



# Work Engagement of Teachers Issues and Challenges: A Review

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## Abstract

As the emphasis on quality in the school system grows, the teaching profession is undergoing profound changes. There are several methods to characterize leadership styles within an organization, with creativity, innovation, continuous development, and change management being among the most prevalent; in today's classrooms, this expression is gaining popularity. For these reasons, educators' work lives are more laden with worry and uncertainty. There are still techniques to evaluate a teacher's performance despite these obstacles. A career that was previously demanding has become even more so as a result of this abrupt change. As quality indicators, they are put in a situation where they must choose between employing tried-and-true teaching strategies or putting the needs of their pupils first. It is logical that under NEP 2020, there will be a greater level of teacher participation. This study examines the current context and future prognosis for teachers' professional involvement. This literature study seeks to determine the elements that impact teachers' commitment to their jobs and the children they teach. With a focus on quality, a setting that encourages new ideas, and the National Education Policy, 2020 being implemented, teacher work motivation must be a worry. Transitioning to a curriculum with a premium on learning is challenging and unavoidable. Therefore, it is imperative that instructors like their work. We investigate the reasons for employee commitment in a workplace and the outcomes of such commitment.

**Keywords:** National Education Policy, Teachers, Work Engagement, Workplace

## 1. Introduction

In the past two decades, manufacturing, services, information technology, healthcare, the hotel industry, and practically every other industry have all undergone revolutions. Our planet's history demonstrates that gradual improvement needs to be improved. Maintain current organizations' functionality. Immediate adjustments must be made to the way businesses are managed<sup>1</sup>. Besides other industries, the education sector suffers the consequences of fast technological innovation. Traditional classrooms accorded the highest respect to the instructor. It provides the idea that our instructors were the class's primary attractions. Once upon a time, instructors had entire control over their pupils' education, and students were only required to sit and absorb the content. This method of instruction, which placed more focus on the professor than on the student, could have done better. Unfortunately, formal schooling has had the consequence of limiting many students' intrinsic gifts. As soon as this error was recognized, researchers,

psychologists, academics, and governments worldwide started measures to promote a paradigm shift that places the student at the center of the educational process. This type of transformation occurred once several industries realized it was necessary to create a strategy that prioritizes the consumer companies have made it a priority over the past several decades to accommodate customers in whatever manner imaginable. Modern businesses utilize cutting-edge technology to respond rapidly to client requirements. When developing a service, we consider the client's goals, needs and requirements. Before designing new items, firms always solicit client feedback to prevent providing poor goods. This strategy required some time to penetrate the academic community. Despite this, it has already been demonstrated that several education sector players are persuaded of the necessity of a student-centered strategy.

Consequently, it begs the question of whether or not a move of this nature is necessary. Modern psychologists think that every individual contains a unique combination of abilities

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and talents. This suggests that each person has unique abilities that set them apart from others' capabilities. The inability of our teacher-centered education system to see this gap explains why we were unable to secure the full development of students in previous generations. According to Mahatma Gandhi, education is the process of maximizing a child's potential. To assist individuals in realizing their most significant potential, we must abandon an educational approach emphasizing instructors. Students may find it irritating when they are not allowed to be creative. Therefore, it is a fundamental human right to assist students in identifying and cultivating their talents so that they may select a professional path that makes the most effective use of their abilities. The national education policy and its accompanying recommendations are excellent advances. A focus on the learner as a person and an emphasis on holistic human development is now required.

As a result of the recent pivot toward a student-centered approach, the education sector is undergoing what is known as a VUCA environment (Volatility, Uncertainty, Complexity, Ambiguity). As a result of the rapid and extensive changes occurring in many industries<sup>2,3</sup>, the term "VUCA" has emerged to characterize the myriad of challenges that come with them. Like every other change, as with other change management strategies, this one may meet pushback from classroom teachers. (Teaching and Learning Reimagined by 2020) Benefiting students and contributing to national growth. Teachers who need more resources to process the new requirements and programs may feel overwhelmed. As a result of the new governance structures and the emphasis put on quality, innovation, continuous development, and similar themes, teacher engagement must rise. The importance of innovation in today's economy cannot be overstated. It is essential for creating value and maintaining a competitive edge<sup>4</sup>. Implementing the National Education Policy 2020 will require fresh thinking (NEP 2020). Several factors<sup>5</sup> contribute to a professor's or a university's reputation. Several factors contribute to a thriving learning environment, including service quality, aesthetic appeal, employee competency, academic leadership, and student orientation. Consequently, quality assurance is fundamental to preserving credibility. Progress over time enables the linking of formerly unconnected creative methods of accomplishing a job<sup>6,7</sup>.

The new regulations have sparked a lively debate among academics and researchers over instructors' in-class engagement. Among the many facets of education that are the focus of NEP 2020 is: Education after high school, typically at the graduate level<sup>8</sup> or other specialized study. Insight into what motivates teachers, their challenges, and how that influences their output is always helpful. Active employees put their whole selves into their job, including their thoughts, feelings, and bodies<sup>9</sup>. Engaged employees know the value of building

relationships with their superiors and coworkers<sup>10</sup>. "Engaged worker" refers to someone fully invested in their work. One genuinely invested in their work is prepared to go the extra mile. For today's students to succeed academically, emotionally, and physically, teachers must be more involved than ever before in their students' success. Students benefit when their teachers like what they do<sup>11</sup>. This literature review aims to understand the challenges associated with teachers' commitment to their professions.

## 2. Data Collection

Data on teachers' levels of job satisfaction, the factors that contribute to that satisfaction, the causes and effects of unhappiness in the classroom, and the numerous challenges instructors face as a result of this discontent will be gathered from a wide range of sources database, using sites such as Research Gate, and Google Scholar as references.

## 3. Related Work

Organizational culture factors like participation, logic, teamwork, professional attitude, communication skills, and leadership quality affect how committed teachers are to their jobs and how well they do<sup>12</sup>. This study evaluated the concept that a company's culture may significantly affect its performance.

The institution's leadership substantially impacts teachers' morale and classroom performance. They discovered that a school's effectiveness is related to the caliber of its administration and the dedication of its instructors. The writers conduct experiments to demonstrate their theories. The results are listed below.

- Strong correlation exists between a company's culture and the percentage of employees actively engaged.
- The ability of a leader to inspire dedication to one's task is vital.
- It has been demonstrated that an individual's productivity as a teacher increases in direct correlation with their level of professional immersion.
- The company's culture promotes instructors to be more productive.

The school's culture and the effect of its leaders who practice transformational leadership are thought to be the origins of teachers' commitment to their jobs and their students' success. Relationships between Organizational Culture, Transformational Leadership, and Work, only teachers in schools with shared governance will actively participate

in school affairs. Therefore, more study, including a more extensive range of firms, is necessary.

For the first time, this study included new teachers in efficacy and work engagement studies related to burnout, desire, and job satisfaction, to quit the profession<sup>13</sup>, given that they have been omitted from such studies. The writers provided proof of the instructors' efficacy and dedication in the classroom.

Burnout is caused by disinterest in one's job. When both instructors and students have a favorable perception of their efficacy in the classroom and on the job, employee motivation to remain on the job is inversely proportional to job dissatisfaction. These hypotheses are supported by empirical evidence. They recommend that the administration and newly hired instructors adhere to Bandura's self-efficacy theory, which states that teachers should encourage students' confidence in their abilities and that teachers should do the same. This analysis is limited by its regional breadth and the unwillingness of particular recently appointed academics to participate in the poll.

This cross-sectional study aimed to understand better the variables leading to the decline of Nigeria's educational system so that solutions might be developed. This study aimed to discover whether teachers' levels of job engagement increased when they felt psychological ownership, hope, and resilience. According to the findings of this analysis,

There is no correlation between educators' sentiments of psychological ownership and their level of professional commitment. Nonetheless, a teacher's optimism and resilience are highly connected with her or his level of classroom engagement. According to the study's conclusions, the remedy lies in the administration encouraging instructors to have psychological ownership over their classrooms. The results suggest that a lack of organizational support from school administrators to teachers may be responsible for the decline in education quality. However, research indicates that when instructors have emotional ties to their organizations, they are more likely to adhere to their policies and procedures. However, some of the conclusions have been overgeneralized, and because this is a cross-sectional study, it can only examine a sample of mission schools in Nigeria<sup>14</sup>.

The "weekly work engagement technique"<sup>15</sup> was examined by Dutch academics, who analyzed educators as their subjects. This study aimed to identify, if any, the characteristics responsible for teachers' success, contentment, and engagement in the classroom. Each day's schooling may indicate a teacher's output. A controlled experiment tested the notion that temporary labor would improve job resources the following week. The analysis found strong support for the hypothesized positive relationship between weekly engagement and subsequent job performance, as well as between the extent

to which employees felt autonomy and control over their work during the week, their interaction with the group leader, and their opportunities for professional growth. According to the study, providing instructors with easy access to essential resources at work enhanced their interest in and dedication to their jobs. The weekly classroom production of instructors is positively connected with their level of involvement. The study also revealed a correlation between instructors' levels of job engagement and the availability of classroom resources, suggesting that teachers who are fully invested in their profession are more likely to create their instructional materials. The authors discovered that teachers' weekly classroom performance improved when classrooms were in good condition. Therefore, organizations need to include human resource forecasters in their training programs.

To determine how Turkish teachers feel about their professions and the schools they work in, a survey was performed among elementary and secondary school teachers in Turkey<sup>16</sup>. According to the findings, the three dimensions of organizational commitment were normative attitude, continuity, and affectivity, whereas the three dimensions of labor engagement were vigor, dedication, and absorption. Educator job satisfaction is higher than organizational loyalty. Gender explains differences in organizational loyalty and employee engagement, but marital status has no effect. The research demonstrates no association between seniority and organizational loyalty or work satisfaction. The poll revealed that instructors with over 20 years of experience were more committed to their careers. Educators with less than five years of experience are less engaged in their employment. Long-term, devoted instructors often have a positive career outlook and strive for classroom excellence. The research above was limited to a subset of Turkish schools, so its findings may not apply to all.

Improving teachers' professional growth and enhancing teachers' engagement and retention is a significant district concern<sup>17</sup>. Enhancing one's career significantly benefits one's current job. They are advancing one's career and increasing one's success. This research demonstrates the significance of age-specific employee engagement programs by proving that these issues persist throughout an individual's career. The authors suggest that having instructors who are more committed to their profession is highly beneficial for pupils. Nonetheless, it will play a significant role in deciding how well students perform in their studies. Therefore, schools should devote more resources to researching and implementing methods that motivate educators to take a passionate approach to their profession.

To remain competitive, you must be able to think creatively and adopt novel ideas<sup>18</sup>. Introducing novel concepts into a business can enhance its operations. Resource-based

competitive advantage was established by emphasizing the significance of diverse resources to an organization's success. The author portrays employees as assets whose new ideas enhance the organization's operation. As a result of their IWB (Innovative Work Behavior), educators are recognized as valuable assets to the development of educational institutions. Therefore, professors and employees whose work is original are dedicated to their positions. Therefore, the article emphasizes human capital and attempts to demonstrate a link between a motivated staff and increased production. Additionally, the author suggests that hard effort may be associated with the job demands-resources model. As demonstrated, the increased demand for jobs may decrease workers' enthusiasm. Because kids tend to adopt their teachers' attitudes, so will the students if a teacher faces difficulties at work.

Regarding teachers' professional relationships, how they feel about their colleagues is significant<sup>19</sup>. In other words, recognizing the significance of emotions in connection to activities is crucial to perform those tasks effectively. The article examines the link between work and health and concludes

that labor is vital in both persons, organizational context, and outcomes. Professional capital is a novel phrase defined by the author to include "human capital", "social capital", and "decisional capital". A quality education can extend beyond technical expertise. Understanding the significance of establishing an emotional connection with children is essential for educational achievement. The fact that an engaged employee has feelings for their work and considers it more than a means to a goal lends credibility to employee engagement. Teachers' chance of career advancement is inversely proportional to their commitment to their existing institutions<sup>20</sup>. This article focuses on one particular outcome of employee engagement in the workplace: business loyalty. An organization's degree of effort is directly proportional to the quality of its product. The mindset is necessary to achieve what is correct and effective. The extent of a worker's commitment to their job can be predicted by their knowledge of the company's guiding principles.

It is essential for the success of the new curriculum that educators and administrators increase their dedication and

**Table 1.** Articles on teacher work engagement issues and challenges

Sl. No.	Aim	Discussion	Reference
1	Innovative methodology in the classroom	Other novel teaching methods, such as workshops, brainstorming, and small-group instruction, are imminent favorable results for the project. These strategies will allow children to learn more efficiently and rapidly.	21
2	Comparative Analysis of Classical and Modern Educational Practices	Instructional strategies in the present day need to be flexible and engaging to be effective. Learning strategies that rely on something other than cognition could be more efficient to pique kids' interest and get them involved in their education.	22
3	Relationship between staff commitment and academic achievement	Student achievement is strongly connected with a teacher's classroom dedication.	23
4	Hong Kong Teachers' Dedication to Their Work and Contentment	Moderating effects of job satisfaction on instructors' commitment to their work and students' accomplishment.	24
5	The influence of diverse work conditions on the mental health of university professors.	New obstacles in the sector contribute to a decline in teaching roles, exacerbated by instructors' emotional exhaustion and satisfaction, but mediation about work participation increases contentment.	25
6	The difficulties the Indian educational system is currently experiencing	The dedication of institutions and the financial support of corporations will improve the quality of education professionals.	26
7	An emphasis on the individual student	The employability of teaching candidates may be enhanced by establishing student-centered courses.	27
8	In South Korean classrooms, the student is the focal point.	Changing education policy from one centered on standardized testing to one that places students at the center of the learning process.	28
9	Managing the Quality of Asian Universities	The system must revamp its procedures, courses, and standards to serve students better. Cautionary behavior	29
10	Job contentment and work-life balance	In other words, happiness modulates the relationship between time management skills and work loyalty.	30

Table 1 to be continued...

Sl. No.	Aim	Discussion	Reference
11	An Information Technology (IT) Sector study examined the elements affecting job engagement.	Keeping employees engaged in their job is currently one of the most severe HR challenges because it directly impacts the company's production.	31
12	How Learner Confidence Affects E-Learning	The student's confidence in their ability to learn the content is one of the most crucial components of any instructional technique.	32
13	Student engagement	A student-centered approach expects students to be more active in their education.	33
14	Teacher Quality	A good teacher helps students learn and improve. It promotes institutional brilliance.	34
15	Education opportunities, both qualitatively and quantitatively.	The increase in GDP can be ascribed to quality and access enhancements in schooling.	35
16	Quality Function Deployment	Increasing the worldwide competitiveness of education by deploying high-quality functions.	36
17	Investments are required for education and quality improvement.	The relationship between governmental financial investments and improved educational performance.	37
18	Quality of education	Contract teachers affect Canada's educational system. The contemporary era of globalization of education impedes efforts to be competitive	38
19	Participation in work and physician burnout	Participation in one's job enhances mental health and decreases the likelihood of burnout.	39
20	Influences on creative educational practices of teachers	Several elements are accepted to influence workplace productivity, two of which are learning organization and job engagement.  Due to the dynamic nature of the business world, innovation is vital. Teachers are also required to demonstrate inventiveness.	40
21	Leadership improvement and employee participation.	Participation in one's work correlates well with transformational management.	41
22	A closer look at the function of meditation in enhancing office productivity	When mindfulness meditation is taught in the workplace, employees are more involved. Meditation and concentration on the job	42
23	The importance of job satisfaction in the association between work-family conflict and job satisfaction	It has been demonstrated that engaged work is a buffer between workplace stress and domestic strain. Making an effort in the workplace. Engagement in one's work is a crucial idea in positive psychology.	43
24	Workplaces where individuals are actively involved in their jobs	Job engagement is of utmost importance as a core idea in positive psychology. Systems that require a great deal of labor from employees will drive them to perform at their best.	44
25	Academic Freedom and Capability-Related Benefits of Private Universities	The opportunity for innovation is more significant at private colleges. Due to their autonomy, private institutions are capable of achieving extraordinary outcomes. Traditional educational settings have several obstacles, including poor technological adoption, low returns on investment, a lack of disciplinary mechanisms, and limited access to online education resources.	45
26	Opportunities and challenges for non-governmental groups	Private institutions doing worldwide research and development have both advantages and disadvantages. The evaluation factors include teamwork, the evaluation system, leadership, governance, and management.	46
27	Enhancements inside the classroom	In this dynamic sector, the capacity to think creatively and remain current is a must for teachers. This will motivate students to develop their unique abilities and expand their prospective job options.	47
28	Innovative problem-solving and employee participation	Permission to think beyond the box, maintain motivation, and increase morale. Produce fresh findings. More individuals will feel involved in their work if there are more innovation prospects.	48

involvement (NEP 2020). It currently requires more work to sustain teachers' enthusiasm in their careers and work.

Before globalization, India's educational system was based on tried-and-true practices heavily relied upon from the nation's independence to today. In the 1990s, due to globalization, there was a push to embrace cutting-edge pedagogical practices and compare local educational infrastructure to other nations. Due to the new educational technique, this dream has become a reality. Presently, more needs to be done to guarantee that all schools implement management practices that align with the New Education Policy.

## 4. Research Gap

As previously said, we can only switch to a student-centered strategy if institutions are quality-conscious and innovation is a top priority. This is one method of directing human resources to develop a quality-focused culture and a willingness to innovate regard. Instructors must invest tremendous time, effort, and concentration to accomplish this objective.

Thus, administrative and behavioral variables must be considered in instructors' devotion. There is a need for research to answer questions such as "What's teacher work engagement?" "How does work engagement affect teachers?" and "How can we maximize human resources (or work engagement)?"

## 5. Limitations

Higher education institutions outside of Dakshina Kannada were not considered. Therefore, it may not be appropriate to generalize the findings to other cities with comparable firms to those examined. Due to the diversity of the study's participants, it is challenging to get correct data from each organization (those whom the government pays and those who are paid by management). The respondent may have preconceived assumptions and biases. It is possible that a respondent's statements do not accurately reflect how they feel about the issues at hand. In the post-Covid world, people's responses to the issues they face on a personal level, as expressed in their thoughts, emotions, and actions, may no longer mirror the norm, affecting the results. Please answer every question.

## 6. Conclusion

High levels of interest and discourse around the human development index. When a country's population has access to greater levels of education, human development advances. This research is current since it significantly examines teachers' work involvement throughout the NEP 2020 implementation period. In this new period of NEP implementation, several studies

will analyze teachers' views about their professions, their level of dedication to their kids, and their general satisfaction. All concerned parties are anxious about the possible implications of any policy change. We must reconsider how we educate in this nation. Teacher satisfaction should be a top concern throughout implementing of a new policy. More studies on work engagement in this profession might shed light on the diverse ways in which educators are committed to their jobs.

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