The Impact of HEIs Policies on the Quality of Education: The Mediating Role of Faculty Motivation

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Abstract—The purpose of this paper is to propose a framework that shows succession planning, culture of sharing and a 360 degree feedback at the core of educational institute policies and their impact over faculty motivation and the quality of education by monitoring the students’ satisfaction level in the classroom environment. Mediating role of motivated faculty has a great influence over student learning. Extensive review of the literature indicates that a faculty backed by empowering working conditions, colleague support, performance-based rewards and constructive feedback from the immediate work group is highly motivated. The motivated faculty will be more involved with the students for productive and satisfied class room environment. John Keller’s ARCS theory of motivation is used for promoting and sustaining motivation in the learning process and the strategies will help faculty to stimulate or maintain each motivational element in the classroom to deliver academic excellence and consequently achieve a high satisfaction level in students that will ultimately become a source of competitive advantage for organization.

Index Terms—Succession Planning; Culture of Sharing; 360 Degree Feedback; HEIs (Higher Education Institutions); Quality of Education; ARCS Theory; Malaysia

I. INTRODUCTION

The importance of education in general and higher education in particular is widely recognized for the future of a nation [1].

Education has always played a leading role in the advancement of civilization. It liberates the soul, replaces an empty mind with an open one, gives meaning to life and reins the eternal beast in a human being. Higher education is one of the key sectors in any economy that has a major role in the modernization, sustainability, development of the society and enhancement of its economic growth [2]. Its importance in nation building can never be denied and its success heavily depends upon the knowledge and skills along with the competencies of its people [3]. For conducting research and for the training of the development of the nation, HEIs need employees that are well trained and motivated [4]. Nations which have advanced from being the modest ones into glorious ones may have their riches and their arms to thank for but the real essence of their prosperity has always been an educationally advanced society.

In 2010 the Malaysian Government launched its economic transformation programme (ETP) which is the road map for fast tracking its economic development. One of the sectors which will play an important role is education especially the higher learning institutions [5].

Through quality of education, particularly through higher education, the economic success of the country can easily be measured by focusing on the production of human capital (student). The quality of higher education system is now the major concern of all the stakeholders rather than students only. It includes government, society, employers, parents, academic and administrative staff who are actually significant in streamlining the system and removing administrative hassles in the overall education process [6].

Motivation is an effective tool, which came into view mostly recently, that teachers need. Motivated teachers will perform their tasks more effectively and efficiently with a high level of job performance and job satisfaction. Further, this motivation of teachers will have a positive impact on the student’s success [7].

The best way to motivate employees is to provide them with the clear guidance with regards to their evaluation and then empower them to develop their own methodologies which may facilitate students in a better way and enhance the level of quality [8].

The motivation that comes from empowerment raises quality further because it reflects the trust that an institution has in its faculty’s capability. It also allows the faculty the margin to think out of the box in developing teaching methodologies that strikes the best fit between their competence in the subject matter and the students’ response in understanding the subject. Such a fit enables a flexible and interactive class environment which helps the students to develop a knowledge base upon which they can proceed to build their careers.

In the current scenario, all governments, universities, parents and students are focused on enhancing the quality of education that will enhance the interpersonal, communication & analytical skills of all those who are...
involved in the process [8]. With quality delivered, the student will be satisfied and spread a positive word of mouth for university as they perceive more value as far as education services are concerned. They may engage themselves with the quality assurance activities and may continue with the higher studies or act as an active alumni member [2].

II. CONCEPTUAL FRAMEWORK

We have taken higher education institution policies as an independent variable, faculty motivation as a mediating variable and Student satisfaction level as a dependent variable. We are going to look into the impact of succession planning, culture of sharing and a 360 degree feedback on the mediating variable which is faculty motivation. After this, we are going to look into the details that how the motivated faculty as a mediator influences the students satisfaction level in the classroom with the help of ARCS theory.

A. Succession Planning

Human resource planning is the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements[9]. Continuous endurance of an organization depends upon the right people in the right place at the right time to do the right things (William J. Rothwell, 2010, 2005) Though it is difficult to implement succession planning in academia, but there is hope that the people who are devising the Human Resource planning strategies need to work hard in order to minimize the availability and requirement gap and that analysis help the organization to develop more effective strategies for succession planning which will be according to the need of the educational organization (Clunies,2007, cited in Abdullah, 2009).

Retaining and rewarding the best employees would ensure customer satisfaction and effective succession planning [13]. Retention and reward policy of an HEI will serve as a motivation tool for the faculty giving them a signal that their skills will be valued, they will be promoted on the basis of merit and the entire faculty will get an equal opportunity to prove their skills. This increases the morale of the faculty and leads to the policy of promoting within an institution which will ultimately reduce the turnover and enhances the productivity as everyone is working to make their professional future better.

Research reported that teachers with low organizational commitment often come late to work and tend to be frequently absent from work by abusing sick leave [14] which causes loss of valuable instruction time due to ineffective substitute teacher or class cancellation [15]. Based upon the above explanations, we have found a positive relationship between implementation of succession planning and faculty motivation.

H1: Implementation of effective succession planning has a positive and significant relationship with faculty motivation

B. Culture of Sharing

Culture of sharing means participation. Participation is the process of work dialog among employees, which gives them the chance to share information, knowledge and ideas [16]. It motivates the faculties and students in an organization to share whatever they have studied in the course during a semester, prepare a proper handbook which include all the lectures prepared by a faculty member and some of the best assignments and quizzes that shows the work of students. This will become a tool of reference for everyone who will become the part of the institute.

Elton Mayo, an Australian psychologist, found that the workers acted according to sentiments and emotions. If you treat them with respect and fulfill their needs they will be helpful for the organization. He concluded that workers are best motivated by better communication, greater management, involvement and working in groups and teams[17].

All faculties will be motivated to work more hard in preparing lectures and delivering it in a more presentable manner because at the end students and everyone who will use these notes will evaluate a particular faculty on the basis of these books that are being published by the said faculty.

This methodology of learning improves the overall quality of the institutes it will motivate the faculty to do their best because that is related to their self-respect and dignity. It will enhance their morale because their work will become a source of reference for everyone.

This will create a positive learning environment which is the requirement of 21st century. This idea that their work is contributing towards the growth of organization will motive them to show their full commitment, and their loyalty with the organization will increase because they will start believing that institute is giving them a fair chance to prove the
inabilities and became a source of inspiration for other which is the ultimate desire of every faculty member.

Based upon the above explanations we have found a positive relationship between culture of sharing and faculty motivation.

H2: Culture of sharing has a positive and significant relationship with faculty motivation

C. 360 Degree Feedback

Feedback is a very important part of communication and when it comes to giving feedback to employees, its value cannot be measured. Its human nature that they want to be valued and they want their work to be constructively analyzed. 360 degree feedback is that mechanism in an organization that makes sure to the employee that everyone in the employee’s immediate work circle will provide a feedback on his/her work and that he/she will be evaluated without any biases.

This kind of feedback process that measures all the elements motivates employee intrinsically and extrinsically. It helps organization to develop more effective training programs which will results in more commitment and loyalty because they feel that organization cares for them. It means that their transactional relationship is converting into a long-term relationship where both parties are working towards a mutual goal. This mutual understanding helps everyone to grow in the institution and develops a conducive environment where everyone feels comfortable and happy and research shows that happy employees are always productive and tend to show more loyalty.

This kind of mechanism in the institution means that the students will also get an opportunity to evaluate their instructors and rate them according to the knowledge and skills delivered to them. This involvement of students to improve the quality of faculty members is a tool that satisfies the students because it implies that the institute wants and values their constructive feedback in order to raise the educational standards. The student feedback mechanism is also a source of motivation for the students because it shows to them that their feedback has a role to play in improving their institute’s name.

Based upon the above explanations we have found a positive relationship between 360 degree feedback and faculty motivation.

H3: 360 degree feedback has a positive and significant relationship with faculty motivation

D. Student Satisfaction Level

John Keller’s (1983) developed a four factor theory for promoting and sustaining motivation in the learning process. This is known as ARCS motivational theory.

A- Attention
R- Relevance
C- Confidence
S- Satisfaction

Attention: Attention of the student could be achieved with the faculty-student interaction. The quality of classroom processes such as the interactions between teachers and students has been linked to positive student developmental outcomes. Students benefit in a variety of ways when they feel welcome and respected, when class lectures are well-structured, and when teachers promote understanding by matching instruction to their individual and developmental needs [18]. Only a motivated faculty will be able to arouse and sustain a motivation for learning among the students. Attention of students can be gained either through perceptual arousal or inquiry arousal [19]. Faculty can use perceptual arousal in a way by giving surprise quizzes, impromptu presentations or any other uncertain event which will be able to create attention of the students. Faculty can use inquiry arousal to stimulate curiosity by posting challenging questions or problems to be solved. So, creating attention and improving attention spans of students by the faculty is of great importance.

Relevance: Faculty needs to come up with a content material which is perceived to be helpful in accomplishing student goals. They must possess wide knowledge and experience in their respective fields [20] and [21]. Relevant examples either personal or of known people of the society, industrial examples or case studies related to the topic will be helpful for the faculty to not only gain the attention of the student but also to make them motivated.

Confidence: Faculty needs to develop a sense of responsibility among students, needs to develop the group discussion among students, and needs to develop the
presentation skills in order to overcome the stage fright. A positive attitude can not only change the life but also helps in boosting the self esteem of every individual. Students have to realize that they will probably be successful if they complete the assigned task within the deadline assigned to them.

Satisfaction: If the faculty will be able to create ARC amongst students in the classroom and the students’ effort is consistent with their expectations then they will remain motivated and the level of satisfaction —SI will automatically be achieved and ARC will eventually be completed as ARCS.

Amalgamation of Conventional & E-Learning: Faculty needs to be more innovative and besides conventional teaching approach they should use the practical experiences as well so that the students will gain the real-world experience too as argued by[21],[22], [23], [24], who all recommend the use of practical, rather than conventional teaching methods only. Institutions should provide faculty to make the videos of their lectures which can become a source of learning for students.

A faculty, motivated by empowerment, the certain promise of reward for delivering academic excellence and the desire for good 360 degree feedback, will strive to create ARCS for a positive feedback from its primary audience and evaluators, the students. A student, satisfied with the value added to his personality, knowledge and skill set will be the most audible voice in the evaluation of the faculty.

Based upon the above explanations we have found a positive relationship between faculty motivation and the quality of education. i.e. student satisfaction level.

H4: Faculty Motivation has a positive and significant relationship with student satisfaction level

III. CONCLUSION

Faculty will be more motivated because they know that their knowledge, skill and toil are duly rewarded in accordance with a succession plan which will enable them to rise through the hierarchy. They will, consequently, have the desire to share their knowledge and experience with their peers and students in order to gain critical acclaim, appreciation and constructive feedback which will not only help the organization grow as a whole but prove their worth from time to time to their entire immediate work group and create a name for themselves in the academic community

With all these measures student satisfaction level will be increased because the organization have motivated employees who want to prove their self worth and the way through which they can achieve their target is to deliver the best quality content in the class room. The student’s satisfaction will be enhanced because they know that ultimately the knowledge and skills they are learning here will give them a competitive advantage in a professional world.

REFERENCES
