been found that demographic variables like gender, age, number of years with the current organisation and designation do not have any significant influence on employee engagement.

The outcomes of the study suggest that engaged employees might devote more time and energy to their

jobs. Employees who feel motivated are likely to put in more effort and time into their work. They may be more productive, engaged and committed to their work. The study also statistically supports that fairness and equity, autonomy, rewards and recognitions lead to employee engagement and in turn a significant influence of employee engagement has been seen on job satisfaction, organisational citizenship behaviour, organisational commitment and intention to stay.

6. IMPLICATIONS AND CONCLUSION

The entire study reflects the significance of employee engagement in higher education institutions, especially with respect to teachers. The HEIs should provide employees with a certain degree of autonomy in their work to increase their motivation and engagement. They should implement effective schemes of rewards and recognitions to show appreciation for their employees' contributions and efforts. Moreover, HEIs should ensure fairness and equity in all aspects of the workplace to foster a positive work environment and increase employee engagement and encourage and facilitate opportunities for employees to engage so that organisational citizenship behaviour, loyalty and job satisfaction can be fostered. Overall, it is imperative for HEIs to prioritise employee engagement as a critical element in their overall strategy for success. The outcomes of the study provide statistical evidence to the HEIs in establishing the importance of employee engagement and how they can ensure better job satisfaction and retention of talented intellectual capital. The present study is only confined to HEIs of South India. Further research may be carried out with a larger sample size incorporating participants from across the country.

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