

## **EMPLOYEE ENGAGEMENT AMONG BANK EMPLOYEES**

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### **Abstract**

In today's stimulating world business sector is facing fierce competition across the globe thus organizations being aware about the importance of their human resource as a competitive advantage of organization. Employee engagement one of the important topics in human resource management as it is directly related to organizational productivity. Employee engagement refers to a condition where employees are committed and emotionally attached to their work and it is possible only when the employees have challenging work environment and opportunities to use their creativity and skills. Employee engagement has become as an important challenging task for the organizations in the recent few years. The main objective of the study is to identify the level of employee engagement among banking employees in Malappuram District. The other objectives are to compare the employee engagement in public sector banks with private sector banks, to find out the various components which constitute employee engagement of bank employees and to find out the factors which inspire employees to do work in banks. A sample of 100 bank employees is selected, out of which 50 are from public sector banks and 50 from private sector banks. The study revealed that the level of employee engagement of bank employees in Malappuram District is medium and the level of private sector bank employees is comparatively higher than that of public sector bank employees.

**Keywords: Employee Engagement, Job Satisfaction, Leadership**

### **I. Introduction**

Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being. The engaged employees perform better, put in extra efforts to help get the job done, strong level of commitment to the organization, and are motivated and optimistic about their

work goals. Employee engagement experience low employee turnover and more impressive business outcomes. Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. It is based on trust, integrity, two way commitment and communication between an organization and its members. Employee engagement is about having a clear understanding of how an organization is fulfilling its purpose and objectives, how it is changing to fulfill those better and express views that are taken account of as decisions are made.

## **II. Significance of the Study**

Today, employees want to work in the best work environment and enjoy higher independence. The organizations provide better work atmosphere to the employees. Thus, employee engagement at all levels must not only be motivated but also performed well. Low engagement and job satisfaction can contribute to multiple organizational problems and have been associated with increased levels of turnover and absenteeism, adding potential costs to the organizations in terms of low performance and decreased productivity. Hence, employee engagement was greatly influenced by performance management, personal development and growth, work place recreation and remuneration package. The impact of employee engagement is a positive mindset organized by the worker towards the organization and its value. An involved employee is aware of their job and works with co-workers to increase efficiency with in the job for the benefit of the organization. Hence, a study on employee engagement among bank employees is significant and relevant.

## **III. Research Problem**

In order to achieve better working results and to keep performance good, companies are very much concerned to keep their employees inspired, dedicated and involved. At the same time, people also want to be extremely pleased with their company. They prefer good working environment, conditions, pay and communication. There are several factors which influence the performance of employees in the banking sector. In the case of dedication, involvement and commitment of employees at the workplace are mostly linked with the prevailing culture and environment in the organization. Employee's commitment towards work, what things motivated them most, through which sort of task employees can be more involved in their work and what

tasks they find more challenging to be highly engaged are significant. The more engaged employees definitely contributes to better performance and working of the banks, which in turn helps in keeping the customers satisfied and delighted. This context evidently conveys and demands a study on employee engagement among bank employees in Malappuram District.

#### **IV. Research Objectives**

The following are the research objectives:

1. To identify the level of employee engagement among banking employees.
2. To find out the various components which constitute employee engagement of bank employees.
3. To find out the factors which inspire employees to do work in banks.

#### **V. Research Hypotheses**

1. There is no significance difference between the mean ranks of the opinion of bank employees as regards factors inspiring to come to work.
2. There is no significance difference between the mean scores of the category of bank employees as regards employee engagement.
3. There is no significance difference between the mean scores of the gender of bank employees as regards employee engagement.
4. There is no significance difference between the mean scores of the age of bank employees as regards employee engagement.
5. There is no association between category of bank employees and level of employee engagement.
6. There is no association between gender of bank employees and level of employee engagement.
7. There is no association between age of bank employees and level of employee engagement.

#### **VI. Research Methodology**

The study is conducted in the Malappuram District. The population of the study will constitute all the bank employees working in Malappuram district. The sample size of the study is 100, out of which 50 employees are selected from public sector banks and 50 from private sector banks. Purposive Sampling method is used for selecting the bank employees. Both primary and secondary data are used for the study. The primary data is collected from bank employees in Malappuram District and secondary data is collected from books, journals and Internet. The primary data is collected through Questionnaire method. The collected data are classified, coded, and tabulated. The statistical tools such as Percentage, Mean, Standard deviation, Ranking, and Scaling are used for analysis. Graphs are also used to have more clarity. The hypotheses are tested by using chi-square test, Mann-Whitney U test, Kruskal Wallis H test and Friedman test.

## **VII. Results and Discussion**

**Table 1**

**Level of Employee Engagement**

<b>Level</b>	<b>Frequency</b>	<b>Percentage</b>
High	25	25
Medium	52	52
Low	23	23
Total	100	100

**Source: Field Survey**

The analysis reveals that the level of employee engagement among bank employees in Malappuram District is medium. About 52% express medium level of engagement.

**Table 2**

**Components of Employee Engagement**

<b>Components</b>	<b>Mean</b>
Organisational Culture and Work Environment	4.38
Job Satisfaction	4.39
Pay and Benefits	4.06
Leadership	4.26
Sustainability and Career Progression	4.35

**Source: Field Survey**

It is found from the study that the components of employee engagement are Organisational Culture and Work Environment, Job Satisfaction, Pay and Benefits, Leadership and Sustainability and Career Progression. Job Satisfaction is identified as the most preferred

component with a mean value of 4.39 and pay and benefits as least preferred component with a mean value of 4.06.

**Table 3**  
**Factors inspiring to work**

<b>Factors</b>	<b>Mean</b>
Interesting job	3.99
Good workplace	3.14
Friendly colleagues	2.53
Promotional prospects	2.54
Learning opportunities	2.80

**Source: Field Survey**

An attempt is made to know the factors which inspire the bank employees to come to workplace. The employees are asked to rank these variables based on their opinion. Based on the mean ranks, it can be concluded that most important factor which inspire bank employees to workplace is Interesting job, which got a mean score of 3.99. The other factors and their mean score are good work place (3.14), learning opportunities (2.80) and promotional prospects (2.54). The least inspiring factor is friendly colleagues (2.53).

**Table 4**  
**Result of Hypotheses Testing**

<b>Research Hypotheses</b>	<b>Test</b>	<b>P Value</b>	<b>Result</b>
There is no significance difference between the mean ranks of the opinion of bank employees as regards factors inspiring to work	Friedman test	<0.000	Ho Rejected at 1%
There is no significance difference between the mean scores of the category of bank employees as regards employee engagement	Mann Whitney U test	0.155	Ho Accepted at 5%
There is no significance difference between the mean scores of the gender of bank employees as regards employee engagement	Mann Whitney U test	0.992	Ho Accepted at 5%
There is no significance difference between the mean scores of the age of bank employees as regards employee engagement	Kruskal Wallis H test	0.392	Ho Accepted at 5%
There is no association between category of bank employees and level of employee engagement	Chi-square	0.035	Ho Rejected at 5%

There is no association between gender of bank employees and level of employee engagement	Chi-square	0.740	Ho Accepted at 5%
There is no association between age of bank employees and level of employee engagement	Kruskal Wallis H	0.039	Ho Rejected at 5%

The results of hypotheses testing reveal that there exists significance difference between the mean ranks of the opinion of bank employees as regards factors inspiring to work; there is association between category of bank employees and level of employee engagement and there is no association between age of bank employees and level of employee engagement. All other research hypotheses are accepted.

### **VIII. Conclusion**

The study has been conducted on 100 bank employees, out of which 50 employees were selected from public sector banks and 50 from private sector banks. The overall analysis of employee engagement revealed that there are five components of employee engagement viz., organizational culture and work environment, job satisfaction, pays and benefits, leadership and sustainability and career progression. The analysis revealed that most of the employee's level of employee engagement is medium. The all five components create a good employee engagement. The most important factor that inspires employees to come to work place is the interesting nature of job. The study enables to conclude that employee engagement is a key factor that leads to success of the organization. The level of employee engagement of private sector employees is comparatively higher than of public sector bank employees. It is also found that level of employee engagement of male employees is higher than of female bank employees. Employee engagement is an important element that influences an employee's intention to stay or leave the organization. If employees are disengaged employee morale goes down, they start losing commitment and eventually the emotional bonding they have is broken. There should be a proper system in banks to monitor whether the employees are engaged or not.

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