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**Assessing the Role of Employee Engagement in Promoting  
Sustainability in Educational Institutions in North Chennai**

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Peer Review Information	Abstract
<p><i>Submission: 11 Jan 2026</i></p> <p><i>Revision: 22 Jan 2026</i></p> <p><i>Acceptance: 10 Feb 2026</i></p>	<p>Employee engagement has become a key organizational strategy that improves long-term institutional sustainability, productivity and performance. With an emphasis on identifying the key factors driving engagement and assessing their organizational impact this study investigates the role of employee engagement in fostering sustainability across educational institutions in North Chennai. A structured questionnaire was used to gather primary data from 60 faculty members of particular educational institutions using a descriptive study approach. A five point likert scale was used to measure organizational, job-related and individual aspects influencing engagement. Weighted average analysis, ranking and chi-square testing were used to examine the data. The results showed that respondents' perception of workplace aspects like well-being and work-life balance were most favourable, while job design and autonomy received the lowest scores. Rewards and recognition were shown to be the most important organizational factor of engagement followed by management style among individual factors, energy vitality was ranked lowest. Chi-square results that gender does not affect employee engagement levels which revealed no significant relationship between gender and the factors that determine employee engagement. The study finds that leadership-driven communication, meaningful recognition procedures and a supportive work environment all enhance employee engagement which in turn boosts institutional sustainability and effectiveness. To increase engagement results, educational institutions should keep improving professional development opportunities, participating cultures and recognition systems.</p>
<p><b>Keywords</b></p> <p><i>Employee engagement, sustainability, education institutions, organizational effectiveness</i></p>	

**Introduction**

Employee engagement is a workplace strategy that creates the ideal environment for all employees to commit to their organization's objectives and values which can be inspired to contribute to its success and feel better about

themselves. The foundation of employee engagement is communication which is two way commitment, honesty and trust between an organization and its members. It is a strategy that improves organizational and individual

performance, productivity and well-being while raising the likelihood of corporate success.

MacLeod and Clarke (2009) highlighting the importance of employee involvement in raising productivity, performance and organizational competitiveness. Employees who are engaged are more dedicated, driven and eager to put in extra effort to improve organizational results. Effective leadership, transparent communication, meaningful work and chances for participation are all important factors that contribute to employee engagement.

### Objectives of the study

- To explore the main factors influencing employee engagement.
- To assess how employee engagement affects sustainability and business effectiveness.

### Research Methodology

The study used a descriptive research approach to evaluate how employee engagement contributes to sustainability in North Chennai's educational institutions. A systematic questionnaire was used to gather primary data from faculty members, while secondary data about employee engagement and organizational sustainability was gathered from journals, reports and research studies. Convenience sampling was used to choose 60 faculty members from North Chennai based educational institutions for the study's sample size. Organizational, job-related and personal factors influencing employee engagement were measured using a five-point likert scale.

Weighted average analysis, ranking and Chi-square test were among the data analysis techniques used to assess the significance of correlations between demographic factors that influence employee engagement. While hypothesis testing the results showed no significant correlation between gender and the factors influencing employee engagement drivers across workplace factor. Ethical Considerations were preserved by assuring voluntary participation and the confidentiality of respondent data.

### Review of Literature

**Mudagol, C.M., & Kinange, U. (2024)** Employee engagement has a significant impact on both organizational success and employee performance. This research shows that a great team and co-worker relationship in addition to a supportive work environment are the important aspects of increasing employee engagement. Employees that are engaged show more accountability, drive and dedication to their

work, which frequently improves overall performance and makes it easier for businesses to accomplish their objectives. Employee engagement and productivity are further strengthened by job satisfaction and well-thought-out initiatives. Higher levels of engagement are generated by clear responsibilities, meaning work, opportunity for growth, recognition, effective communication and inspiring leadership practices. These factors all have a substantial impact on engagement. Overall a pleasant work environment with good leadership increases employee engagement which promotes performance, organizational effectiveness and sustainability.

**Ayyubi, M.J., & Singh, S.K. (2024)** Employee performance and organizational effectiveness are known to be substantially affected by employee engagement. This research shows that strong team and co-worker relationships, encouraging leadership and an inviting workplace all considerably increase employee engagement. Employees who are engaged in higher levels of accountability, drive and dedication supports business objectives and sustainability. This research also shows that employee's emotional and cognitive engagement in their jobs is enhanced by job satisfaction, meaningful work, acknowledgement and open communication. By establishing clarity, purpose and trust inside the business, leadership plays a vital part in promoting participation. All things consider employee engagement functions as a strategic tool that enhances performance, fosters organisational stability and supports long term sustainability.

**Sun, L., & Bunchapattanasakda, C. (2019)** Employee engagement can be viewed as either a positive psychological state and strong willingness to work, which is frequently perceived as the opposite of exhaustion or as an evolving concept involving employees ideas, feelings and behaviours. Theories like the Needs Satisfaction Framework, the Job Demands-Resources model and social Exchange theory are used by research to explain employee engagement. Organizational variables like management style and rewards, job related factors like work environment and task characteristics and individual factors like energy and self-awareness are the three main categories of factors that affect employee engagement. Higher employee engagement is positively correlated with both individual outcomes like positive behaviour and organizational commitment as well as corporate outcomes like financial performance and customer pleasure.

## Data Analysis

**Table 1:** Evaluation of Workplace Climate

	Factors	SA	A	N	D	SD	Weighted Value	Weighted Average	Rank
A	Leadership and Management	37	13	3	2	5	748	12.06	4
B	Career Growth and Development	35	13	3	2	7	794	11.68	6
C	Job Design and autonomy	33	16	3	3	5	763	11.22	8
D	Recognition and Rewards	39	11	3	4	3	790	12.15	3
E	Work-life balance and Well-being	30	26	4	0	0	926	18.52	1
F	Company culture and values	37	10	2	4	7	804	11.32	7
G	Relationships with peers	34	17	2	4	3	752	11.94	5
H	Tools and Resources	32	22	1	2	3	810	15.28	2

The above table concludes that the Work-life balance and Well-being has achieved highest weighted average value of 18.52, indicates that Balanced work-life along with well-being is highly satisfactory. Also it is inferred that job design and autonomy has obtained the lowest weighted average value of 11.22.

**Table 2:** Key Determinants of Employee Engagement

	Factors	SA	A	N	D	SD	Weighted Value	Weighted Average	Rank
	<b>Organization Variables</b>								
A	Management style	36	17	0	3	4	274	24.91	2
B	Rewards and Recognition	38	18	1	1	2	282	31.11	1
	<b>Job-Related Factors</b>								
C	Work Environment	34	15	5	2	4	73	13.10	4
D	Task Characteristics	35	16	4	2	3	75	13.44	3
	<b>Individual Factors</b>								
E	Energy Vitality	33	12	4	5	6	57	10.30	6
F	Self-Awareness	38	14	3	3	2	58	12.46	5

The above table concludes that the Rewards and Recognition has achieved highest weighted average value of 31.11, indicates that rewards and recognition are highly satisfactory as

organizational Variable. Also it is inferred that Energy Vitality has obtained the lowest weighted average value of 10.30 among individual factors.

**Table 3:** Chi Square Test

Variables	Calculate X <sup>2</sup> Value	Df	Average Sig	Results
<b>Organization Variables</b>	1.201	1	0.273	H0 Accepted
<b>Job-Related Factors</b>	2.701	1	0.100	H0 Accepted
<b>Individual Factors</b>	0.834	1	0.361	H0 Accepted

The above table shows that gender and Organizational variables have a Chi Square value of 1.201, job-related factors are 2.701 and individual factors are 0.834. The average significant values are 0.273, 0.100 and 0.361. Since the significant value is greater than 0.05, we reject the alternative hypothesis and accept the null hypothesis. Therefore it can be said that there is no significant connection between the

respondents' gender and important factors that affect employee engagement. Therefore, employee engagement is unaffected by gender.

### Findings

According to the study, organizational job related and individual factors all have an impact on employee engagement in North Chennai's educational institutions. According to the

workplace climate analysis, respondents rated job design and autonomy as the least satisfying while work-life balance and well-being were seen most favourably. Individual variables like energy vitality scored lowest among organizational determinants, whereas rewards and recognition emerged as the most influential element, followed by management style. Additionally, the chi-square results showed no significant correlation between gender and the major engagement variables, indicating that there is no gender-based variation in employee engagement levels. Overall the results show that encouraging work environments and recognition focused organizational strategies enhance employee engagement, which in turn boosts institutional performance and long-term sustainability.

### Suggestions

Educational institutions should improve engagement strategies that improve leadership support, communication and recognition in light of the findings. Lower-rated areas might be addressed by expanding chances for professional development defining job tasks more clearly and enhancing task autonomy. Additionally as work-life balance and well-being initiatives are highly valued by employees and contribute to long-term motivation and satisfaction, organizations should keep supporting them. Engagement can be further increased by promoting involvement in decision-making, cultivating good peer relationships and putting in place organized incentive and recognition programs. Educational institutions can enhance staff morale, performance and institutional sustainability by giving these activities top priority.

### Conclusion

The study comes to the conclusion that in North Chennai's educational institutions, employee engagement is essential to boosting organizational effectiveness and fostering sustainability. The analysis shows that a variety of organizational, job-related and individual factors affect engagement with work-life balance and recognition as well as incentives appearing as important determinants. These results support the idea that employees show greater levels of commitment, motivation and

discretionary effort when organization provide supportive work environments give meaningful acknowledgement and promote participatory leadership. Moreover the lack of major gender based disparities in involvement suggests that engagement-related tactics can be consistently used throughout the workforce. In the context of the education sector, increased employee engagement helps long-term sustainability because institutions rely largely on human capital for service delivery, in addition to improving work satisfaction and institutional performance. Thus maintaining competitiveness, enhancing the standards of academic services and cultivating a positive institutional culture all depend on incorporating structured engagement approaches into institutional management frameworks.

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