

PUBLIC AND PRIVATE SECTOR BANK EMPLOYEE ENGAGEMENT PRACTICES

A STUDY CONDUCTED

IN CHHATTISGARH

Dr. R Vijaya Lakshmi Prof. Ashok Kumar Chandra Prof. Mahesh Kumar Soma Dr. G.V.V.Jagannadha Rao



Public and Private Sector Bank Employee Engagement Practices: A Study Conducted in Chhattisgarh

Authors

Dr. R Vijaya Lakshmi

Assistant professor, Faculty of Management The ICFAI University Raipur, Chhattisgarh, INDIA

Prof. Ashok Kumar Chandra

Professor Bhilai Institute of Technology Bhilai, Durg, Chhattisgarh, INDIA

Prof. Mahesh Kumar Soma

Professor, IBS Hyderabad IFHE University, Hyderabad, Telangana, INDIA

Dr. G.V.V.Jagannadha Rao

HOD Applied Science and Mathematics Kalinga University Naya Raipur, Chhattisgarh, INDIA



Publisher:

Aditi Publication, Raipur, Chhattisgarh, INDIA

Public and Private Sector Bank Employee Engagement Practices: A Study Conducted in Chhattisgarh

Year: 2024 Edition - 01

Authors

Dr. R Vijaya Lakshmi
Raipur, Chhattisgarh, INDIA
Prof. Ashok Kumar Chandra
Bhilai, Durg, Chhattisgarh, INDIA
Prof. Mahesh Kumar Soma
Hyderabad, Telangana, INDIA
Dr. G.V.V.Jagannadha Rao
Naya Raipur, Chhattisgarh, INDIA

ISBN: 978-93-92568-63-3

Copyright@ All Rights Reserved

No parts of this publication may be reproduced, stored in a retrieval system or transmitted, in any form or by any means, mechanical, photocopying, recording or otherwise, without prior written permission of original author.

Price: Rs. 2099/-

Publisher & Printed by:

Aditi Publication,

Opp. New Panchajanya Vidya Mandir, Near Tiranga Chowk, Kushalpur, Raipur, Chhattisgarh, INDIA +91 9425210308

Dedicated

To

My parents

Mr. R Apparao & Smt. R Yeallayamma

PREFACE

Employees are the significant assets of any establishment in today's highly competitive scenario. The firm commitment of the human capital towards their job can lead to a admirably level of performance and competitive advantage to any business. Business organization have now revolutionized their Human Resources practice to make a clear blend of work and fun for optimum performance and constructive business outcomes. The encouragement of economic reforms has created a new time period of opportunities in a scope of sectors. Banking becoming one of the key service aspect in India has perceives an sudden growth and expansion. Rising incomes increased the need for banking services which outcome in great boom in terms of advanced technology, prompt communication system and thought of various banks to cope up with transnational led environment.

Employee engagement has come up as a dynamic concept through enlarged scientific interest in affirmative psychological states and worth of human capital. Here is a limited scope of review of literature in the area of employee engagement as most of the studies are performed by the industrial practice. As distinct differently by each researcher, till date there is not any universal definition of engagement. The survey intended to show the construct of employee engagement in action with the existing literature and its consequences. It has a clear allusion that committed employees create customer stories which make the brand creditable. When advised from management's viewpoint, engagement is the pattern of leading human capital in appropriate conditions to ensure continual performance and accomplishment of business goals. While, from the employees viewpoint, it is their representation and psychological status instigated from experiences formed by the management. The antecedents of employee engagement were identified through literature review and existing models of engagement. Thereafter, each predictor was tested for reliability and validity to reach the objectives in this descriptive study. At initial stages,

a survey was conducted through questionnaire designed at standardized scale. Data collected from the respondents was further analyzed using multivariate data analysis. The empirical setting of the study included six banks where three Public sector banks and three Private sector banks namely HDFC, AXIS, ICICI and SBI, Allahabad bank (Indian Bank), Bank of Baroda in Raipur and Durg region of Chhattisgarh.

Authors

List of Tables

T.No.	Heading
2.1	Level and Description of engagement
2.2	Definition of employee engagement
3.1	Sample size calculated for different confidence level and precision
4.1	Represents Age of the Respondents with Gender-specific categorization
4.2	Represents Respondents Marital Status with Gender- specific categorization
4.3	Represents Educational Qualification of the Respondents with
4.4	Represents Income of the Respondents on Monthly Basis with Regard to Gender-specific categorization
4.5	Represents Family Size of the Respondents with Gender Wise Classification
4.6	Represents Respondents Experience with Regard to Gender Wise Classification
4.7	Represents Family Background of the Respondents with Gender Wise Classification
4.8	Represents Working Hours of the Respondents with Gender WiseClassification
4.9	Represents Travel Distance to Office of the Respondents with Gender Wise Classification
4.10	Represents Employees' Engagement Level with Regard to Gender

4.11	Represents Association Between Personal Variables with Regard to the Age of the Sample and the Level of Employee Engagement in Chhattisgarh banks
4.12	Represents Association Between Personal Variables with Regard to their Marital Status Wise Classification and Level of Employees Engagement in Chhattisgarh banks
4.13	Represents Association Between Occupational Variable with Regard to Educational Qualification Level of Employees' Engagement in Chhattisgarh banks
4.14	Represents Association Between Occupational Variable with Regard to the Monthly Income and the Level of Employees' Engagement in Chhattisgarh banks
4.15	Represents Association Between Personal Variable with Regard to The Family Size of the Sample and the Level of Employee Engagement in Chhattisgarh banks
4.16	Represents Association Between Occupational Variable with Regard to Department and Level of Employees' Engagement in Chhattisgarh banks
4.17	Represents Association Between Personal Variable with Regard to Family Background and Level of Employees' Engagement in Chhattisgarh banks
4.18	Represents Association Between Occupational Variable with Regard to Working Hours Level of Employees' Engagement in Chhattisgarh banks
4.19	Level of Employees' Engagement with their Travel Distance to Office Wise Classification
4.20	Represents Exploratory Factor Analysis of the Employee Job Satisfaction
4.21	Represents Association Between Personal Variable with regard to the Gender of Respondents and Factors

	Contributing Towards Job Satisfaction Factors in Chhattisgarh banks
4,22	Association between personal variable with regard to the age group of respondents and factors contributing towards job Satisfaction in Chhattisgarh banks
4.23	Represents Association Between Occupational Variable with Regard to the Educational Qualification of Employees and Factors Contributing Towards Job Satisfaction in Chhattisgarh banks
4.24	Association Between Occupational Variable with Regard to the Experience Level of Respondents and Factors Contributing Towards Job Satisfaction in Chhattisgarh banks
4.25	Exploratory factor analysis Table that contribute to interpersonal Relationship
4.26	Association Between Personal Variable with Regard to The Gender of Respondents and Factors Contributing Towards Interpersonal Relationship Factors in Chhattisgarh banks
4.27	Represents Association Between the Personal Variable with Regard To the Age Group of Respondents and Factors Contributing Towards Interpersonal Relationship of Chhattisgarh banks
4.28	Association Between Occupational Variable with Regard to the Educational Qualification of Respondents and Factors Contributing towards Interpersonal Relationship in Chhattisgarh banks
4.29	Represents Mean Differences Between the Level of Family Size of Respondents and their Perception Towards interpersonal Relationship Factors of Chhattisgarh banks

4.30	Association Between Occupational Variable with Regard to the Experience Level of Respondents and Factors Contributing Towards Interpersonal Relationship in Chhattisgarh banks
4.31	Factor Analysis Table that lead to workplace culture
4.32	Represents association between personal variable with regard to gender and factors leading to workplace culture.
4.33	Represents association between personal variable with regard to age group and factors leading to workplace culture.
4.34	Represents association between occupational variable with regard to the experiences level of employees and factors contributing to work -Place Culture
4.35	Association between the occupational variable with regard to respondents working hours and factors contributing to workplace Culture factors
4.36	Factor Analysis Table contributing to Employee Engagement
4.37	Association between personal variable with regard to the gender of employees and the factors contributing towards EmployeeEngagement in Chhattisgarh banks
4.38	Represents association between personal variable with regard to the age group of employees and the factors contributing towards employee engagement.
4.39	Association between occupational variable with regard to experiences level of employees and factors contributing towards employee engagement factors in Chhattisgarh banks
4.40	Mean, SD, t- and p- values of workplace culture and its components

4.41	Mean, SD, t-, p-, and F-values of influence of workplace culture on job performance
4.42	Mean, SD, t-, p-, and F-values of Influence of Good/ Poor Workplace culture on Turnover intention among private and public sector banks
4.43	Mean, SD, t-, p-, and F-values of Influence of Good/ Poor Workplace culture on Turnover Intention among private and public sector banks
4.44	Mean, SD, t- and p-values of job performance and its components
4.45	Mean, SD, t- and p-values of Turnover intention and its components
4.46	Mean, SD, t- and p-values of Employee engagement and its components
4.47	Factors predicting employee engagement using multiple regression analyses
4.48	Factors predicting job engagement on multiple regression analysis
4.49	Factors predicting organization engagement on multiple regression analysis
4.50	Multiple regression results on performance outcomes of employee engagement
4.51	Multiple-Regression Analysis
4.52	ANOVA (Leadership style and Employee Engagement)
4.53	ANOVA (Organizational Culture and Employee Engagement)

List of Figures

F.No.	Caption of the Figure
2.1	Institute of Employment Studies (IES)
2.2.	International Survey Research's (ISR)
2.3.	Job Demands-Resources (JD-R) model
2.4.	Aon Hewitt's Engagement Model
2.5.	Blessing White's Engagement model
3.1.	Relationship between Sample error and sample size
4.1.	Represents age of the Respondents with Gender Wise Distribution
4,2.	Represents Respondents Marital Status with Gender Wise Classification
4.3.	Represents Educational Qualification of the Respondents with Gender-specific categorization
4.4.	Represents Income of the Respondents on Monthly Basis with Regard to Gender-specific categorization
4.5.	Represents Family Size of the Respondents with Gender Wise Classification
4.6.	Represents Experience of the Respondents with Gender Wise Classification
4.7.	Represents Family Background of the Respondents with Gender-specific categorization
4.8.	Represents Working Hours of the Respondents with Gender Wise Classification
4.9.	Represents Travel Distance to Office of the Respondents with Gender-specific categorization

4.10.	Represents Level of Employees' Engagement with their Gender-specific categorization
4.11.	Represents Level of Employees' Engagement with their Age Wise Classification
4.12.	Association Between Personal Variables with Regard to Their Marital Status Wise Classification and Level of Employees' Engagement in Chhattisgarh banks
4.13.	Represents Level of Employees' Engagement with their Educational Qualification Wise Classification
4.14.	Represents Level of Employees' Engagement with their Monthly Income Wise Classification
4.15.	Represents Level of Employees' Engagement with theirFamily Size Wise Classification
4.16.	Represents Level of Employees' Engagement with their Experience Wise Classification
4.17.	Represents Level of Employees' Engagement with their Family Background Wise Classification
4.18.	Represents Level of Employees' Engagement with their Working Hours Wise Classification
4.19.	Represents Level of Employees' Engagement with their Travel Distance to Office Wise Classification

List of Abbreviations/Symbols

ANOVA Analysis of Variance

CSVTU Chhattisgarh Swami Vivekanand Technical Education

CFA Confirmatory Factor Analysis

df Degree of Freedom

EE Employee Engagement

HDFC Housing Development Finance Corporation

HR Human Resource

HRM Human Resource Management

ICICI Industrial Credit and Investment Corporation of India

Insig. Insignificant

KMO Test Kaiser-Meyer-Olkin Test

RMSEA Root Mean Square Error of Application

SBI State Bank of India

SET Social Exchange Theory

Sig. Significant

SPSS Statistical Package for Social Sciences

CONTENTS

C.No.		Particular	P.N.
01.	Service Services	RODUCTION	1
	1	Employee Engagement	
	1.1	Definition of Employee Engagement	
	1.2		
	1.3		
		Determinants of Employee Engagement	
	100 mg	Drivers of Employee Engagement	
	1.6		
	Norman .	Banking Industry	
	1.7	Objectives of the Study	
02.	REV	VIEW OF LITERATURE	38
04.	2.1	Employee Engagement in India an	
		Overview	
	2.2	Various Parameters of Employee	
	2,088,77	Engagement	
		2.2.1 Work Place Culture and Employee	
		Engagement	
		2.2.2 Organizational Culture and	
		Employee Engagement	
		2.2.3 Leadership Styles and Employee	
		Engagement	
		2.2.4 Work Motivation and Employee	
		Engagement	
		2.2.5 Organizational Commitment and	
		Employee Engagement	
		2.2.6 Organization Citizenship Behavior	
		and Employee Engagement	

2.2.7	Job Satisfaction and Employee
	Engagement

- Studies on Employee Engagement Practices in Indian Banks
- 2.4 Introduction of Indian Banking Sector
- 2.5 Study of Various Models of Employee Engagement
 - 2.5.1 Institute of Employment Studies
 - 2.5.2 International Survey Research
 - 2.5.3 Job Demands-Resources (JD-R) Model:
 - 2.5.4 Aon Hewitt's Engagement Model
 - 2.5.5 Blessing White's Engagement Model
 - 2.5.6 Make Work Meaningful
 - 2.5.7 Foster Great Management
 - Establish a Flexible, Humane, Inclusive Workforce:
 - 2.5.9 Create Ample Opportunities for Growth
 - 2.5.10 Establish Transparency in Leadership
- 2.6 Definition and Importance of Employee Engagement
- 2.7 Drivers of Employee Engagement
- Importance of Employee Engagement in Various Sectors
- 2.9 Profile of Public Sector Banks
- 2.10 Profile of Private Sector Banks
- 2.11 Research Gap and Approach of the Study

03.	ME	THODS AND MATERIALS	59
	3.1	Introduction	
	3.2	Research Questions	
	3.3	Statement of the Problem	
	3.4	Hypothesis of the Study	
	3.5	Research Design	
	3.6	Sample Design	
	3.7	Sampling Selection	
	3.8	Strategies for Determining Sample Size	
	3.9	Procedure for Data Collection	
		3.9.1 Primary Data	
		3.9.2 Secondary Data	
	3.10	Limitations of the study	
04.	ANA	ALYSIS OF EMPLOYEE	85
04.	ENG	SAGEMENT	
	4.1	Introduction	
	4.2	Reliability for Data Collected	
		Cross Tabulation of Demographic Profile	
		of The Respondents in Chhattisgarh	
		Banks	
	4.4	Cross Tabulation Level of Employees'	
		Engagement	
	4.5	Exploratory Factor Analysis of the	
		Employee Job Satisfaction	
		4.5.1 Association Between Personal	
		Variable with Regard to the	
		Gender of Respondents and	
		Factors Contributing Towards	
		Job Satisfaction Factors in	
		Chhattisgarh banks	
		4.5.2 Association Between Personal	
		Variable with Regard to the Age	

- Group of Employees and Factors Contributing Towards Job Satisfaction in Chhattisgarh Banks
- 4.5.3 Association Between Occupational Variable with Regard to the Educational Qualification of Respondents and Factors Contributing Towards Job Satisfaction in Chhattisgarh Banks
- 4.5.4 Mean Differences Between the Experiences Level of Respondents and their Perception Towards Job Satisfaction Factors in Chhattisgarh Banks
- 4.6 Exploratory Factor Analysis of the Interpersonal Relationship
 - 4.6.1 Represents Association Between Personal Variable with Regard to Gender and Interpersonal Relationship of Employees Working in Chhattisgarh Banks
 - 4.6.2 Association Between the Personal Variable with Regard to Age Group of Employees and their Interpersonal Relationship in Chhattisgarh Banks
 - 4.6.3 Association Between Occupational Variable with Regard to the Educational Qualification of Respondents and Factors Contributing Towards Interpersonal Relationship in Chhattisgarh Banks

- 4.6.4 Mean Differences Between the Level of Family Size of Respondents and their Perception Towards Interpersonal Relationship Factors
- 4.6.5 Association Between Occupational Variable with Regard to the Experience Level of Respondents and Factors Contributing Towards Interpersonal Relationship in Chhattisgarh Banks
- 4.7 Exploratory Factor Analysis of the Employee Work–Place Culture
 - 4.7.1 Association Between Personal Variable with Regard to Gender and Factors Leading to Workplace Culture
 - 4.7.2 Association Between Personal Variable with Regard to Age Group and Factors Leading to Workplace Culture
 - 4.7.3 Association Between Occupational Variable with Regard to the Experiences Level of Employees and Factors Contributing to Workplace Culture
 - 4.7.4 Association Between the Occupational Variable with Regard to Respondents Working Hours and Factors Contributing to Workplace Culture Factors
- 4.8 Factors Contributing To Employee Engagement

- 4.8.1 Association Between Personal Variable with Regard to Gender and the Factors Contributing to Employee Engagement in Chhattisgarh Banks
- 4.8.2 Association Between Personal
 Variable with Regard to Age
 Group of Employees and Factors
 Contributing Towards Employee
 Engagement Factors in
 Chhattisgarh Banks
- 4.8.3 Association Between Occupational Variable with Regard to Experience Level of Employees and Factors Contributing Towards Employee Engagement Factors in Chhattisgarh Banks
- 4.9 Comparison of Workplace Culture Amongst Private and Public Sector Banks in Chhattisgarh
 - 4.9.1 Effect of Good/Poor Workplace Culture upon Job Performance of Employees of Private and Public Sector Banks
 - 4.9.2 Effect of Good/Poor Workplace Culture upon Turnover Intention of Employees of Private and Public Sector Banks
 - 4.9.3 Effect of Good/Poor Workplace Culture upon Employee Engagement of Employees of Private and Public Sector Banks

		1010	
		4.9.4 Comparison of Job Performance	
		Amongst Private and Public	
		Sector Bank Employees	
		4.9.5 Comparison of Turnover Intention	
		Amongst the Private and Public	
		Sector Bank Employees	
		4.9.6 Comparison of Employee	
		Engagement Amongst the Private	
	100	and Public Sector Bank Employees	
	4.10	Multiple Regression Analysis of Factors	
		Predicting Employee Engagement	
	4.11	Multiple Regression Analysis of Factors	
		Predicting Organization Engagement	
	4.12	Multiple Regression Results of	
		Organizational Culture And Leadership	
		Style	
	4.13	Analysis of Variance ("ANOVA")	
		4.13.1Analysis of Leadership Style and	
		Employee Engagement	
		4.13.2 Analysis of Organizational Culture	
		and Employee Engagement	
05.	RES	ULTS AND DISCUSSIONS	113
	5.1	Findings and Results	
		5.1.1 Factors Contributing on Job	
		Satisfaction	
		5.1.2 Factors that Contributing to	
		Organizational Commitment	
		5.1.3 Moderation Effect of Job	
		Satisfaction	
		5.1.4 Factors Contributing to	
		Organizational Performance	

06.	SUMMARY AND CONCLUSIONS	136
	6.1 Summary	
	6.2 Suggestions	
	6.3 Scope for Future Research	
	6.4 Conclusion	
	REFERENCES	174



Dr. R Vijaya Lakshmi

Assistant professor, Faculty of Management, The ICFAI University, Raipur,

Dist: Raipur, State: Chhattisgarh, India-490042,

email:rvijayalakshmi@jurajpur.edu.in

Dr. RakatuVijaya Lakshmi is currently working as an Assistant Professor in the Faculty of Management Studies, at The ICFAI University, Raipur, Chhattisgarh, India. She holds a PhD from the Chhattisgarh SwamyVivekanand Technical University, Bhilai, Chhattisgarh, India.

In the area of Employee Engagement practices in Public and private sector banks: A Study in Chhattisgarh. Her research interests are Human resource Management, Organizational Behavior, and HR Analytics and with over 11+ years of experience in teaching. She has attended around 20 Workshops/FDP/SSTP and 18 National and International conferences along with Paper Presentations. She has published 15+ Research and papers in Scopus/WOS/ABDC/UGC Care listed Management Journals.



Prof. Ashok Kumar Chandra, Professor

Professor, Bhilai Institute of Technology, Bhilai, Chhattisgarh, India-491001, ash_chandra@rediffmail.com

Prof. Ashok Kumar Chandra is currently working as a Professor in the Department of Management, at Bhilai Institute of Technology, Bhilai, Chhattisgarh, India. 6 research scholars has completed their PhD. He has published 44 research papers in national and International management research journal. Having research project of AICTE, DST-NIMAT,

planning commission for the promotion of entrepreneurship and developing of entrepreneurial culture among the professional students. Having industrial experience worked with CIPLA, NICHOLAS Piramal India Ltd. & Ion Exchange India Ltd.



Prof. Mahesh Kumar Soma, Professor

Professor, IBS Hyderabad, IFHE University, Hyderabad, Telangana, India-501203. maheshk@ibsindia.org

Prof. Mahesh Kumar Soma is currently working as a Professor and Associate Dean-Placements and Mathematics and Internshipsin the ICFAI Business School, Hyderabad,IFHE University, Hyderabad,Telangana, India. His research interests are Soft Skills, Business Communication, Human resource Management, and with over 38 years of

rich experience in teaching (26 years) and Industry (12years). He has attended around 18 National and International conferences along with Paper Presentations. He has published 30+ Research and papers in Scopus/WOS/ABDC/UGC Care listed Journals. He is reviewer and member of the various journals.

Conducts regular guest lectures at reputed national institutions like National Academy of Construction, NiMSME (National Institute of Micro, Small & Medium Enterprises), NFC (Nuclear Fuel Complex), NALSAR, ESCI (Engineering Staff College of India) Dr.YSR NITHM (National Institute of Tourism & Hospitality Management), Railways, • Soft Skills & Behavioral Workshops & MDPs (Management Development Programs) to the executives of corporates like JK Paper, Intelligroup and Power Grid Corporation AurobindoPharma, StreeNidhi (Micro Finance), ITC, DRDO, India Post



Dr. G.V.V.Jagannadha Rao

HOD Applied Science and Mathematics Email: dr.gvvj.rao@kalingauniversity.ac.in

Dr. G.V.V. Jagannadha Rao is currently working as HOD Applied Science and Mathematics Department, at Kalinga University, Naya Raipur, Chhattisgarh, India. He has 23 years of academic experiences in institutes and universities. . 1 research scholar has completed her PhD.He supervises research scholars and Organized sponsored conferences. He has

published 30+ Research papers in Scopus/WOS/ABDC/UGC Care listed Journals. He is reviewer and member of the various journals.



Aditi Publication

Opp. New Panchjanya Vidya Mandir, Near Tiranga Chowk, Kushalpur, Dist.- Raipur-492001, Chhattisgarh shodhsamagam1@gmail.com, +91 94252 10308

