

**RESEARCH PAPER****Antecedents and Consequence of Employee Engagement: A Study of Educational Institutions****Muskan Khan<sup>1</sup> and N. Lakshmi<sup>2</sup>**<sup>1</sup> Dr. A.P.J. Abdul Kalaam Technical University, Lucknow<sup>2</sup> Department of Management Studies, Galgotia College of Eng. & Tech., Greater NoidaEmail: [muskan.khan060@gmail.com](mailto:muskan.khan060@gmail.com)**ABSTRACT**

The study has been conducted at various management colleges located in Delhi NCR having an affiliation with Dr. A.P.J. Abdul Kalaam Technical University, Lucknow. On the basis of a review of previous literature on employee engagement a conceptual framework and a set of the hypotheses were developed. A self-structured questionnaire consisting 31 items related to five constructs including demographic characteristics of its respondents were circulated to the audiences. Random sampling was used to select the respondents. Primary data was collected on the basis of their convenience and availability. The sample constituted head of the department, associate professors and assistant professors from management department. 90 questionnaires were distributed to the respondents out of which 70 responses were found to be complete and valid. For assessment of hypotheses, data were evaluated using partial least squares structural modeling (PLS-SEM) and demographics were evaluated by using SPSS 20 Version. The results have indicated that all the two variables of antecedents have significant impacts on Employee engagement. The antecedents of the work environment, communication have a significant positive impact on Employee engagement. The consequent i.e. affective commitment was found to be positively related to Employee Engagement. It was also observed that there is a significant variation in employee engagement based on the age and academic qualification of the respondents. The study provides managerial insights for both educational sector's employers and employees. An educational institution plays a vital role in shaping the student's personality and in enhancing their skills, knowledge, and capabilities. Employees i.e. faculties are held responsible and accountable for the same. In today's scenario, it is essential for employers to satisfy and retain its competitive employees in order to be in the race of competition and to achieve success among other rivalries. To achieve the educational standard, employers need to understand some factors which help in boosting employees' morale, commitment, and satisfaction. Work environment and communication both are managerial aspects and its proper implication will result in an increment of engaged employees in the institution. In other words, for the improvement in engagement, performance, and commitment, it is necessary for institutions to bring an amendment in those factors which enhance the morale of employees and their teams, gives a strong sense of commitment towards institutions, and build a positive connection between employees and their work. And it has been studied by various researchers that employees get engaged at the stage where they are emotionally attached to their organization and feel zealous and dedicated towards their work. Institutions must look after their working conditions and communication system to make their employees feel that they are treated valuable, an essential part of institutions who are working for self, institutional and student development. This study examines the effect of working conditions and communication on employees' engagement within the institution and its impact on their affective commitment towards the institution. Lot of research work has been done by various researchers on employee engagement and its antecedent and consequences in the corporate sector. This study has introduced the antecedents and consequence in Education sector which was not studied by anyone previously. Furthermore, in previous research, the relationships examined have treated Employee Engagement either as a dependent variable or an independent variable. However, for this paper, the authors have provided a PLS-SEM-based model, which allows for simultaneous treatment of Employee Engagement as a dependent variable in some relationships, and as an independent variable in other relationship.

**Key words:** Work Environment, communication, educational institutions, employee engagement

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## **INTRODUCTION**

Employee engagement has to turn out to be a broadly used and popular term (Robinson, *et al.*, 2004) that captured the consideration of many researchers. It has been found that very little academic and empirical research on the topic of employee engagement has become popular as noted by (Robinson, *et al.*, 2004). In order for any institution to be truly successful, it is vital to ensure that its employees i.e. faculties are satisfied with their job responsibilities, the task assigned, working environment, communication etc. and must have the sense of emotional attachment with an institution. The Certain researcher has revealed that organizations which successfully manage to satisfy their employees are likely to have high performance (Moradi, *et al.*, 2011; Robbins, 2003).

Employee engagement has been defined as an emotional and intellectual commitment to the organization (Baumruk 2004; Richman 2006; Shaw 2005) or the amount of discretionary effort demonstrated by employees in their jobs (Frank, *et al.*, 2004). In the academic literature, a number of definitions have been provided. (Kahn 1990) defines personal engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” Thus, according to (Kahn 1990 & 1992), engagement means to be psychologically present when occupying and performing an organizational role. (Schaufeli, *et al.* 2002) define engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.” They concluded that engagement is not a temporary and precise state, but to a certain extent, it is “a more constant affective-cognitive state that is not paying attention to any particular object, event, individual, or behavior”. The term engagement and commitment both are different, commitment refers to an individual attitude and attachment towards its workplace and on the other hand engagement is the extent to which an individual is concentrated and captivated in performing their job role, it is not an attitude of an individual.

The objective of the present study is based on the model of Alan M. Saks 2006. The major focus of this study is to test the significance and relationship of employee engagement with antecedents i.e. (work environment and communication and its consequent i.e. affective commitment. The antecedents and consequences tested in the study have never been examined previously by a single study in the education sector. Further, relationships examined in previous research have treated employee engagement as either a dependent variable or an independent variable. For this paper, we have provided partial least squares structural equations modeling (PLS-SEM)-based model, which allows for the simultaneous treatment of employee engagement as a dependent variable in some relationship and as an independent variable in other. Another focus of the paper is to examine the significance of demographic factor i.e. age and academic qualification in terms of their engagement.

## **EMPLOYEE ENGAGEMENT**

Employee engagement is one of the emerging topics in organizational behavior and it has received a significant attention in academic research. (Maslach, *et al.* 1996) defined the engagement construct as the opposite of burnout (i.e. someone not experiencing job burnout must be engaged in their work).

Saks 2006, stated employee engagement as a degree to which a person is conscientious and engrossed in performing their job roles". Furthermore, employee engagement is considered as a positive and satisfied work related attitude and an individual is characterized by three dimensions, namely vigor, absorption, and dedication (Schaufeli & Bakker 2004). Engaged employees supposed to have a sense of these characteristics i.e. emotional, physical, and cognitive involvement (Khan 1990). Employee engagement is very vital to accomplishing performance outcomes for different organizations (Harter, *et al.*, 2002). The authors exhibited that it is necessary that organizations engage their employees, as it has been found that organizations with engaged employees have higher levels of customer satisfaction and loyalty, more profitable and productive than those of less engaged employees (Harter, *et al.*, 2002). Ortiz, Lau, and Qin 2013 also advised fostering the concept of employee engagement as disengagement among employee's leads to decline in their enthusiasm and commitment towards organizations. Therefore, low levels of engagement have a negative upshot on employee commitment and retention. (Siddhanta, *et al.* 2010) specified that an organization became well-performing from its ability to ensure healthy, motivated and committed workforce through engagement. Engaged employees give their best efforts and work hard, and are likely to go beyond their standard and expected a number of job tasks (Lockwood 2007). The economic performance of organizations with fully engaged employees is typically four times better than those with poor employee attitudes (Watson Wyatt, 2002) reported that the organization with fully engaged employees is four times better than not engaged in terms of their financial performance.

## ANTECEDENTS

### 1. WORK ENVIRONMENT:

The work environment is the major factor that influences satisfaction and commitment of the employees towards their organization. It is an ambiance of an organization where employees perform their works.

According to (Ramzan and Ahmad, 2013), the work environment is associated with the atmosphere of a particular association where its respective employees accomplish their assigned tasks. Definitely, the organization with safe and facilitative surroundings can attract and retain their employees more as it was researched that they are more satisfied. Organizations can increase their employee's commitment and motivation through designing their work environment in such a way that they feel satisfied and enthusiastic which ultimately leads to positive outcomes.

(Khuong and Le Vu, 2014) concluded that employees, who experience that their working environment is very much comfortable to them, perform their job more effectively and they are the ones who enjoy their working process in comparison to those who feel uncomfortable. Therefore, management should look upon the aspect of the work environment to make sure about the welfare of their employees. Previous literature revealed that work environment can be assessed in terms of various factors. (Moos 1994) recommended that work environment consists of several aspects such as work pressure, innovation, supervisor's support, involvement, clarity, physical comfort, managerial control, task orientation, and autonomy. Aneela 2012 found several elements for describing the work environment i.e. psychological climate, working conditions, organizational culture, and organizational climate. (James and James, 1989) identified numerous magnitudes to evaluate work environment and they comprise: "job challenge, job autonomy, leader consideration and support, leader work facilitation, work group cooperation, workgroup esprit, role ambiguity, fairness and equity of reward system".

(Vanaki & Vagharseyyedin, 2009); (Abdullah & Ramay, 2012); (Khuong & Le Vu, 2014); (Pitaloka and Paramita, 2014) found that a favorable work environment had a positive consequence on job satisfaction and organizational commitment. (Haggins 2011) also

concluded that work environment has a significant role in influence organizational commitment. (Giffords 2009) said that work environment is the key contributors to organizational commitment. Hence, the work environment can be considered in terms of several factors that affects an employee's behavior in their association.

## **2. COMMUNICATION:**

Chartered Institute of Personnel and Development (CIPD, 2006) indicated that engagement begins when the employees have been informed about their job role and tasks assigned within the organization. (Basbous 2011); (Holton, 2009); (Kang & Hyun, 2012); (Ruck & Welch, 2012) concluded that there are two most vital supporters of employee engagement i.e. prospect to give upward feedback and well information regarding what has to be done by whom. (Freitag & Picherit-Duthler, 2004), revealed that their beverage department in an organization leading towards success because of effective employee communication system which helps employees to understand their individual role. Stein 2006, Gruman & Saks, 2011 stated that employees tend to make effective utilization of time, assets and budgets when they are well informed about their assigned goals. Parsley 2006 concluded that the effective communication is an important factor of employee engagement. Effective communication systems enhance the communication skills sand performance of an individual which is most important in accomplishing the individual and organization goals.

Shaffer 2004 found that organization engages their employees by managing communication to fabricate faith which leads to improved in their rating of productivity and safety. He stated that high-performance communication engaged employees in such a way that they enhance their performance all the way through employee engagement. Durkin 2007 stated that Employees turn out to be worried about the prospect of the organization and will start thinking about exit from the organization when they recognize lack of regular and truthful communication.

Watson Wyatt, 2008 in his study analyzed that communication and its drivers have key role in employee engagement. Engaged employees get frequent communication flow from their seniors and management rather than dis- engaged employees. Organization plays a significant role in conveying right information to their employees. Every employee must have adequate information about any changes happened and clear instructions or information must flow within the organization. Towers Watson, 2012 in his report "Driving Employee Engagement through internal communication" highlighted that internal communication can drive engagement into three ways i.e. it maintains employees' relationship with their line manager. It provides extent to an employee which helps them to see their contribution to the organization. It also provides a sense of involvement to employees. "Peter Drucker estimated that "60 per cent of all management problems result from faulty communication". Steyen & Groene-wald, 1996 highlighted that the basic aim of internal communication is to enhance performance by altering the deeds of all employees, including managers.

## **3. CONSEQUENT:**

### **Affective Commitment:**

Employee's emotional attachment towards their organization is considered to be very important for dedication and loyalty of employees and this termed as affective commitment. Meyer and Allen, 1991; Mowday, Porter, and Steer 1982 concluded that effectively committed employees are those who have a sense of belongingness and identification, they feel themselves involve into organizational goals and have the desire to remain with the organization for a long period of time. Mathieu and Zajac, 1990; Meyer & Allen, 1997; Mowday, *et al.* 1982 stated that turnover intention is strongly related to affective commitment. Schaufeli and Bakker, 2004; Sonnentag 2003 found that

engagement is positively related to organizational commitment. Kwon & Banks, 2004 stated that organization is interested in having dedicated employees because they have low turnover intention, low absenteeism, high motivation, organizational support and organizational citizenship behaviour.

Buchanan 1974 found that employees who are committed towards their organization work harder to successfully accomplish organizational goals. London 1983; Randall 1990 said that various behavioural outcomes can be associated with employee commitment such as higher employee retention, engagement, productivity, work quality, and willingness to make a sacrifice for the purpose of enhancing organizational image and performance.

### PROPOSED RESEARCH MODEL AND HYPOTHESES

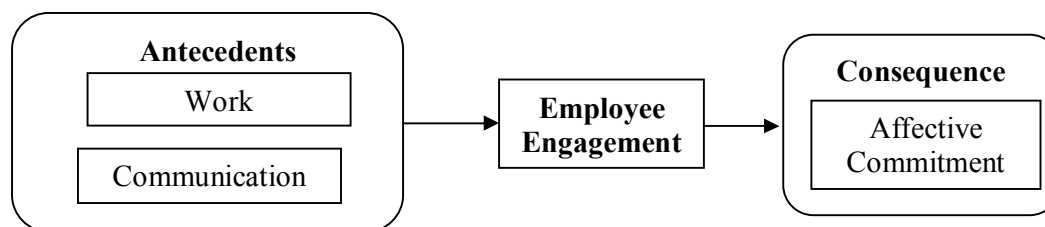
The objectives and hypotheses of this research are based on the model of antecedents and consequences of Employee Engagement as shown in Figure 1. The proposed model is derived from the model developed by (Alan M. Saks, 2006). The framework simultaneously represents the impact of antecedents on Employee Engagement and their impact on its consequence. The following hypotheses have been formulated on the basis of the proposed model as presented in Figure 1.

**H<sub>1</sub>.** Work Environment will be positively related to Employee Engagement.

**H<sub>2</sub>.** Communication will be positively related to Employee Engagement.

**H<sub>3</sub>.** Employee Engagement will be positively related to Affective Commitment.

**Fig. 1:** The model of antecedents and consequent of Employee Engagement



### METHODOLOGY

#### PARTICIPANTS:

A descriptive study, based on the survey technique, was conducted to collect data from various management colleges located in Delhi NCR having an affiliation with Dr. A.P.J. Abdul Kalam Technical University, Lucknow. All teaching staff that is Head of the department, Associate professors, and Assistant professors was targeted as respondents. Random sampling was used to select the respondents. Primary data was collected on the basis of their convenience and availability. 90 questionnaires were distributed to the respondents out of which 70 responses were found to be complete and valid.

The sample consisted of 35 (50 percent) male and 35 (50 percent) female respondents. The overall experience distribution was as follows: less than 6 years were 24 respondents (34.3 percent), 6-10 years were 23 respondents (32.9 percent), 11-15 years were 18 respondents (25.7 percent), 16-20 years were 4 respondents (5.7 percent), more than 20 years were 1 (1.4 percent). Of the 70 respondents, 18 were doctorates, 37 held MBA, 7 held MBA with NET, 1 held MBA with NET JRF and 7 held some other educational qualification.

#### MEASUREMENT INSTRUMENT:

A self-structured questionnaire was developed to measure the antecedents and consequent of employee engagement. The questionnaire consists of 31 items related to

five constructs including demographic characteristics of its respondents. The following instruments were adopted as part of the questionnaire's design to measure variables undertaken in the study:

#### 1. Work Environment:

It was measured by using six-item on the five-point Likert scale ranging 1 for Strongly Agree, 2 for Agree, 3 for Neutral, 4 for Disagree, 5 for Strongly Disagree regarding respondents views on their institutions working environment.

#### 2. Communication:

It was measured by using six-item on the five-point Likert scale ranging 1 for Strongly Agree, 2 for Agree, 3 for Neutral, 4 for Disagree, 5 for Strongly Disagree regarding respondents views on communication system within the institutions.

#### 3. Employee Engagement:

It was measured by using fifteen-item on the five-point Likert scale ranging 1 for Strongly Agree, 2 for Agree, 3 for Neutral, 4 for Disagree, 5 for Strongly Disagree regarding respondents views on Engagement.

#### 4. Affective Commitment:

It was measured by using five-item on the five-point Likert scale ranging 1 for Strongly Agree, 2 for Agree, 3 for Neutral, 4 for Disagree, 5 for Strongly Disagree regarding respondents views on their commitment level towards their institutions.

Nunnally and Bernstein, (1994) suggested the value 0.70 as the cut-off value for composite reliability. In this study, the value of composite reliability for all the scales used to measure the constructs was above 0.9 (Table 2), the scale had acceptable reliability.

### DATA ANALYSIS, RESULTS AND DISCUSSION

In order to test the hypotheses of this study PLS-SEM was employed by the researcher. This software is widely used in the researches related to management as it is an iterative combination of analyses of principal components and regression. This software aimed to define the exact variance of each construct in a model. It helps the researcher in eradicating biases and incompatible constraint estimate; at the same time, it estimates individual item loadings and path coefficients in the specific model. It has found that this software is an effective tool to test the relationship among the constructs by reducing measurement errors.

A two-step process was conducted to test the relationship among constructs as hypothesized in the model. The evaluation of the model was done by testing the significance of the hypothesized relationship which has been proposed in the model.

#### DESCRIPTIVE ANALYSIS:

Table 1 reveals descriptive analysis for the antecedents (work environment and communication) and consequent (affective commitment) of Employee Engagement. The mean value of employee engagement was relatively high than the mean value of work environment, communication, and affective commitment. Hence, the result indicates the level of Employee engagement within management colleges located in Delhi NCR having an affiliation with Dr. APJ Abdul Kalam Technical University, Lucknow.

**Table 1:** Descriptive Analysis

Constructs	N	Mean	Standard Deviation	Min	Max
Work Environment	70	10.37	3.94	5.00	23.00
Communication	70	13.87	4.98	6.00	29.00
Employee Engagement	70	30.32	9.66	13.00	56.00
Affective Commitment	70	11.97	4.60	5.00	25.00

## INDICATOR RELIABILITY AND VALIDITY:

Table 2: Result summary of reflective outer model

Latent variable	Indicators	Loadings	Cronbach Alpha	Composite Reliability	AVE
Work Environment	we1	0.822	0.907	0.931	0.729
	we3	0.855			
	we4	0.882			
	we5	0.796			
	we6	0.909			
Communication	comm1	0.769	0.911	0.931	0.693
	comm2	0.860			
	comm3	0.850			
	comm4	0.826			
	comm5	0.820			
Employee Engagement	ee1	0.707	0.935	0.943	0.561
	ee2	0.767			
	ee3	0.748			
	ee4	0.784			
	ee5	0.779			
	ee6	0.767			
	ee7	0.732			
	ee8	0.765			
	ee9	0.760			
	ee10	0.682			
	ee11	0.783			
	ee12	0.786			
	ee13	0.667			
Affective Commitment	ac1	0.813	0.916	0.937	0.749
	ac2	0.887			
	ac3	0.876			
	ac4	0.904			
	ac5	0.844			

This study used PLS-SEM to estimate approximately its proposed model using the software application SmartPLS (Hair, Hult, Ringle&Sarstedt, 2013; Ringle, Wende & Will, 2012). This software depends on two vital multivariate techniques including factor analysis, and multiple regressions (Hair, Black, Babin, Andersen & Tatham, 2010). In this analysis, the first step is to evaluate the measurement model or the outer model which focuses on the estimation of the goodness of measure. Therefore, the proposed model was assessed for the reliability and validity (Discriminant and convergent) of its instrument on the basis of the size and significance of its loadings, Cronbach alpha, composite reliability, average variance extracted (AVE) and Discriminant validity.

According to Hair, *et al.* (2010) and Chin (1998a), items factor loading could be used to authenticate the content validity of the proposed model. Therefore, item reliability was evaluated by calculating the loadings of the factors on their respective constructs. The minimum value of item loadings was 0.667, and the loadings of above 0.5 were acceptable. Thus, at the first stage, all items that had a loading of below 0.5 were eradicated from the proposed model. On the subsample of 500, Bootstrapping was performed and all loadings were detected as significant at a level of 0.05 ( $p < 0.05$ ). Thus, the content validity of the measurement, outer, model was confirmed.

In order to ensure the reliability of the constructs, cronbach's alpha and composite reliability was calculated. Cronbach alpha was applied to measure the internal consistency reliability of the instrument. If the value of Cronbach's alpha is greater than 0.7 then the instrument is considered reliable. The value of Cronbach's alpha is greater than 0.9, it is considered to be excellent (refer to Table 2).

The value of composite reliability of all the constructs was greater than 0.7. Thus, the measurement instrument was found to be reliable (refer to Table 2). AVE i.e. Average Variance Extracted was calculated to check convergent validity. The AVE for all the constructs was higher than the outset value of 0.5 (refer to Table 2). Thus, convergent validity was confirmed. To assess the Discriminant validity of the construct, we compared the square root of the AVE i.e. Average Variance Extracted of each construct with its correlations with other constructs (Fornell-Larcker criterion). Results specified that among constructs there is Discriminant validity (refer to Table 3) as the square roots of the AVE were greater than the inner construct correlations.

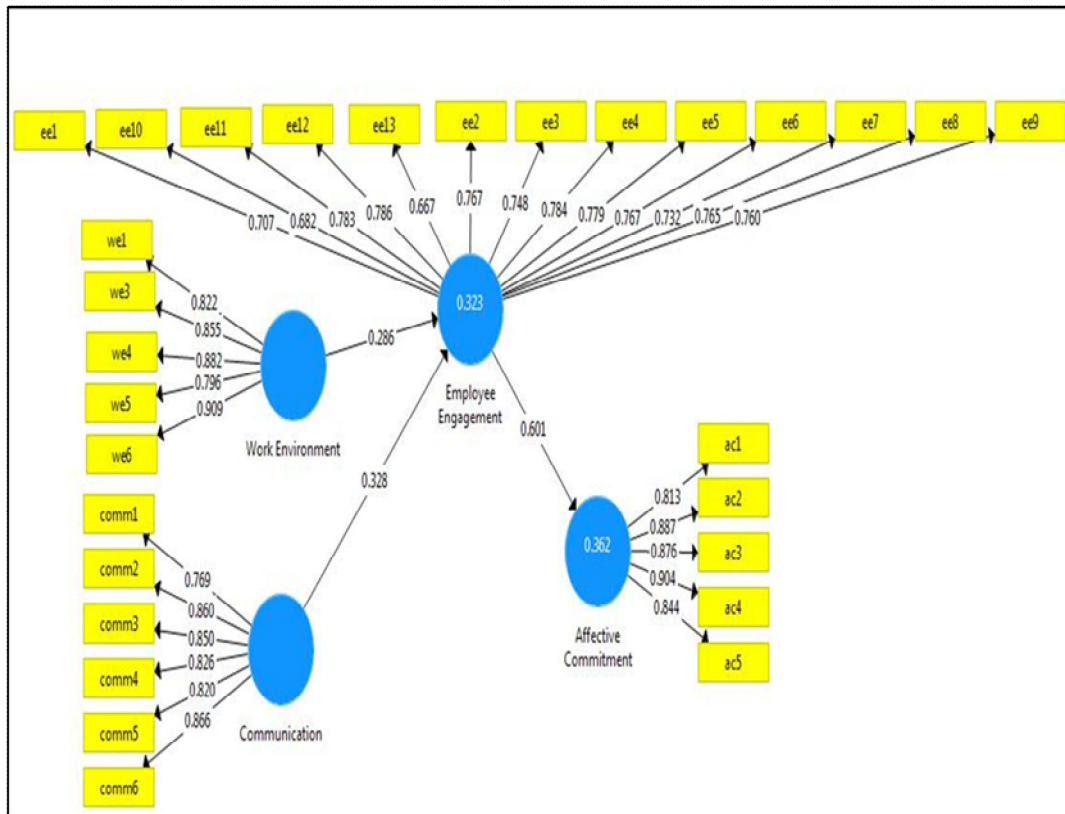
**Table 3:** Fornell-Larcker Criterion Analysis for Discriminant Validity

Correlation				
	#1	#2	#3	#4
#1 Affective Commitment	0.865			
#2 Communication	0.331	0.832		
#3 Employee Engagement	0.601	0.532	0.749	
#4 Work Environment	0.478	0.714	0.520	0.854

**Note:** The square root of the AVE is presented in italic characters in the correlation matrix.

**EVALUATION OF THE STRUCTURAL MODEL:**

The set of two analyst constructs, i.e. work environment and communication, was assessed for collinearity. It was found that there is a significant level of collinearity among the analyst constructs. The variance inflation factor (VIF) values of all the analyst constructs were found to be less than the outset value of five.



**Fig. 2:** Measurement and Structural Model



The outcome of the hypothesized relationship among the constructs was shown in the structural model (refer to Figure 2). Bootstrapping was conducted on the subsample of 500 on one tail distribution to test the significance of such relationships at the level of 0.05. Work Environment ( $\beta= 0.286, p=0.013$ ), and communication ( $\beta=0.328, p=0.005$ ) significant positive impact on Employee Engagement (refer to Table 4). These outcomes were with H1 and H2. Work Environment and Communication both was related to Employee Engagement. Therefore, it was found that both the antecedents together influenced Employee Engagement. The antecedents together explained 32.3 percent of the variance in Employee Engagement ( $R^2=0.323$ , refer to Table 4).  $F^2$  was considered to compute whether each exogenous construct had a substantial impact on the  $R^2$  value of the endogenous construct (Employee Engagement). The  $F^2$  value, if between 0.02 and 0.15 reflected its small effect size if between 0.15 and 0.35 it reflected its medium effect size and for 0.35 and above, it reflected its large effect size. Work Environment ( $F^2=0.059$ ) followed by communication ( $F^2=0.078$ ) were found to be the primary drivers in predicting Employee Engagement. Thus, it can be stated that antecedents have the major share in the level of Employee engagement. Employee Engagement had a significant positive impact on affective commitment ( $\beta= 0.602, R^2=0.362, p=0.000$ , refer Table 4). This outcome was consistent with H<sub>3</sub>. Thus, Employee Engagement had a strong impact on Affective Commitment ( $F^2=0.567$ ).

**Table 4:** Results of Analysis of the Structural Model

	VIF	$\beta^a$	$R^2$	p-values <sup>b</sup>	$F^2$
WE → EE	2.038	0.286	0.323	0.013	0.059
COMM → EE	2.038	0.328		0.005	0.078
EE → AC	1.000	0.602	0.362	0.000	0.567

**Notes:** VIF, variance inflation factor; WE, work Environment; COMM, Communication; AC, Affective Commitment; EE, Employee Engagement. A Standardized  $\beta$ ; bp-values were calculated using bootstrapping methodology on a subsample of 500. \*Significant at the  $p=0.05$  level

## DISCUSSION

Employee Engagement is a worldwide phenomenon and studying employee’s engagement within their organization as it is important. The model developed by Alan M Saks (2006) to study Employee Engagement proposed its relationship with various antecedents and consequences. Although the antecedents suggested in the model has not been tested by Alan M. Saks. The present study aimed to investigate the relationship between Employee Engagement and its antecedents and consequents simultaneously. Work environment and communication was studied as an antecedent. Affective commitment was considered to be consequent of Employee Engagement. All the analyst variables were found to be statistically significant. It was hypothesized that work environment would positively relate to Employee Engagement. This proposition was supported. It is necessary that the organization must realize the importance of good work environment because it has been found that poor working environment limits the employees to work with their capabilities and potential (Abdul Raziq and RaheelaMaulabakhsh, 2015).

Communication was also proposed to be positively related to Employee Engagement. This proposition was also supported and consistent with the findings of previous research.

The objective of this study was to test a model of the antecedents and consequent of employee engagement based on existing model of Alan M. Saks. This research study provides first empirical tests of the antecedents and consequent of employee engagement and makes a contribution to the literature.

In the relationships between Employee Engagement with the antecedents and consequent differed in a number of ways suggesting that the psychological conditions that lead to engagement, as well as the consequent, are not the same. Employee engagement explained significant variance in affective commitment. These findings are the first to

found a number of factors predict engagement. The results indicated that work environment and communication predicted employee engagement. In particular, employee engagement predicted affective commitment. Finally, the results of this study suggest that employees who receive accurate information from their seniors or management related to their job roles and others are more likely to respond with greater levels of engagement. Employees who feel that their institution's work environment motivates and inspire them without biases are likely to respond with greater levels of engagement. Engaged employees are also more likely to have a commitment to their institutions.

### **CONCLUSION AND IMPLICATIONS**

This study has made important theoretical and practical contributions in four respects:

1. First, it has provided an addition to earlier Employee Engagement research by commencing a set of antecedents and consequent in an education sector. The antecedents and consequent stated in this research have never been tested before in one model. Further, Employee Engagement was at the same time tested as a dependent variable in some relationships while it was inspected as an independent variable in other relationships.
2. The stated antecedents and consequent was least tested by previous authors; the present research study has suggested that there is a strong relationship between the antecedents and employee engagement and between employee engagement and its consequent. Especially, when the institutions are closing their management courses due to lack of admission of the quality student.
3. This research study has also reported the relative significance of two antecedents in explaining variances in Employee Engagement. Unlike past studies, a significant impact of antecedents was found on Employee Engagement. The influence of communication factors was found to be greatest. These findings suggest that actions should be taken to enhance healthy communication within the institutions. The employee must have authority to speak, they could suggest and advice when it is necessary, management or supervisor or senior must interact regularly with the employee to know their views and suggestions and employees must be free to ask about their role and responsibilities.
4. This research study also reported that employees who are engaged with their institutions are more likely to have an affective commitment with their institutions too. They are ready to work with an institution in their ups and down and feel responsible towards their institutions. These employees speak well about their institution and suggest that their institution as good place to work to their friends and relative. These findings suggest that institutions must take actions to make their employees feel engaged with their work and institutions. And try to make them feel committed towards their institution.
5. It was also found that there is a significant variation in employee engagement based on age and academic qualification of the faculties.

### **LIMITATIONS AND SCOPE FOR FUTURE RESEARCH**

This study has some limitations. First, this study stated correlation between variables; it does not report any casual relationship. In future, the author could investigate about casual relationship amongst variables. Secondly, it is difficult generalized the conclusion because of low response rate. Thus, a larger sample ought to be taken by future studies to give more generalized results. Further, other aspects of antecedents and consequence could be undertaken to examine their relationships with Employee Engagement. Additionally, in future, the mediation effect of Employee Engagement could be studied which has not been studied in this research study.

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