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## APPENDICES

### APPENDIX-I

#### QUESTIONNAIRE

I am Urmila R Menon, Research Scholar pursuing Ph.D. from the Research Department of Commerce, St.Thomas' College (Autonomous), Thrissur. In connection to my study on 'A study on Faculty Engagement With Special Reference to Arts and Science Colleges of Kerala', I request you to read and answer my questions with utmost sincerity. I ensure that your response will be handled confidentially and will be used only for academic purpose.

Thanking You,  
Urmila R Menon

#### I. Personal Factors

1. Gender: Male  Female
2. Age: Below 30   
30-45   
Above 45
3. Years of Experience: Less than 10 years   
10-20 years   
More than 20 years
4. Type of Institution: Government   
Aided   
Autonomous
5. Title of Post: Assistant Professor   
Associate Professor

#### II. Contributing Factors of Faculty Engagement

Please respond to the following statements by ticking your preferred response from: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD).

1.	Faculty members must be well connected with mission, vision and policies of an organisation.	SA	A	N	D	SD
2.	Clear communication of policy is necessary for effective functioning.	SA	A	N	D	SD
3.	Authorities must consider employees opinion while	SA	A	N	D	SD

	formulating policies.					
4.	Reputation of an institution is reflected through its organisation culture and policy.	SA	A	N	D	SD
5.	Adequate resources and support are available to perform duties.	SA	A	N	D	SD
6.	Encouraging employees to voice their opinions promotes openness.	SA	A	N	D	SD
7.	A good culture keeps faculty members more engaged.	SA	A	N	D	SD
8.	Quick resolution of problems is necessary in department.	SA	A	N	D	SD
9.	Independent thoughts and actions should be promoted in an institution.	SA	A	N	D	SD
10.	More interference during the work erodes engagement.	SA	A	N	D	SD
11.	Freedom to choose the subject contributes to higher level of performance.	SA	A	N	D	SD
12.	Possible to think independently and critically to resolve issues.	SA	A	N	D	SD
13.	Development of creativity and problem-solving skills are possible through innovation.	SA	A	N	D	SD
14.	Innovation is possible by handling problems in a different way.	SA	A	N	D	SD
15.	Authorities welcome and implement innovative ideas.	SA	A	N	D	SD
16.	Engaged faculty will show a high sense of belongingness towards the profession.	SA	A	N	D	SD
17.	High standards of teaching can be assured through accountability.	SA	A	N	D	SD
18.	Institutional social responsibility should be reflected in the activities performed.	SA	A	N	D	SD
19.	Peer-to-peer recognition induces more than monetary reward.	SA	A	N	D	SD
20.	Proper recognition increases productivity and reduces attrition rates.	SA	A	N	D	SD
21.	Passion and activities must be recognised properly.	SA	A	N	D	SD
22.	Faculty members are recognised sufficiently for the work they perform.	SA	A	N	D	SD
23.	Faculty members must be very clear in what he/she intends to do.	SA	A	N	D	SD
24.	Contributions from the faculty members have an influence on the outcome of an institution.	SA	A	N	D	SD
25.	Distinctiveness of institution is reflected in its performance.	SA	A	N	D	SD
26.	Co-workers must support each other.	SA	A	N	D	SD
27.	Able to rely on each other's in decision making.	SA	A	N	D	SD
28.	It is possible to express ourselves in the institution.	SA	A	N	D	SD

29.	Personal trust helps to reduce stress and burnout.	SA	A	N	D	SD
30.	Involvement in work always results in positive outcomes.	SA	A	N	D	SD
31.	Faculty members must be well connected with the interest of students.	SA	A	N	D	SD
32.	Sufficient authority must be given to participate in substantive decisions.	SA	A	N	D	SD
33.	Increased feeling of personal control over schedule.	SA	A	N	D	SD
34.	Able to participate directly to fulfil organisational mission.	SA	A	N	D	SD
35.	Able to spent time on research and other activities.	SA	A	N	D	SD
36.	Possible to maintain a fit between duties and passion.	SA	A	N	D	SD
37.	It is possible to maintain a work-life balance.	SA	A	N	D	SD
38.	No clear delineation between work and home.	SA	A	N	D	SD
39.	Repetitive actions create boredom.	SA	A	N	D	SD
40.	Able to identify the strength and weakness of students and act accordingly.	SA	A	N	D	SD
41.	Able to infuse confidence level of students.	SA	A	N	D	SD
42.	Should give equal priority for teaching, research and service.	SA	A	N	D	SD
43.	Performance related pay encourages an employee to perform better.	SA	A	N	D	SD
44.	Authorities revise salaries & pay scales and implement it on time.	SA	A	N	D	SD
45.	More initiative is taken when there are sufficient rewards.	SA	A	N	D	SD
46.	Reward act as a motivator.	SA	A	N	D	SD
47.	Improvement in infrastructure contributes to faculty development.	SA	A	N	D	SD
48.	All funding agencies are easily accessible and assured to be used whenever needed.	SA	A	N	D	SD
49.	Sufficient schemes to promote research exist and its accessible.	SA	A	N	D	SD
50.	Proper collaboration between industries and institution to establish national level facilities is ensured by authorities.	SA	A	N	D	SD
51.	Leaders should act as a protective shield for their followers.	SA	A	N	D	SD
52.	Proper training and mentoring programmes empower faculty members to develop their own leadership skill.	SA	A	N	D	SD
53.	Constructive feedback from the leaders arouse confidence in faculty members.	SA	A	N	D	SD
54.	Greater productivity could be achieved through healthy relations.	SA	A	N	D	SD
55.	Through healthy interaction employees will get more done and happier.	SA	A	N	D	SD

56.	Quality of interaction should be enhanced by involved ones.	SA	A	N	D	SD
57.	Networking with other members will lead to better engagement.	SA	A	N	D	SD
58.	It should be easy to communicate with members in various positions.	SA	A	N	D	SD
59.	There exists a proper alignment of talent and duties allotted.	SA	A	N	D	SD
60.	Have to build a deep reservoir of successors at every level.	SA	A	N	D	SD
61.	Need to assess the candidate's skill in the hiring process.	SA	A	N	D	SD
62.	Existence of rational performance and appraisal system helps in development of skills and increases in reputation.	SA	A	N	D	SD
63.	Quality of teaching and other allied activities could be enhanced through performance appraisal.	SA	A	N	D	SD
64.	Continuous appraisal from the authorities enhances performance.	SA	A	N	D	SD
65.	Monitoring performance with standards will help to assess the credibility of a faculty.	SA	A	N	D	SD
66.	It is possible to carefully monitor the faculty growth and development through T&D programmes.	SA	A	N	D	SD
67.	Meaningful feedbacks on faculty accomplishments are provided through T&D programmes.	SA	A	N	D	SD
68.	Training sessions and refreshment programmes induces the faculty members.	SA	A	N	D	SD
69.	Authorities support to attend conferences and refresher programmes.	SA	A	N	D	SD

### **III. Dimensions of Faculty Engagement**

1.	Successful teaching and learning strategies should be used to support everyone.	SA	A	N	D	SD
2.	Able to develop and use e-contents and MOOC's.	SA	A	N	D	SD
3.	A supportive environment is necessary in order to provide additional services to institutions and universities.	SA	A	N	D	SD
4.	A faculty member have to be curious to find out students preferences, interest, feelings and ideas.	SA	A	N	D	SD
5.	Active participation in orientation or refresher or methodology courses enhances the quality of research.	SA	A	N	D	SD
6.	Being part of examination and evaluation activities seems to be worth.	SA	A	N	D	SD
7.	Feedback from students arouses my confidence level to teach.	SA	A	N	D	SD

8.	Faculty members need to be conscious to strengthen and update knowledge on a daily basis for effective mentoring.	SA	A	N	D	SD
9.	A faculty member is responsible for using multiple diagnostic tools to determine student needs and identifies their areas of confusion.	SA	A	N	D	SD
10.	Doing research presentations helps faculty members to get feedback on their work.	SA	A	N	D	SD
11.	Publishing research work helps faculty members to communicate the research to a wide and interested audience.	SA	A	N	D	SD
12.	Attainment of good scores in h-index can be used as a parameter to know the interest of a faculty member in research.	SA	A	N	D	SD
13.	Research conducted must contribute something towards society.	SA	A	N	D	SD
14.	Participation in research conferences helps to broaden the professional network.	SA	A	N	D	SD
15.	Writing research papers engrosses me for hours on end.	SA	A	N	D	SD
16.	Spending time for research enhances the overall quality as a faculty member.	SA	A	N	D	SD
17.	Providing assistance to research scholars helps in building confidence in my skills as a researcher.	SA	A	N	D	SD
18.	A faculty member must also provide administrative support to the college and University concerned.	SA	A	N	D	SD
19.	A faculty member should be willing to be part of committees and perform the duties allotted.	SA	A	N	D	SD
20.	Extension programmes and community engagement should be included in the curriculum.	SA	A	N	D	SD
21.	I am energised by providing services.	SA	A	N	D	SD
22.	My work as a service provider has an influence on society.	SA	A	N	D	SD
23.	Faculty members should take initiative to identify the best practices and to implement it.	SA	A	N	D	SD
24.	I feel immersed while providing services.	SA	A	N	D	SD

#### **IV. Faculty Engagement**

1.	Able to continue in work for long duration.	SA	A	N	D	SD
2.	Willing to accept any type of job.	SA	A	N	D	SD
3.	Element of challenge in the job induces performance level.	SA	A	N	D	SD
4.	Willing to put a great deal of effort to make institution successful.	SA	A	N	D	SD
5.	The performance relating to work are meaningful and purposeful.	SA	A	N	D	SD

6.	My job inspires me.	SA	A	N	D	SD
7.	Mental resilience is part of this profession.	SA	A	N	D	SD
8.	Great deal of effort should be made in order to make the organisation successful.	SA	A	N	D	SD

#### **V. Outcomes of Faculty Engagement**

1.	Always better to focus on positive side rather than negative side.	SA	A	N	D	SD
2.	Being part of new committees and extra-curricular activities considered as an opportunity.	SA	A	N	D	SD
3.	Defending should be done when others criticise our institution.	SA	A	N	D	SD
4.	Motivates others to express their opinion and ideas.	SA	A	N	D	SD
5.	Necessary to assure professional development of employees.	SA	A	N	D	SD
6.	Rapid change in technology demands innovative behaviour in teaching.	SA	A	N	D	SD
7.	Old school of thoughts should be replaced by new ones to achieve better results.	SA	A	N	D	SD
8.	Educational sectors should be upgraded shortly.	SA	A	N	D	SD
9.	Employee retention fosters bonding among the members.	SA	A	N	D	SD
10.	Timely promotion plays a pivotal role.	SA	A	N	D	SD
11.	Employees leave the institution out of frustration and constant friction with superiors.	SA	A	N	D	SD
12.	Working environment of the institution creates confidence to work.	SA	A	N	D	SD
13.	Greater team spirit within the organisation.	SA	A	N	D	SD
14.	Stability of job leads to higher job satisfaction.	SA	A	N	D	SD
15.	Salary corresponds to the level of responsibility and demands of my job.	SA	A	N	D	SD

**APPENDIX II- List of Government, Aided and Autonomous Arts and Science Colleges under University of Calicut**

**A. GOVERNMENT ARTS AND SCIENCE COLLEGES**

<b>Sl. No</b>	<b>Name of the College</b>	<b>Year of Establishment</b>	<b>Website</b>
1.	N.M.S.M Government College, Kalpetta	1981	<a href="https://nmsmcollege.ac.in/">https://nmsmcollege.ac.in/</a>
2.	C.H.M.K.M Government Arts and science college, Koduvally	2013	<a href="https://gasckoduvally.ac.in/">https://gasckoduvally.ac.in/</a>
3.	Dr. B.R Ambedkar Memorial Government Arts and Science College, Balussery	2013	<a href="http://gcbalussery.ac.in/">http://gcbalussery.ac.in/</a>
4.	Government Arts and Science college, Kozhikode	1964	<a href="https://www.gasckkd.ac.in/">https://www.gasckkd.ac.in/</a>
5.	Government Arts and Science College, Nadapuram	2014	NA
6.	Government College, Madapally	1958	<a href="http://madappallycollege.ac.in/">http://madappallycollege.ac.in/</a>
7.	S.A.R.B.T.M Government College, Koyilandy	1975	<a href="https://www.gckoyilandy.ac.in/">https://www.gckoyilandy.ac.in/</a>
8.	Government College, Mokeri	1981	<a href="http://govtcollegemokeri.ac.in/">http://govtcollegemokeri.ac.in/</a>
9.	Kunnamangalam Government Arts and Science college.	2014	<a href="http://gasckunnamangalam.ac.in/">http://gasckunnamangalam.ac.in/</a>
10.	Government college, Kodencherry	1980	<a href="https://kodencherycollege.ac.in/">https://kodencherycollege.ac.in/</a>
11.	C.K.G Government College	1975	<a href="http://ckgmgovcollege.ac.in/">http://ckgmgovcollege.ac.in/</a>
12.	C.H.M.K.M Government Arts and Science College, Tanur	2013	<a href="http://gctanur.ac.in/">http://gctanur.ac.in/</a>
13.	Government Arts and Science college for Women, Malappuram	2015	<a href="http://gwcmalappuram.ac.in/">http://gwcmalappuram.ac.in/</a>
14.	Government Arts and Science College, Tavanur	2013	<a href="http://gascthavanur.ac.in/">http://gascthavanur.ac.in/</a>
15.	Government Arts and Science College, Nilambur	2017	NA
16.	Government Arts and Science college, Kondotty	2013	<a href="https://www.gasckondotty.ac.in/">https://www.gasckondotty.ac.in/</a>
17.	Government Arts and Science college, Mankada	2013	NA
18.	Government college,	1972	<a href="https://gcmalappuram.ac.in/">https://gcmalappuram.ac.in/</a>

Sl. No	Name of the College	Year of Establishment	Website
	Malappuram		
19.	P.T.M Government college	1975	<a href="http://ptmgc.ac.in/">http://ptmgc.ac.in/</a>
20.	T.M Government college, Tirur	1980	<a href="http://tmgctirur.org/">http://tmgctirur.org/</a>
21.	Government Arts and Science college, Tholanur	2019	NA
22.	Government Arts and Science college, Thrithala	2013	<a href="http://thrithalagovtcollege.ac.in/">http://thrithalagovtcollege.ac.in/</a>
23.	Rajiv Gandhi Memorial Government Arts and Science college, Attappady	2013	NA
24.	Government Victoria College, Palakkad	1866	<a href="http://www.gvc.ac.in/">http://www.gvc.ac.in/</a>
25.	Government Arts and Science college, Kozhinjampara	2005	<a href="http://gasck.ac.in/">http://gasck.ac.in/</a>
26.	Government College, Chittur	1947	<a href="https://chitturcollege.ac.in/">https://chitturcollege.ac.in/</a>
27.	Government Arts and Science College, Pathiripala	2014	NA
28.	S.N.G.S College, Pattambi	1889	<a href="https://sngscollege.org/">https://sngscollege.org/</a>
29.	Government Arts and Science college, Chelakkara	2013	NA
30.	Government Arts and Science college, Ollur	2014	<a href="http://gascollur.ac.in/">http://gascollur.ac.in/</a>
31.	KKTM Government College, Pullut	1972	<a href="http://govtkktmlcollege.ac.in/">http://govtkktmlcollege.ac.in/</a>
32.	P.M. Government College, Chalakudy	1975	<a href="https://pmgc.ac.in/">https://pmgc.ac.in/</a>
33.	Sri C. Achuthamenon Government College, Kutanelur	1972	<a href="http://govtcollegethrissur.ac.in/">http://govtcollegethrissur.ac.in/</a>

### **B. AIDED ARTS AND SCIENCE COLLEGES**

Sl. No	Name of the College	Year of Establishment	Website
1.	Pazhassi Raja College, Pulpally	1982	<a href="https://pazhassirajacollege.ac.in/">https://pazhassirajacollege.ac.in/</a>
2.	St. Mary's College, SulthanBathery	1965	<a href="https://stmarysbathery.ac.in/">https://stmarysbathery.ac.in/</a>
3.	WMO Arts and Science College,	1995	<a href="https://www.wmocollege.ac.in/">https://www.wmocollege.ac.in/</a>



<b>Sl. No</b>	<b>Name of the College</b>	<b>Year of Establishment</b>	<b>Website</b>
	Muttill		
4.	Malabar Christian College, Kozhikode	1909	<a href="https://mccclt.ac.in/">https://mccclt.ac.in/</a>
5.	MAMO College, Mukkom	1982	<a href="https://www.mamocollege.org/">https://www.mamocollege.org/</a>
6.	Providence Women's college, Kozhikode	1952	<a href="https://www.providencecollegecalicut.ac.in/">https://www.providencecollegecalicut.ac.in/</a>
7.	R. Sankar Memorial SNDP Yogam Arts and Science college, Koyilandy	1995	NA
8.	S.N. College, Chelannur	1968	<a href="https://sngcollegechelannur.edu.in/">https://sngcollegechelannur.edu.in/</a>
9.	Zamorin's Guruvayurappan College, Kozhikode	1877	<a href="https://zgcollege.org/">https://zgcollege.org/</a>
10.	Amal College of Advanced Studies, Santhigramam, Myladi, Nilambur, Malappuram	2005	<a href="https://amalcollege.ac.in/">https://amalcollege.ac.in/</a>
11.	Ambedkar College of Arts and Science, Aided, Wandoor, Malappuram	2014	<a href="https://www.ambedkarcollegewdr.in/">https://www.ambedkarcollegewdr.in/</a>
12.	EMEA College of Arts & Science, Kondotty, Kumminiparamba	1983	<a href="https://www.emeacollege.ac.in/">https://www.emeacollege.ac.in/</a>
13.	K.A.H.M. Unity Women's College Manjeri	1991	<a href="https://unitywomenscollege.ac.in/">https://unitywomenscollege.ac.in/</a>
14.	KTM College of Advanced Studies, Karuvarakkundu	1995	<a href="https://www.ktmcollege.org/">https://www.ktmcollege.org/</a>
15.	Malabar College of Advanced Studies, (Aided), Vengara	2013	<a href="https://www.malabarcollegevengara.org/">https://www.malabarcollegevengara.org/</a>
16.	Mar Thoma College, Chungathara, Malappuram	1981	<a href="https://mtcc.ac.in/">https://mtcc.ac.in/</a>
17.	MES Keveeyam College, Valanchery, Malappuram	1981	<a href="https://www.meskeveeyamcollege.ac.in/">https://www.meskeveeyamcollege.ac.in/</a>

<b>Sl. No</b>	<b>Name of the College</b>	<b>Year of Establishment</b>	<b>Website</b>
18.	MES Ponnani College, PO Ponnani South, Malappuram	1967	<a href="https://www.mesponnanicollege.ac.in/">https://www.mesponnanicollege.ac.in/</a>
19.	NSS College, Manjeri, Manjeri College, P.O, Malappuram	1965	<a href="http://nsscollegemanjeri.ac.in/">http://nsscollegemanjeri.ac.in/</a>
20.	PSMO College, P.B.No.2, Thirurangadi, Malappuram	1968	<a href="https://psmocollege.ac.in/">https://psmocollege.ac.in/</a>
21.	Sayyid Muhammed Ali Shihab Thangal Memorial Arts and Science Women's college, Kattilangadi,	2016	<a href="https://smstmwomenscollege.com/">https://smstmwomenscollege.com/</a>
22.	Sullamussalam Science College, Areacode	1995	<a href="https://sscollege.ac.in/">https://sscollege.ac.in/</a>
23.	Mercy College, Palakkad	1965	<a href="https://www.mercycollege.edu.in/">https://www.mercycollege.edu.in/</a>
24.	MES Kalladi College, Mannarkkad College	1967	<a href="https://meskc.ac.in/">https://meskc.ac.in/</a>
25.	MPMMSN Trust College, Shoranur	1981	<a href="http://sncshoranur.edu.in/">http://sncshoranur.edu.in/</a>
26.	N.S.S Arts and Science College, Kappur, Parakulam	2016	<a href="http://nssparakkulam.ac.in">http://nssparakkulam.ac.in</a>
27.	NSS College, Nemmara	1966	<a href="http://nssnemmara.ac.in/">http://nssnemmara.ac.in/</a>
28.	NSS College, Ottapalam, Palappuram	1961	<a href="http://nsscollegeottapalam.org/">http://nsscollegeottapalam.org/</a>
29.	Sree Narayana College, Anjumoorthy (Via), Erattakulam	1977	<a href="https://www.sncollegealathur.com/">https://www.sncollegealathur.com/</a>
30.	Sreekrishnapuram VT Bhattathiripad College, PO Mannampatta	1982	<a href="http://vtb.ac.in/">http://vtb.ac.in/</a>
31.	Carmel College, Mala, Trichur	1981	<a href="https://www.carmelcollegemala.a">https://www.carmelcollegemala.a</a>

<b>Sl. No</b>	<b>Name of the College</b>	<b>Year of Establishment</b>	<b>Website</b>
			c.in/
32.	Little Flower College, Guruvayur	1955	<a href="https://littleflowercollege.edu.in/">https://littleflowercollege.edu.in/</a>
33.	Mar Dionysius College, Pazhanji, Trichur	1982	<a href="https://mdcollege.edu.in/">https://mdcollege.edu.in/</a>
34.	MES Asmabi College, Vemballur, PO Kodungalloor,	1981	<a href="http://mesasmabiccollege.org/">http://mesasmabiccollege.org/</a>
35.	Prajyoti Niketan College, Puthukad	1995	<a href="https://prajyotinetan.edu.in/">https://prajyotinetan.edu.in/</a>
36.	Sacred Heart College for Women, Chalakkudy	1980	<a href="https://sacredheartcollege.ac.in/">https://sacredheartcollege.ac.in/</a>
37.	Sree Kerala Varma College, Trichur	1947	<a href="https://keralavarma.ac.in/">https://keralavarma.ac.in/</a>
38.	Sree Krishna College, Guruvayoor PO, Ariyannur	1964	<a href="http://sreekrishnacollege.in/">http://sreekrishnacollege.in/</a>
39.	Sree Narayana College, Nattika	1967	<a href="https://www.sncollegenattika.ac.in/">https://www.sncollegenattika.ac.in/</a>
40.	Sree Vivekananda College, Kunnankulam	1981	<a href="https://svcollege.ac.in/">https://svcollege.ac.in/</a>
41.	Sri Vyasa NSS College, PO Vyasagiri, Wadakkanchery	1967	<a href="https://www.srivyasanss.ac.in/">https://www.srivyasanss.ac.in/</a>
42.	St. Aloysius College, Elthuruth PO, Trichur	1968	<a href="https://www.staloyuselt.edu.in/">https://www.staloyuselt.edu.in/</a>
43.	St Mary's College, Trichur	1946	<a href="https://www.stmaryscollethrissur.edu.in/">https://www.stmaryscollethrissur.edu.in/</a>

### **C. AUTONOMOUS ARTS AND SCIENCE COLLEGES**

<b>Sl. No</b>	<b>Name of the College</b>	<b>Year of Establishment</b>	<b>Website</b>
1.	Farook College, Kozhikode	1948	<a href="https://www.farookcollege.ac.in/">https://www.farookcollege.ac.in/</a>
2.	St. Joseph's College, Devagiri, Kozhikode	1956	<a href="https://www.devagiricollege.org/">https://www.devagiricollege.org/</a>
3.	MES Mampad College, PO Mampad College	1965	<a href="https://mesmampadcollege.edu.in/">https://mesmampadcollege.edu.in/</a>

<b>Sl. No</b>	<b>Name of the College</b>	<b>Year of Establishment</b>	<b>Website</b>
4.	Christ College, Irinjalakuda	1956	<a href="https://christcollegeijk.edu.in/">https://christcollegeijk.edu.in/</a>
5.	St. Joseph College, Irinjalakuda	1964	<a href="https://www.stjosephs.edu.in/">https://www.stjosephs.edu.in/</a>
6.	St. Thomas College, Trichur	1889	<a href="https://stthomas.ac.in/">https://stthomas.ac.in/</a>
7.	Vimala College, Trichur	1967	<a href="https://www.vimalacollege.edu.in/">https://www.vimalacollege.edu.in/</a>