

# A Systematic Review on Issues and Challenges Associated with Work Engagement of Teachers

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### ABSTRACT

**Purpose:** *As education sector becomes more and more quality conscious, the nature of work involved in teaching profession undergoes dramatic changes. The various management concepts such as creativity, innovation, continuous improvement and change management become a common jargon for teachers in the current scenario. All these factors impose greater pressure and uncertainty on teachers. In the midst of all these challenges, there are multiple parameters to evaluate the performance of teachers. This sudden shift in the profession really resulted in teachers experiencing a stressful environment. The predicament of whether to focus more on traditional teaching methodology or student centric quality parameters exerts pressure on them. The New Education Policy (NEP 2020) will of course demand more involvement from teachers. In this juncture, this study proposes to conduct an analysis of various issues and challenges related to work engagement of teachers.*

**Design/Methodology/Approach:** *Literature review is conducted to analyse the concept of work engagement, work engagement of teachers and the factors influencing work engagement of teachers.*

**Findings/Result:** *Quality consciousness, innovation driven environment and implementation of National Education Policy, 2020 makes it important to be concerned about the work engagement of teachers. The transition towards a student centric curriculum is challenging and inevitable. In this context, work engagement of teachers should be given utmost importance.*

**Originality/Value:** *The antecedents and consequences of work engagement in the volatile, uncertain, complex and ambiguous environment is evaluated.*

**Paper Type:** *Conceptual Research.*

**Keywords:** Innovation, Quality, Traditional and Modern Educational Practices, Work Engagement, Organisational Commitment, Job Satisfaction

### 1. INTRODUCTION :

In the past two decades, the world has witnessed revolutionary changes in almost all the sectors such as manufacturing, services, information technology, health sector and hospitality sector. The drastic changes taking place in this world is a testimony of the fact that incremental changes are not sufficient to ensure the existence of organisations. What is required at this juncture is drastic changes in the mindset and functioning of the organisations [1]. Teaching profession is not an exception to the change. In the traditional teaching scenario, teacher was given utmost importance. That means, we had a teacher centric approach in education. Teacher used to control each and every aspect of student learning and student had a passive role just to listen to teachers and just acquire the knowledge shared by the teacher. This kind of a teacher centric approach, neglected the learner and his/her interests. We need to acknowledge the fact that our education system has killed the innate abilities of several generations of learners. Researchers, psychologists, academicians and governments all over the world realised this mistake and had taken adequate measures to correct this in order to shift to learner centric education. It is a fact that this kind of a transformation occurred only after various industries really realised the need

for a customer focused approach. Companies in the last few decades ensure that they respond to customer requirements in all possible ways. Nowadays, companies make use of the best possible technology to respond to customer requirements. Products are tailored according to customer's requirements. New products are designed only after consulting the customers. Education sector was very slow to understand the need for this kind of an approach. However as mentioned earlier, the various stakeholders of education sector were convinced of the need for learner centric approach.

A relevant question arises here is, with regard to the need for this kind of a shift. Modern psychologists are of the opinion that each and every individual is unique and are blessed with multiple innate talents and abilities. That means, each and every individual is talented in unique ways with his/her innate capabilities. A teacher centric education system has failed to understand this unique aspect and it is really a sad state of affairs that we could not ensure the all-round development of learners belonging to past generations. A universally accepted meaning of definition given by Mahatma Gandhi is, education is drawing out, the best in the child. Therefore, unfolding the hidden innate abilities of individuals is possible only if we say goodbye to teacher centric learning. Lack of avenues for unfolding the creativity of individuals in fact can be considered as a kind of cruelty towards learners. Therefore, opportunities to the learner to find out what he/she is good at and to develop accordingly in order to choose a career which is in tune with the abilities is in fact a fundamental right of the individual. The national educational policy and its recommendations are to be considered as an initiative in this regard. Therefore, we can arrive at a conclusion that a learner centric approach and an initiative to achieve human development in its full sense is the need of the hour.

The sudden transformation into a student centric approach created a VUCA environment (Volatility, Uncertainty, Complexity, Ambiguity) in the education sector. VUCA represents the various challenge a result of the continuous changes taking place in every sectors [2-3]. Just like any other change management processes, this transformation (New Educational Policy, 2020) too had several challenges and it may result in resistance among teachers. At the same time, it has benefitted students and has the potential to contribute to nation building. The new policies and programmes put pressure on teachers and they are not in a position to digest it and to respond to it. The emphasis on quality, innovation, continuous improvement and new governance mechanisms demands more from teachers in the form of more involvement. There is a necessity for innovation for companies at present since it has a significant role to create value and to make companies competent in the market [4]. Innovation focussed mindset is a necessity when we implement National Education Policy,2020(NEP 2020). Quality of services, mental appeal, worker competence, academic leadership and student orientation are considered as factors responsible for university reputation [5]. Therefore, ensuring quality is a must in order to ensure reputation. Ongoing development is a way to relate novel methods of performing work [6-7].

In connection to the new policies, there are lot of discussions in the academia and research circles related to work engagement of teachers. Some of the areas focussed by NEP 2020 is preventing dropouts, inclusive education, multi-disciplinary education, vocational education, digital education and professional education [8]. It is always desirable to understand the determinants of work engagement, the various issues and challenges related to work engagement and the impact of work engagement on teachers' performance. Engaged employee reveals himself/herself physically, rationally and emotionally during their role performances [9]. Employee engagement is all about establishing connections with co-workers and superiors[10]. That means, an engaged employee will be totally involved in work. An engaged employee will be ready to travel extra mile beyond his/her duties. The new scenario in education sector requires teachers who are actively engaged in order to ensure the all-round development of students entrusted to the care of educational institutions. Work engagement of teachers will lead to student satisfaction [11]. This review paper is an effort to understand the various issues and challenges associated with work engagement of teachers.

## **2. OBJECTIVES :**

- (1) To study the concept of work engagement and its relevance in the current scenario.
- (2) To examine the significance of teachers' work engagement.
- (3) To review the current issues related to work engagement of teachers by means of systematic literature review.
- (4) To find the gap between current status and decide the status of work engagement of teachers.
- (5) To suggest future research directions of work engagement of teachers.

(6) To analyse and identify the chosen research agendas.

### 3. METHODOLOGY OF DATA COLLECTION :

This is a conceptual paper. The information related to work engagement of teachers, factors influencing work engagement of teachers, antecedents and consequences of work engagement of teachers and above all various issues and challenges related to work engagement of teachers will be collected from various database such as Google scholar and Research Gate.

### 4. RELATED WORK :

The variables of organisational culture such as rationality, participation, collaboration, communication skill, professional orientation and leadership quality influence work engagement and the performance of teachers [12]. Through their study, they explored that organisational culture and transformational leadership significantly influence work engagement and teachers' performance. They found out that the leadership quality of the principal in an educational institution and teachers work engagement results in better performance of the institution. The authors have supported the hypotheses through empirical studies. The findings are as follows a) Organizational culture is positively related to work engagement, b) Transformational leadership highly influence work engagement, c) Work engagement is directly related to teacher's performance, d) Organizational culture has positive impact on teacher's performance. Hence, it is concluded that organizational culture is main indicator of work engagement and organizational culture and transformational leadership are the antecedents of work engagement and teacher's performance. This study on organizational culture, transformational leadership and work engagement of teachers is limited to teachers working in institutions run by one community. Hence it calls for further research on broader spectrum of institutions.

There was a study on work engagement and efficacy in relation to job satisfaction, burnout and turnover intention by means of empirical data among the teachers who are newly appointed because the previous researches excluded this category of teachers [13]. The authors proved that teacher's efficacy and work engagement negatively affect job burnout. Efficacy of teacher and work engagement are significantly related to job satisfaction and efficacy of teacher and work engagement are negatively related to intention to quit. These hypotheses are tested and proved with the help of empirical data. They suggest that the newly appointed teachers and school management have to comply with Bandura's self-efficacy theory where the teacher should increase efficacy of students and school management should promote teaching efficacy to facilitate better engagement. The limitation of the study is that it is restricted to one particular region and the newly appointed teachers were hesitant to respond to the survey.

A cross sectional data survey was conducted to explore the possible solutions to the declining educational standards in Nigeria [14]. They tested whether psychological ownership, hope and resilience will promote work engagement behaviour among teachers. In this study, the results show that psychological ownership in no way predicts work engagement behaviour among teachers. But hope and resilience are significantly connected to work engagement among teachers. The study suggested a remedy that the management should promote psychological ownership among teachers. The research unfolded the reason for declining of educational standard as diminishing organisational support by school managements to teachers. Psychological ownership feeling of teachers will influence organisational standard positively. The study though is a cross-sectional empirical study, it has generalised certain aspects and is limited to some mission schools in Nigeria.

A study taking into consideration a group of Dutch teachers using weekly work engagement model was conducted [15]. The aim of the study was to evaluate the intra personal relationship between job resources, work engagement, and job performance related to teachers. On the basis of these theories about the 'motivational potential of job resources', they anticipated that teachers weekly job resources are largely related to their week level of work engagement. The week level of work engagement is an indicator for week level of output. They tested the hypothesis that temporary work engagement has a delayed positive impact on next week's job resources. The results of the analysis significantly proved the hypothesis that, the week level independency, interaction between group leader and chances for development were positively related to weekly engagement and also proved that weekly engagement in a greater extent is positively related to weekly job performance in the subsequent week. The study proved that resourceful work environment increases teachers' feeling of work engagement. This teacher

engagement results in a positive link with weekly job performance of teachers. The research, also established a causal relationship between week level of work engagement and job resources and suggested that engaged teachers are able to generate their own job resources. The findings of the study explored that a favourable work environment nurtures teachers weekly work engagement and has a direct positive impact on job performance of teachers. Hence job resource predictor should be an integral part of human resources training programme in the organisations.

A survey research among teachers who are employed in the basic education levels of schools in Turkey to manifest the views of teachers on work engagement and organisational commitment was undertaken [16]. They conducted the study considering the concepts such as vigour, dedication and absorption. Through this study, researchers revealed that vigour, dedication and absorption are three sub dimensions of work engagement and normative feeling, continuity and affectivity are the three sub dimensions of organisational commitment. The findings of this research are, the level of work engagement of teachers is higher than the organisational commitment level of teachers. Role of gender results in the differed outcomes in terms of organisational commitment and work engagement, whereas marital status does not make any difference. It is proved by the study that seniority does not make a major difference in organisational commitment and work engagement. Teachers having experience of more than 20 years, the study shows that these have higher level of work engagement. Whereas teachers who have less than 5 years of experience have lesser level of work engagement. Teachers who are engaged workers for a long time have positive approach towards teaching and excellence. The above study is limited to a group of schools in Turkey hence may not be applicable in the same way in other places.

Ensuring career enhancement of teachers, improving their engagement at work and adding up to their employability is a major challenge for educational institutions [17]. Opportunities for career enhancement is considered as a very crucial factor in improving their work engagement and which can contribute towards career excellence. According to the study, these challenges remain till the end of their career, therefore age specific engagement initiatives are very much required. The authors highlight the fact that increased work engagement enhances teacher's performance. At the same time, it will have a pivotal role in influencing student performance. Therefore, educational institutions should make sincere efforts to study and to focus more on work engagement practices for teaching professionals.

Innovation is a key component of competitive advantage [18]. Innovation has a role in achieving improved organisational performance. The theory of resource based competitive advantage, highlights the role of various resources in improved organisational performance. The author presents employees as an important resource whose innovativeness contributes to performance. In educational institutions, teaching fraternity is considered as an important resource whose innovative work behaviour (IWB) has a bearing on institution's success. Therefore, innovative work behaviour is a testimony of engaged workers or teachers. So the article tries to highlight human resource as a key resource and tried to connect work engagement and innovative work behaviour. The author also makes an effort to connect job demands-resources model and work engagement. It is found that, job demand is negatively connected to work engagement. That means, those teachers who experience certain problems at work will not be engaged this in turn will have an impact on student satisfaction.

The emotional aspects are crucial in determining the work relationships in the teaching profession [19]. That is, the role of emotions in task relationships is important in achieving superior performance. The article also pinpoints the role of work engagement in unfolding the underlying relationships between individuals, organisational factors and performance. The author brings the term professional capital (defined by human capital, social capital and decisional capital) in order to explain these relationships. Technical competence cannot simply define effective teaching. Emotional understanding is the very basis for successful teaching. This statement tells us the importance of the concept of work engagement since it reveals that an engaged employee is emotionally involved in work and he or she becomes part and parcel of the organisation.

The organisational commitment of teachers depends upon the opportunities to learn and develop [20]. This article highlights organisational commitment as the net result of work engagement. The quality of work very much depends upon organisational commitment. The mindset to work and to comply with organisational values is in fact a predictor of work engagement.

**Table 1:** Review of articles related to various issues and challenges related to work engagement of teachers.

Sl. No	Area	Issues	Reference
1.	Innovative teaching methods	An outlook towards advanced teaching methods like workshop, brainstorming sessions, small group teachings, and project works. These techniques will enhance learning and improves efficiency of students.	Leontyeva, E. (2017) [21]
2.	Quality education	Quality education is the need of the hour. The study suggests a model for the enhancement of the abilities of youth through education, critical thinking, world citizenship, and imaginative understanding.	Nussbaum, M. C. (2006) [22]
3.	Traditional vs. Modern way of teaching	The modern way of teaching needs to be flexible and stimulating. Non-cognitive learning techniques are not considered effective as it does not generate interest among learners to actively participate in the learning process.	Mammadova – GunayHasanova, I. (2019) [23]
4.	Organizational commitment and student performance	There is a positive link between organizational commitment and performance of students.	Thien, L. M., et al. (2021) [24]
5.	Work engagement and Job satisfaction of Teachers in Hong Kong	Implications of work engagement as a mediating variable for job satisfaction among teachers.	Chan, E. S., et al. (2020) [25]
6.	Association between the various attributes of university teachers' job and teachers' well being	The new challenges in teaching profession mediated by emotional exhaustion reduce teaching job satisfaction, whereas mediation of work engagement increases job satisfaction.	Han, J., et al. (2019) [26]
7.	Challenges faced by Indian education system	The role of work engagement and organisational commitment will raise the standard of higher educational professionals.	Ahuja, S., Gupta, S. (2019) [27]
8.	Issues related to Work engagement	Social context influences work engagement where role of management is crucial.	Bakker, A. B., et al (2011) [28]
9.	Work engagement in teaching sector	Teacher`s experience promotes work engagement and improves teaching ability to meet the needs of diverse student community.	Mäkinen, M. (2013) [29]
10.	Relation between work environment and work engagement	Creating a favourable work environment promotes work engagement which has positive impact on teaching.	Federici, R. A., Skaalvik, E. M. (2011)[30]

11.	Organisational commitment	Relationship between psychological meaningfulness, employee engagement and organisational commitment	Goldenhuyts, M., et al. (2014) [31]
12.	Student centric education	Designing a student centric curriculum can increase the employability of teachers.	Aithal, P. S. (2016) [32]
13.	Student centric education in South Korea	Switching over from exam oriented system to student centric education through a specific education policy	Yang, J., & Tan, C. (2019) [33]
14.	The role of self-efficacy on the effects of framed health messages	Effect of an individual's self-efficacy.	Riet, J. V., et al (2008) [34]
15.	The influence of efficacy beliefs on the performance of nurses	They establish direct connection between self-efficacy and passion in the context of working in which efficacy beliefs reciprocally influence work engagement.	Le Blanc, P. M., (2010) [35]
16.	Perceptions of efficacy and engagement	High efficacy beliefs positively related to intrinsic motivation at work, work enjoyment, and feeling engrossed in one's work.	Salanova, M., et al. (2006) [36]
17.	Quality Assurance in Higher education in Asia	In order to attain quality higher education, system has to restructure its process, curriculum, standard and monitoring system.	Shah, M., & Do, Q. T. (2017) [37]
18.	Work-life balance as a determinant of job engagement	Life satisfaction mediates the relationship between work-life balance and work engagement.	Žnidaršič, J., et al (2020) [38]
19.	Employee engagement and employee performance	Work-life balance could be described as a satisfactory integration or adjustment between different roles in one's own life.	Bedarkar, M., & Pandita, D. (2014) [39]
20.	Person-organization fit and the corporate brand perception of employees and of customers	Person-organization fit is the consistency between individuals' values and the value of the organization in which they are employed.	Yaniv, E., & Farkas, F. (2005) [40]
21.	Work-family balance and quality of life	Balance between work and family is "the extent to which an individual is equally engaged in - and equally satisfied with - his or her work role and family role.	Greenhaus, J. H., et al. (2003) [41]
22.	Teacher efficacy	Teacher efficacy as belief or perceptions about his or her potentialities to teach students with variety of needs and to bring forth desired changes in students' achievement.	Tschannen-Moran, M., et al. (1998) [42]

23.	Individual- and organizational-level consequences of organizational citizenship behaviours	Organisational citizenship behaviour of teachers would influence organisational effectiveness in improving the standard and balancing the activities of the institution in and out, increasing the productivity and enhancing stability.	Podsakoff, N., et al (2008) [43]
24.	Organisation support	Organisation should realise the need of appreciating and supporting employees	Hellriegel, D., et al. (2012) [44]
25.	Reciprocation of perceived organizational support.	There is a link between employees expectation and employees attachment to the organisation.	Eisenberger, R., et al. (2001) [45]
26.	Early predictors of job burnout and engagement	Burnout is a syndrome characterized by emotional exhaustion, depersonalization, and lack of personal accomplishment.	Maslach, C., & Leiter, M. P. (2008) [46]
27.	Organizational citizenship behaviour	Organizational citizenship behaviour ensures that people become loyal to the organization taking up various tasks whole heartedly and will become innovative.	Smith, C. A., et al. (1983) [47]
28.	Factors influencing work engagement and the effect of work engagement: A study in information technology (IT) sector.	Employee engagement is one of the most important issues in human resource management today, partly because it is strongly linked to the productivity of the organization.	Sharma, U., & Rajput, B. (2017) [48]
29.	Importance of Job engagement and the measures to improve it	Employees experiencing work engagement are assets to the organization. They tend to perform better than people who are not engaged in their work, and are less likely to leave their place of employment.	Roberts, D. R., & Davenport, T. O. (2002) [49]
30.	Self-efficacy and its impact on online learning.	The learner's belief on his or her abilities to achieve a favourable outcome has a pivotal role in the teaching learning process.	Wilde, N., Hsu, A. (2019) [50]
31.	Self-efficacy as a very important behavioural variable	Self-Efficacy as an individual's belief that they are able to succeed in any given circumstance.	Bandura, A. (1977) [51]
32.	The determinants of Self-efficacy	Levels of self-efficacy are not static and has the ability to be increased through exposure to prominent information sources, one of which is vicarious experience information (VEI)	Gist, M. E., Mitchell, T. R. (1992) [52]
33.	The effect of coping and buoyancy on teachers' work-related well-being and engagement	Work engagement has become a popular area of study in numerous fields and business industries, including education.	Parker, P. D., Martin, A. J. (2009) [53]



34.	The effect of job demands - resources model on burnout and engagement	Work engagement is a positive and persistent state of mind which is opposite of burnout.	Schaufeli, W. B., Bakker, A. B. (2004) [54]
35.	The relationship between engagement and burnout	Work engagement is a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption.	Schaufeli, W., et al. (2002) [55]
36.	The role of perceived organizational support in achieving work engagement	Employees develop global beliefs concerning the extent to which the organisation values their contributions and cares about their well-being.	Eisenberger, R., et al. (1986) [56]
37.	The role of perceived organizational support in moulding affective commitment	Employees personify the organisation, they view favourable or unfavourable treatment as an indicator of the organisation's benevolent or malevolent orientation toward them"	Rhoades, L., et al. (2001) [57]
38.	Workaholic and work engaged employees	Work Engagement includes a personal interest in one's work as well as satisfaction and sense of fulfilment from the work itself.	Van Beek, I., et al. (2011) [58]
39.	Burnout and performance	Job burnout increase with increase in age of employees.	Gorji, M. (2011) [59]
40.	Perception of standards of performance and its influence on complex decision making.	Higher amount of self-efficacy is connected to increased motivational goals, resulting in considerable effort in the midst of challenges.	Bandura, A., Wood, R. (1989) [60]
41.	Openness of engaged employees	Engaged employees have an open mindset with willingness to perform extra roles and the ability to adjust various factors of work engagement in order to remain engaged.	Bakker A. B. (2014) [61]
42.	Student engagement	Student centric education system promotes higher level of student engagement in learning process.	Shailashri V. T. (2016) [62]
43.	Teacher Quality	Teacher quality influences teaching - learning process and improves learning outcomes. As a result it promotes institutional excellence.	Aithal P. S., Kumar S. P. M. (2016) [63]
44.	Quality of Education	The role of various methods of student assessment in ensuring quality education.	Wagner (2010) [64]
45.	Quality and quantity of education	GDP growth is increased because of quality of education and quantity of education	Deme et al.(2020)[65]
46.	Quality of Education	The number of children enrolling to primary education is more in Kenya. Now, the challenge is to improve quality of education	Miller, Elman (2013) [66]

47.	Quality Function Deployment	The role of quality function deployment in improving global competitiveness of education	Sagnak et al. (2017) [67]
48.	Investment in education and improvement of Quality	The relationship between spending in education sector by the government and improvement of quality	Haddad (2016) [68]
49.	Quality of Teaching	A better teaching evaluation process can improve the quality of teaching. Without a proper teaching evaluation system, teaching quality will not be improved.	Ji, Z. (2009) [69]
50.	School based activities and quality of education	The view point of students on the effect of school- based activities on the quality of education. Teacher`s quality and school management teams affect the quality of education.	Kariyana, Sonn (2014) [70]
51.	Quality of education	Teachers in contract terms in Canada affects the quality of education. In this era of globalisation of education, this is a hindrance to achieve competitiveness.	Hasrati (2021) [71]
52.	Quality education to underprivileged sectors	Inequalities in imparting quality education to the less advantaged segments is a challenge in human development	Santos (2009) [72]
53.	Reforming schools in rural areas and ensuring quality education	In order to ensure quality education, schools in rural areas needs to be upgraded as per the modern standards. With modern facilities will help children to excel in education	Stepanova (2004) [73]
54.	Quality of education and economic growth	Population explosion and slowing down of economic growth will affect the quality of education	Musambachime (1990) [74]
55.	Assessment in education sector	Evaluation and assessment of education is the essence of ensuring quality. Customisation of education is also a necessary task.	Gurovaet al. (2015) [75]
56.	Education for national development and for the growth of the society.	The role of education is to prepare students to learn continuously even after formal education to contribute to the development of the nation.	Zholkov (2010) [76]
57.	Creativity and Innovation and education	The role of education in developing a work force that has the capacity to embrace creativity and innovation. I is needed for the development of the nation.	Croslinget al. (2014) [77]
58.	Role of Information Technology in education	The various benefits of information technology should be utilised to improve the quality of education. Information technology can enhance	Kong (2009) [78]

		the effectiveness of teaching and learning.	
59.	Organisational confidence level of teachers and managers	The organisational confidence level of teachers and managers in schools affect the quality of education.	Karademir (2015) [79]
60.	Work engagement and job burnout of physicians	Work engagement leads to overall well-being of the person and reduces the chances of burnout.	Loerbroks et al. (2017) [80]
61.	Innovation in schools	The extent of innovation in schools is affected by the principal's work engagement.	Koch et al.(2014)[81]
62.	Job resources, self efficacy, work engagement.	Work engagement is considered as a process which is developed over time. This kind of an approach provides insights on the activities to be undertaken to develop work engagement over time	Simbula et al. (2011) [82]
63.	Work engagement, ethical leadership and voice behaviour.	Ethical leadership induces followers to be more engaged at work. There is a positive relationship between ethical leadership and work engagement.	Cheng et al. (2014) [83]
64.	Work engagement of teachers of various age groups.	The extent of work engagement changes in different age groups. Young teachers value career enhancement more and older ones will be happy with the organisation if it acknowledges their contribution.	Guglielmi et al. (2015) [84]
65.	Job engagement and performance	Work engagement ultimately leads to performance. That means task performance and organisational citizenship behaviour. Work engagement is considered as the investment of whole self by the individual for the role performance.	Rich et al. (2010) [85]
66.	Antecedents of teachers` innovative work behaviour.	Learning organisation and work engagement are identified as two factors influencing work engagement. AS a result of changing environment, innovation is very important for organisations. In connection to this, innovative behaviour is expected out of teachers too.	Hosseini et al. (2021) [86]
67.	Developmental leadership and work engagement.	Developmental leadership has a positive association with work engagement	Ryu, Shim (2020) [87]
68.	The role of meditation in developing work engagement	Work engagement is more in where mindfulness meditation courses are taught. The relationship between	Petchsawang, McLean (2017) [88]

		meditates the relationship between meditation and work engagement	
69.	The determinants of work engagement	Job resources and personal resources are two important determinants of work engagement.	Miner et al.(2015)[89]
70.	Ethical leadership	Ethical leadership motivates employees to be engaged at work experiencing more vigor, dedication and absorption at work.	Den Hartog, Belschak (2012) [90]
71.	The role of work engagement in the relationship between work-family conflict and work engagement.	The partial mediating role of work engagement in the relationship between work family conflict and work engagement. Work engagement is highlighted as an important concept in positive psychology.	Yucel et al. (2021) [91]
72.	High commitment work systems and work engagement	Work engagement is considered as a prominent concept in positive psychology. High commitment work systems will result in work engagement.	Sekhar (2021) [92]
73.	Autonomy of private universities and opportunities for excellence	The scope for innovation is more for private universities. The autonomy for private universities can take it to excellence. There are several challenges for campus-based universities such as technology adoption, return on investment, maintaining discipline and online education support	Aithal, P. S., & Aithal, S. (2019) [93]
74.	Analysis of new education policy	The new education policy is analysed and recommendations are provided for its successful implementation. The need for a progressive curriculum, the necessity to have research focus, multidisciplinary approach, collaboration with industry and collaboration with other universities and educational institutions are highlighted by the authors.	Aithal, P. S., & Aithal, S. (2020) [94]
75.	Opportunities and Challenges associated to private universities	The opportunities and challenges for private universities with regard to research and development, foreign collaborations, evaluation process, governance, leadership and management are assessed.	Aithal, Suresh Kumar (2016) [95]
76	Student perception towards printed study materials	Provision of digital and physical learning materials help students to learn better and which results in better academic performance.	Bhatta B., Kumar S. G. (2007) [96]

77	Innovations in teaching profession	In teaching profession faculty need to innovative keeping abreast with modern and latest developments. This will motivate student community to develop creativity skills and enhances employability.	Varambally, et all (2020) [97]
78	Innovation and employee engagement	Freedom for creative thinking, sustained motivation and encouragement by the organization leads to innovations. Opportunities for Innovation lead employees to engage better .	Shailashree V. T., Shenoy, S. (2016) [98]
79	Behaviour and attitude	Disposition and attitude of a leader at a given situation and time influences the decision making process. A positive attitude of a leader will result in better output.	Aithal, P. S., Aithal. S. (2019) [99]
80	Education and global relevance	India has a hub of young talents. These talents to be rightly nurtured and oriented towards acquiring adequate global competence to face the global competition.	Shailashree V. T., Shenoy, S. (2017) [100]
81	Quality in Higher Education	Higher education system should take aspiring students to a realm of new knowledge, connected to different walks of life through research and innovations.	Aithal, P. S., et al. (2015) [101]

### 5. NEW RELATED ISSUES :

The new educational policy (NEP 2020) demands more commitment and involvement from employees. In this juncture, ensuring work engagement and job satisfaction among teachers is a difficult task.

### 6. IDEAL SOLUTION AND PRESENT STATUS :

Post-independence period to the period of globalisation witnessed a very traditional way of knowledge transfer in Indian education sector. Post globalisation period (after 1990) there was an urge to incorporate modern educational practices and to benchmark our institutions with globally renowned ones. This desire has become a reality with the new education policy. At present, nothing much is done to apply various management principles in various aspects of administration in educational institutions in tune with New Education Policy.

### 7. RESEARCH GAP :

As mentioned above, the transition to a student centric approach will become possible only if our institutions have become quality conscious and only if we focus on innovation. Quality consciousness and an innovation driven environment are possible when we channelize our human resources in this regard. Hard work, commitment and involvement of teachers are a prerequisite for achieving this. Therefore, analysing the role of various managerial and behavioural variables in ensuring teachers commitment is the need of the hour. How can we ensure optimum utilisation of human resources (which in turn can be called as work engagement), what constitutes work engagement among teachers and what are the outcomes of teachers work engagement can be unfolded with the help of further research.

### 8. RESEARCH AGENDAS :

(a) Every institution can have a unique HR policy.

- (b) Employees (in this case teachers) should develop the belief that they are part of developing future leaders and they are involved in nation building.
- (c) Training programs can be conducted in order to convince teachers of the need for quality consciousness and innovation driven mindset.
- (d) Since new education policy is going to be implemented, teachers should be given training on the various aspects of this policy.

### 9. ANALYSIS OF RESEARCH AGENDAS :

The most important step to be undertaken is to conduct training program on new education policy, 2020. Next step can be training on quality and innovation so that educational institutions can develop a new culture. As mentioned above, giving importance to HR policies can also revive educational institutions through engaged employees.

### 10. RESEARCH TOPIC :

Dimensions of Work Engagement and Its Impact on Organizational Citizenship Behaviour: - A Study Among the College Teachers of Dakshina Kannada District.

### 11. ABCD ANALYSIS OF THE CHOSEN RESEARCH PROPOSAL :

A: The present study will add new knowledge to the literature by studying the antecedent variables and consequent variables through a mediating variable to the level of work engagement among teaching staff.

B: This will help the Department of Collegiate Education and local college managements to analyse the level of engagement of teachers employed and it will enable them in designing different human resource management policies.

C: The study deals with work engagement where the disparity in cadre of teachers from lower to higher education, aided to unaided hence it is a challenge to expect uniform level of engagement.

D: Since this study deals with engagement there is a possibility of in genuineness as far as the data collection is concerned. Also, the data collection is difficult since it is time consuming.

### 12. LIMITATIONS :

The study is limited to the colleges of Dakshina Kannada district. Therefore generalisation of findings to the institutions of other districts may not be correct. Since, the study involves Government paid and Management paid employees, there are hurdles to get genuine data from all institutions.

Prejudices and biases from respondent's side cannot be ruled out. The respondents may not express their exact viewpoints corresponding to the questions.

The changed scenario in the new normal post Covid times may influence the findings of the study because the challenges associated with Covid at an individual level, changed thinking patterns, emotions, feelings and overall change in behavioural pattern of individuals may influence their response towards the various questions.

### 13. CONCLUSION :

There is wide spread discussion on human development index all over the world. Quality education is one of the factors that lead to increased human development index. It is in this context that, this review paper on work engagement of teachers especially in this time of NEP 2020 implementation is extremely significant. Satisfaction of teachers, their willingness to go extra mile beyond their roles, their commitment and involvement towards work are going to be much researched topics in this era of NEP implementation. The uncertainty associated with the outcome of any new policy is a matter of concern among all. It is true that revamping of educational policy is a must. Assuring the satisfaction of teachers, in tune with the implementation of new policy, is of utmost concern. Further research on work engagement in this context will unfold the various aspects of teachers' commitment at work.

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