

Enhancing Teachers Engagement in Heilongjiang International University through Organization Development Intervention

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Abstract

The study has four objectives, including 1) To analyze the current situation of teachers engagement in Heilongjiang International University (HIU), 2) To Implement organization development intervention (ODI), 3) To examine the impact of pre-ODI and post-ODI in teachers intrinsic motivation, teaching performance, immediate supervisor leadership and teachers engagement, 4) To measure the causal relationship among immediate supervisor leadership, teaching performance, teachers intrinsic motivation and teachers engagement. This study involves two departments of HIU, with a total of 60 people. This study implemented both qualitative and quantitative research methods. This study conducted data acquisitions by structured and semi-structural questionnaires. The results of Reliability and Validity analysis, multiple regression analysis show that teachers intrinsic motivation, teaching performance, immediate supervisor leadership all have significant correlation with teachers' engagement. And the four variables have significant relationship among each other. Through Paired Sample T-Test, the most important finding of this study is that there is a significant difference in teachers' intrinsic motivation, teaching performance, immediate supervisor leadership and teachers engagement between pre-ODI and post-ODI. Therefore, it is recommended to enhance teachers' engagement through improving immediate supervisor leadership, teaching performance, teachers intrinsic motivation in Heilongjiang International University.

Keywords: Teachers intrinsic motivation, Teaching performance, Immediate supervisor leadership, Teachers engagement, Organization development intervention

JEL Classification Code: C1, C8, I2, J2, J5, O3

1. Introduction¹²

In the context of deepening globalization, if any organization wants to survive and maintain its competitive advantage, how to retain talents and stimulate talents to create more value is the core element. As mentioned by (Saks & Gruman, 2014), the work engagement of employees has attracted extensive attention from scholars and practitioners. "Employee engagement" is the hottest concept in the past decade (Saks, 2006; lacy, 2009). Employees' high engagement has become an important benign asset of the organization.

In the context of globalization, talents are the key to the development of organizations. The most direct way to cultivate talents is through higher education. Therefore, education, especially higher education, plays an increasingly prominent role in social development. To some extent, higher education has become the center of social activities. People focus their attention on higher education. As an academic organization, it is very important to pay attention to academic personnel in order to obtain competitive advantage (Simmons, 2002).

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