

COMMITMENT LEVEL OF POLYTECHNICS TEACHERS AND STRATEGIES TO ENHANCE IT - A STUDY

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1. RATIONALE :

Technical education has been making significant contribution to India's economic development. Substantial diversification and enhancement of production have been possible mainly because of the competent manpower developed by the technical institutions of the country. To maintain these positive accomplishments, the system has to face variety of challenges. The technical education system of the country effectively responds to the challenges through the national policy on technical and management education. New education policy on technical and management education exerts an ample emphasis on policy reforms, instructional development on new technologies and training approaches.

In order to achieve objectives of new education policy and its programme of action, World Bank agreed to assist the implementation of the policy and its programme of action through a project on strengthening technician education in the country.

Through the World Bank Assisted Project efforts have been made to expand the capacity of selected existing polytechnics, improved quality of polytechnic programmes and increased efficiency of management and operation of the polytechnic system.

The expanded roles of technical institutions make it imperative for the faculty to perform multiple and variety of roles. The pivotal role of teachers for the success of the educational programmes and the implementation of national policy has been amply recognized.

In order to ensure quality and promote excellence a high degree of commitment of employees is required to successfully implement the national policy and programmes to meet the challenges ahead. It is the commitment which acts as a significant psychological force which presses upon the attitudes of the employees to put effort and harness potential of the self and of his/her team for transcending the organization towards excellence.

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In this research study an attempt had been made to know the present commitment level of polytechnic teachers, identify the factors responsible for high/low commitment and designing the strategies to enhance the commitment level of teachers.

2. OBJECTIVE OF THE STUDY :

1. To study the commitment level of polytechnic teachers in various activities of polytechnic.
2. To study the factors responsible for high/low commitment.
3. To formulate/design the strategies to enhance the commitment level of polytechnic teachers.

3. NEED AND IMPORTANCE OF THE STUDY :

Findings of this research study shall be useful in implementing strategies to ensure commitment of employees in technician education system. It will be helpful to many agencies, organizations, like AICTE, Government, Polytechnics, academicians and students who are concerned with quality and efficiency of the technician education system.

4. HYPOTHESIS :

1. There is no significant difference in commitment level of teachers belonging to urban and rural polytechnics irrespective of status of teacher.
2. There is no significant difference in commitment level of teachers of various disciplines.

5. DELIMITATIONS OF THE STUDY :

Keeping in view the time available and resource constraints, the research study is delimited as given below :

1. This research study is limited to polytechnic teachers of Madhya Pradesh, co-ed polytechnics.
2. Teachers from Civil, Mechanical and Electrical engineering disciplines are only considered for the study.

6. DEFINITION OF TERMS :

Commitment :

As an operational definition "commitment of a teachers is a high level of emotional attachment and involvement in performing the institutional roles for accomplishing institutional objectives effectively and efficiently."

Strategy :

A strategy is a pattern of actions and resources allocation to enhance the level of organizational commitment to accomplish the goals.

7. REVIEW OF LITERATURE :

Initially the extensive review of literature was done in various fields to identify the problem area. While reviewing the literature no research work was observed in the field of organizational commitment in technical education context. A high degree of commitment of technical education system is required to successfully implement the national policy and other related programmes to meet the challenges ahead. Thus existence of gap encouraged to undertake this research study.

The comprehensive review of literature includes four research studies, two conceptual and experience based papers and forty one text books covering the topic of commitment in some way or other.

The conceptual and research review of literature helped in limiting the problem area, defining the problem, adopting suitable methodology and designing the instruments.

8. CONCEPTUAL FRAMEWORK OF THE STUDY :

After the comprehensive literature review many points emerged which helped in defining and describing the concept of commitment and organization commitment which served as a foundation upon which the structure of this research study was built-up. It also helped in designing the concepts and logic of the study.

It provided insight in diagnosing the commitment level in terms of involvement of teachers in various activities of the institution. As the behaviour reflects in the actions which provides a sound clue to measure the commitment. It can be put in this way also that if more the involvement of teachers in various activities of institutions, more will be their commitment and vice-versa. Once the present level of commitment is measured, then comes the factors which have contributed towards the present level. To enhance the commitment level of employees, there is necessity to design strategy mix. The strategy design depends upon the organizational situations. Keeping these issues in mind the study was conducted.

9. METHODOLOGY :

The methodology adopted to accomplish the objectives of this research study is given in the flow diagram and the steps are briefly described in subsequent sections.

10. POPULATION AND SAMPLING :

The population of this research study was about 350 teachers working in civil, Mechanical and electrical Engineering disciplines of co-ed polytechnics of Madhya Pradesh which are geographically scattered in the entire state.

To accomplish the objectives of the study stratified random sampling technique was used to select the sample. 30% of the population was considered to be a fairly good sample and findings of study can be generalized for the whole population.

11. CONSTRUCTION OF INSTRUMENTS :

To accomplish the objective No. 1. of the study the opinionnaire was constructed on three point rating scale to get the opinion of teachers about their extent of involvement in various activities of polytechnic.

To accomplish the objectives No. 2 of the study the opinionnaire was designed on five point rating scale to get the opinion of teachers on various pre-decided factors of organizational commitment.

To accomplish the objective No. 3 of the study a structured interview schedule was designed to get the suggestions from respondents for formulating strategies to enhance the commitment level.

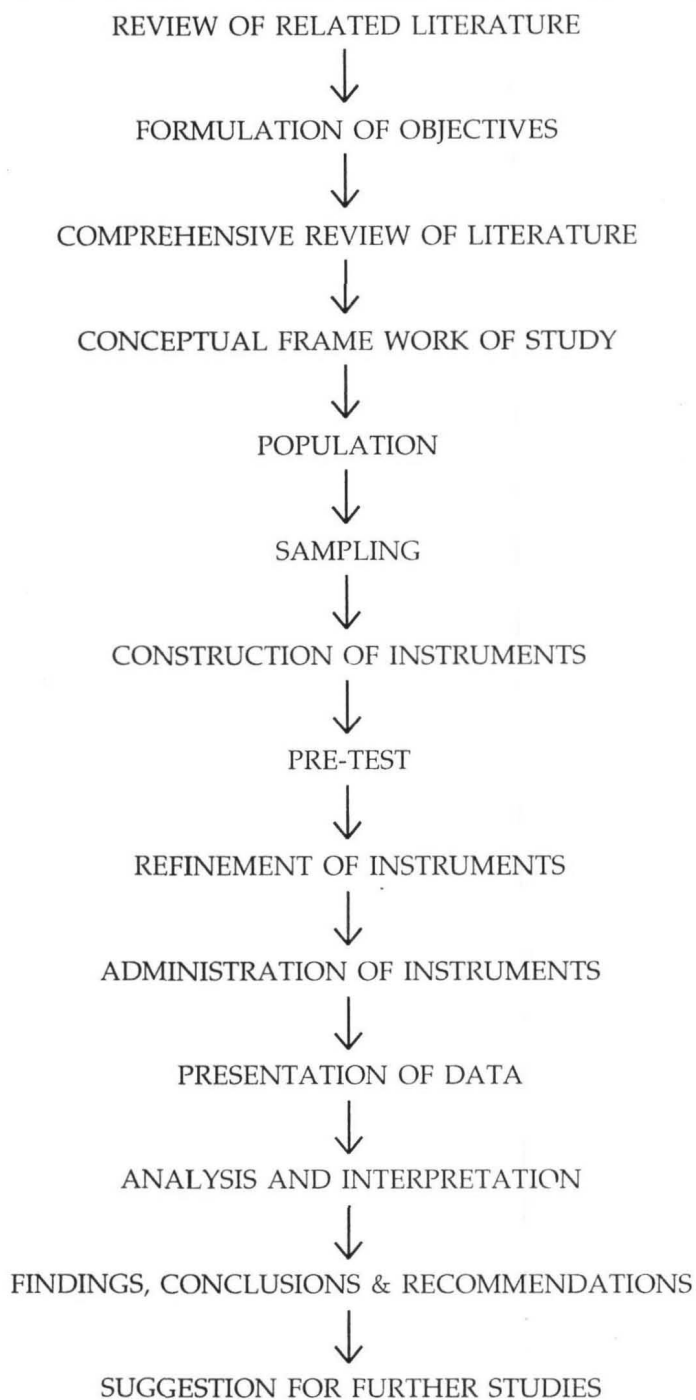


Figure 1. Flow- Diagram of Methodology of the Research Study

12. PRE-TESTING AND REFINEMENT OF INSTRUMENTS :

The prepared research instruments were pre-tested on ten polytechnics teachers who were selected randomly belonging to different disciplines. The teachers were briefed about the study and asked to comment on the coverage of contents, language and instructions. The suggestions received after pre-testing of the instruments were incorporated and the instruments were refined accordingly before preparing final draft for data collection.

13. MODE AND DATA COLLECTION :

The data collected by administering the instruments personally to the respondents for instrument 1 and 2 were the teachers of polytechnics belonging to various disciplines. Respondents for instrument 3 were HOD and Principals and selected experts in the field.

14. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA :

The data collected from instrument - 1 is presented in tabular and concise form in fourteen tables on the basis of opinion of different classification teachers. Data are analysed by assigning weighted to different extends of involvements, calculating weighted mean for each activity and finding area wise average weighted mean of opinions. The interpretation of tabulated data had been also done when found necessary.

The data collected from instrument - 2 are presented in tabular and concise form in two tables on the bases of opinions of teachers. The data are analysed by assigning weighted to each category

of opinion, calculating weighted mean for each item and finding average weighted mean for each predecided dimensions. Interpretations had been made when found necessary.

The responses received from instruments 3 were summarised and a model for effective implementation of strategies had been developed for enhancing the commitment level of polytechnic teachers.

15. HYPOTHESIS TESTING :

Hypothesis No. 1 as given in section 5 of this summary report was tested by using 't' test of significance and hypothesis No. 2 was tested using "F" test of analysis of variance. It was found that :

- Hypothesis "There is no significant difference in commitment level of teachers belonging to urban and rural polytechnic" is rejected.
- Hypothesis "There is no significant difference in commitment level of teachers of various disciplines" is accepted.

16. FINDINGS AND CONCLUSIONS :

Findings and conclusions of the research study were based on the analysis and interpretation of data. A brief summary of objective wise findings and conclusions are given as below.

16.1. Findings of Objective No. 1 :

The polytechnic teachers have indicated a high level of commitment in activities related to student counselling, teaching, co-curricular and extra-curricular activities and innovation in instructions. Medium level of commitment

in student assessment and evaluation, curriculum development, laboratory instruction, departmental administration, revenue generation, and developing physical facilities. A low level of commitment is shown by teachers in developing resource material, continuing education, research and development and community services.

16.2. Findings of Objective No. 2 :

Willingness,, Role Status, Information Sharing, Freedom, Values and Beliefs, Participation, Training and Development, Problem Solving, Job Satisfaction, Innovativeness, Leadership, Rewards, Employee Relations, Involvement in Profession, Supervision, Excellence, Organizational Pride, Work practices, Performance and Team work are the factors in order of priority contributing positively to the organizational commitment.

16.3 Findings and Conclusions No. 3.

The strategies designed through this research study are classified into three categories at government, Institute and individual level on the basis of their authority and way of implementation. The strategies thus found suitable are briefly summarised below :

1. Strategies at Government level :

- Reward system should be introduced by providing better future prospects, performance based promotion system and making provision of bonus/incentive for the teachers.
- Willingness of teachers should be enhanced by appreciating their contributions and providing resources

timely.

- Role status of teachers should be improved by making role clear, self explanatory and specific.
- Participation of teachers should be appreciably enhanced by communicating institutional goals clearly.
- Performance of teachers should be improved by introducing effective performance appraisal system.
- Creative thinking should be promoted among teachers by organizing exhibitions, seminars and workshops.
- Opportunities should be increased for training and development by designing suitable policy on career development.
- Autonomy should be imparted to teachers by providing free and flexible environment in the organizational work settings.
- Job satisfaction of teachers should be enhanced by offering attractive pay scales and providing facilities.
- Competitions among institutions and within institution should be promoted for the excellence.
- Supportive policies relating to promotions, rewards, bonus etc. should be formulated.

2. Strategies at Institute Level :

- Reward culture like patting on the back, providing choice assignments and appreciating the accomplishments of teachers must be maintained.
- Teachers should be made familiar with the institute and its accom-

plishments to enhance their willingness.

- Role status of teachers should be improved by making it clear, interesting, challenging and providing flexibility to perform roles.
- Personal and psychological problem of teachers should be solved by working together and creating open and supportive atmosphere in the institution.
- Valid information should be provided timely to teachers to avoid the reaching of distorted information.
- Participation of teachers should be enhanced by involving them in decision making process.
- Organizational and personal pride of teachers should be enhanced by promoting social welfare activities, publishing institutional goals and recognizing the talents, efforts, achievements of teachers.
- Performance of teachers should be improved by encouraging competitions in the institution.
- Team work should be promoted by forming team of interdepartmental members.
- Shared leadership should be promoted in the institution.
- Relationships among employees should be improved by encouraging team spirit and expressing concern to their problems.
- Creativity among teachers should be promoted by organizing creativity sessions.
- Opportunities should be provided to develop skill and competencies.
- Autonomy should be imparted by avoiding unnecessary interference in work.
- Job satisfaction should be enhanced by guiding and counselling them for career development and fulfilling their personal needs.
- Values and beliefs should be shaped by inspiring and motivating.
- Excellence should be promoted by developing skills and competencies and maintaining effective communications.
- Effective feedback system should be introduced to keep informed for improvement in performance.

3. Strategies at Individual Level :

- Teachers should appreciate each other for their contributions and celebrate the success of fellow teachers.
- Teachers should discuss freely their problems and use their talent to solve them and assist fellow teachers to enhance the willingness.
- Teachers should help each other in making roles clear and performing it effectively and efficiently.
- Teachers should develop a sense of family feeling and solve each others' problems.
- Teachers should discuss institutional issues freely and openly to promote information sharing.
- Teachers should utilize the available resources to perform their

roles in best possible manner to enhance organizational and personal pride.

- Teachers should co-operate in each others work and learn from each other to improve their performance.
- Teachers should maintain face to face communication to avoid the formation of wrong perceptions and thus improve the relationships.
- Teachers should actively participate in seminars, workshops and solve the problems in new and better way to enhance creative thinking.
- Teachers should complete the assigned tasks timely to enhance their job satisfaction.
- Teacher should change their negative attitude and direct it towards the excellence of the institution.
- Teachers should guide and assist each other to accomplish institutional goals effectively and efficiently.
- Teachers should take active part and interest in departmental / institutional meeting to keep them informed.
- Teachers should extend co-operation and full support to the fellow teacher in performing their roles and completing assigned task timely.

16.4 Hypothesis Testing :

Following conclusions are drawn after testing the hypothesis of the research study :

- There is significant difference in commitment level of teachers of polytechnics located in urban and rural regions.
- There is no significant difference in commitment level of polytechnic teachers of various disciplines.

16.5. Multi-Dimensional Model to enhance Commitment for the Organizational Excellence in Technician Education System :

A multi-dimensional model to enhance the commitment of polytechnic teachers for the excellence of technician education system has been developed on the basis of findings and conclusions of this research study. Left side of the model indicates the existing commitment of teachers in various areas in which they have shown high/medium/low commitment. Various causes responsible for high/medium/low commitment are also given. To overcome these causes some suitable strategies have been suggested. The effective way of implementing these strategies have been given to obtain expected/desired output leading to organizational excellence. The typical model is shown on next page.

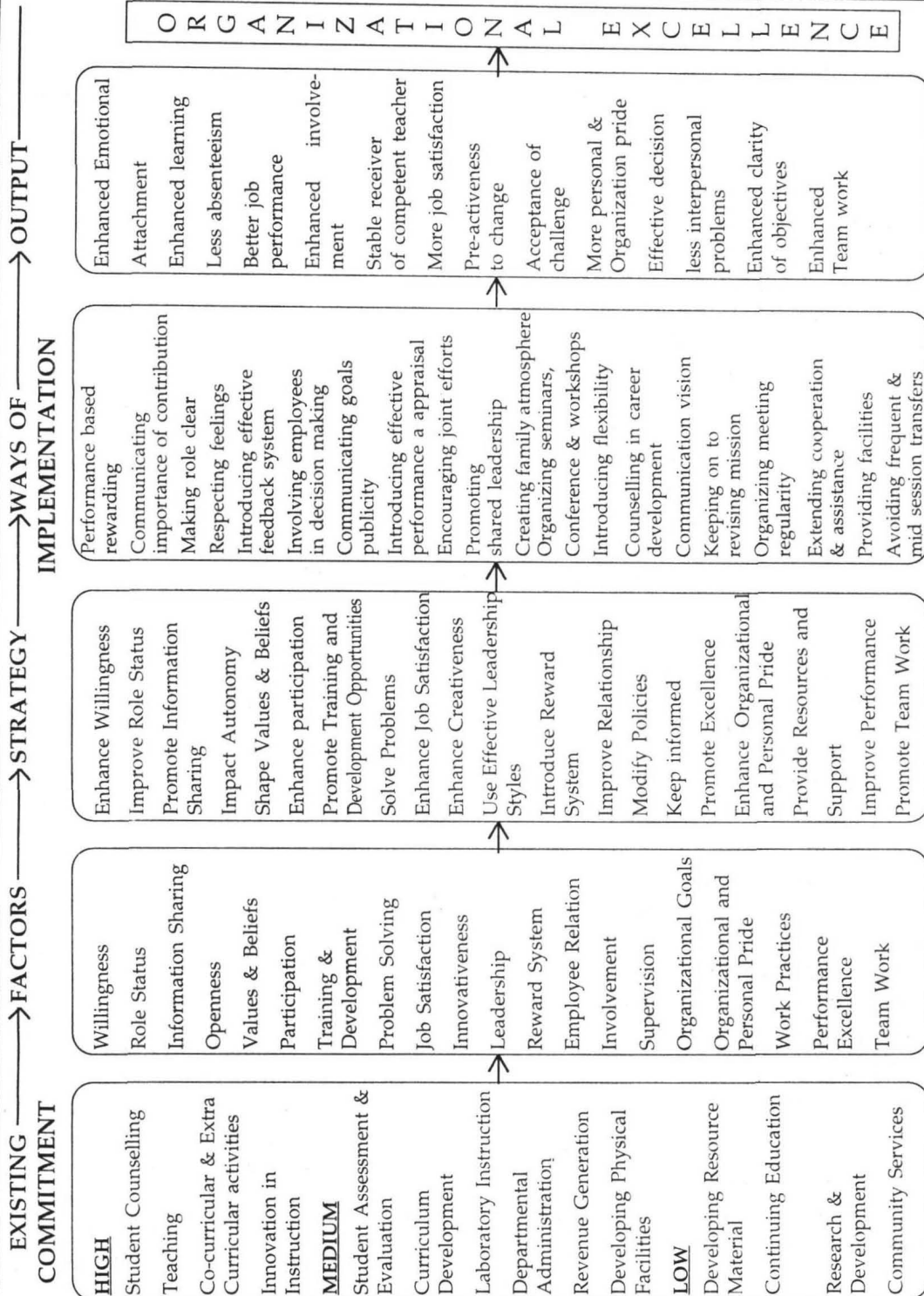


FIG. 2 : MULTI DIMENSIONAL MODEL TO ENHANCE COMMITMENT FOR THE ORGANIZATIONAL EXCELLENCE IN TECHNICIAN EDUCATION SYSTEM

16.6. Conclusions :

The commitment level of polytechnic teachers is low in activities related to community services, continuing education and research and development works. These are the areas of special concern and efforts are necessary to promote the related activities in polytechnics to enhance their commitment level of teachers. Special attention should be given to rural regions and efforts must be made to ensure the commitment of teachers.

Willingness, role Status, information sharing, freedom, values and beliefs, participation, training and development, problem solving, job satisfaction, innovativeness, leadership, rewards, employee relations, involvement in profession, supervision, organization excellence, organizational pride, work practices, excellence and team work are the factors which are positively contributing to the commitment of teachers. Commitment of teachers can be appreciably enhanced by promoting these factors.

To enhance the commitment level of teachers there is necessity to design the strategy mix at Government level, institution level, and individual level. The major strategies include :

- Introducing reward system
- Enhancing willingness
- Improving personal and psychological problems
- Promoting information sharing
- Enhancing participation
- Enhancing organization and personal pride.

- Improving performance
- Promoted team work.
- Promoting shared leadership
- Improving relationship
- Promoting creativity
- Providing training and development opportunities
- Imparting autonomy
- Enhancing job satisfaction
- Shaping values and beliefs
- Promoting excellence
- Keeping informed
- Providing resources and support
- Formulating support policies

Suitable strategy mix to enhance the commitment level of teachers differs from the institution to institution, situation to situation and the desired commitment level in future.

17. SUGGESTIONS FOR FURTHER STUDY :

There is a need, however for more research to examine the causal ordering of variable in the development process, as well as to identify conditions that might moderate the relations between various variables and commitment to fill up the existing gaps in technical education system. To make a substantial contribution to our understanding of the development of the commitment, however such researches should have a solid grounding in theory. More over where possible, experimental and quasi-experimental studies should be conducted to establish casual connections.

On the basis of the body of knowledge acquired while conducting this re-

search study, the following research topics are suggested for further study in future.

1. A study of the practices adopted by administration of technician education to enhance the commitment of polytechnic teachers.
2. A study of the effect of the personality traits of teachers on their commitment toward the organization.
3. A study on relationship of attitude of polytechnic teachers with their organizational commitment.
4. A study on relationship between commitment level and job satisfaction.
5. A study on developing case studies of organizations in which commitment level of employees is very high/very low.
6. A study on commitment level and introducing/managing innovations.
7. A study of commitment level and performance of employees.
8. A study on effect of top level officers commitment on employees commitment level for bringing organizational change.
9. Correlational study between commitment and participation.
10. An action research for enhancing commitment level of teachers and employees using well designed strategies.

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