

A STUDY ON RANKING AMONG DETERMINANTS OF EMPLOYEE ENGAGEMENT IN PRIVATE SECTOR BANKS OF UTTARAKHAND

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ABSTRACT:

Purpose: This research examines the determinants of employee engagement and the employee's ranking for these determinants and how this process impacts the concept of employee engagement for the employees of different private sector banks in the Kumaun region of Uttarakhand.

Methodology: This research designed a questionnaire consisting of 15 questions and distributed to 92 respondents in 3 different banks located in Kumaun Region, Uttarakhand.

Tools: Henry Garrett's Ranking Technique was used to analyse the data.

Findings: The ranking preferences in terms of employee engagement by employees are different for three private sector banks.

Value: The research found that the significance of various determinants was different for the employees working in different banks in the selected research area.

Paper Type: Descriptive Research

Keywords: Employee Engagement, Ranking Preferences, HR Determinants, Banking Sector

INTRODUCTION:

Employee engagement is a human resources (H.R.) concept that describes an employee's level of passion and commitment to their job (Markos & Sridevi, 2010). Engaged employees are strongly invested in their work and the company's success, thinking that their contributions are significant. They are motivated by more than simply financial incentives; they frequently attach their well-being to their performance and the overall success of the firm (Achie & Kurah, 2016).

Employee engagement is essential for organizations as it fosters a positive work culture and boosts employee happiness. It has been seen that engaged employees demonstrate higher energy and efficiency, consistently surpassing expectations (**Kataria, et al 2013**). This not only improves their mental well-being but also positively affects colleagues and customers. Enhanced employee engagement results in a healthier workplace culture, reduced turnover rates, increased productivity, strengthened internal and external relationships, and ultimately, greater profitability (**Saxena & Srivastava, 2015**). Additionally, highly engaged employees serve as effective advocates for the organization (**Thomas, 2020**).

REVIEW OF LITERATURE:

H.K. Gujral and I. Jain (2013) state that employee engagement in the IT industry means people actively participating in their jobs and demonstrating commitment to the organization's vision, mission, and objectives. To better understand the elements that influence employee engagement and its effects, researchers looked at five determinants: job role, organizational support, rewards and recognition, training and development, and leadership/planning. They also looked at three outcomes: organizational commitment, organizational citizenship behaviour, and employee satisfaction. A standardized questionnaire was distributed to 200 employees and the collected data was examined with SPSS. The findings found that job function, rewards and recognition, and leadership and planning all have a substantial impact on employee engagement. Furthermore, employee involvement produces beneficial results such as organizational citizenship behaviour, employee commitment, and employee satisfaction.

S.O. Mokaya and M. J. Kipyegon (2014) state that employee engagement is commonly regarded as an important predictor of a company's competitiveness and overall performance. The objective of this research was to analyse the elements that influence employee engagement in Kenya's banking sector. The performance management system, personal development & growth opportunities, and workplace recreation & remuneration were among the variables studied. A self-administered questionnaire was used to collect data, which 214 respondents completed. Correlation studies revealed a significant positive association between organizational performance management, personal development and growth opportunities, workplace recreation, and remuneration package and employee engagement. The regression analysis revealed that an increase in workplace recreation, personal development and growth, performance management, and remuneration package will increase employee engagement.

S. S. B. Zainol, et. al. (2016) investigated the elements that influence employee engagement in Malaysia's hotel business. Four independent variables that were identified were for training and development, internal communication, rewards, and leadership. Effective employee engagement initiatives have been shown to increase commitment, motivation, morale, and innovation, ultimately leading to enhanced organizational performance and profitability. Therefore, increasing

employee engagement is critical for all firms. This study focuses on individuals currently working in Malaysia's hotel business, which has the potential for growth within the country's service sector.

H.A. Hassan, et. al. (2018) state that IT sector is a critical component of national development and success. The proposed research aims to determine the determinants of employee engagement in Pakistan's IT industry, encompassing elements such as work environment, self-evaluation, organizational treatment, and work engagement, as well as their impact on job satisfaction. To promote employee engagement, it is critical to provide a self-evaluation framework that allows individuals to examine their own performance and growth. This research gives importance to the necessity of addressing these issues and to increase employee engagement and job satisfaction. The authors concluded that more research can take investigate the moderating effect of self-evaluation in conjunction with the organizational service environment and fairness in employee treatment, providing additional insights into maximizing employee engagement tactics.

N. Gera, et. al. (2019) investigates the factors that influence employee engagement in B-Schools, with an emphasis on Faculty Development Programs and Faculty Orientation Programs. The Utrecht Work Engagement Scale (UWES) was used in this research. The sampling frame includes of B-Schools accredited by the AICTE in the Delhi-NCR region that offer management programs. Convenience sampling was used, and data was gathered using a self-administered questionnaire on a Likert scale of 1 to 5. The confirmatory factor analysis revealed strong internal consistency among the three scale scores. The data show that faculty absorption has a substantially greater impact on employee engagement than devotion and vigor. Surprisingly, no significant difference was found in absorption, devotion, or vigor between male and female employees.

H. M. S. Manjaree and D. A. S. Perera (2021) state that one of the main changes to the education sector organizational context that took place with the advent of the COVID 19 pandemic is the change in work practices. Even though employee engagement has been widely researched, only a few pieces of research can be found on employee engagement in work from home settings during the COVID 19 pandemic. The proposed research intends to uncover the elements that influence employee engagement in Pakistan's IT industry. The determinants under consideration were work environment, self-evaluation, organizational treatment, and work engagement, as well as their effects on job satisfaction. In the context of remote work, technology readiness is identified as the most significant positive element influencing employee engagement. Empowerment follows closely, suggesting that more empowered individuals are more engaged, especially in distant work environments. Furthermore, improving Learning Support, Reward and Recognition, Organizational Procedures, Leadership, Job Security, Safety, and Trust can all lead to increased employee engagement. Employees place a high value on rewards and recognition, albeit this component may be slightly lessened in a work-from-home environment. Additionally, the period of work tenure acts as a moderating element in the Aon Hewitt Employee Engagement model. Notably, longer years of service are associated with higher levels of employee engagement, particularly in the context of remote employment.

OBJECTIVES OF THE STUDY:

The main objectives taken for this research study are:

- To identify and rank the determinants of employee engagement in private sector banks of Kumaun region of Uttarakhand.
- To examine the relative importance of various factors influencing employee engagement in private sector banks of Kumaun region of Uttarakhand.
- To investigate any potential differences in the ranking of determinants based on demographic factors among employees in private sector banks of Kumaun region of Uttarakhand.

EMPLOYEE ENGAGEMENT – DETERMINANTS:

In contemporary times, many organizations prioritize elements like employee engagement to foster motivation and commitment among their workforce. Through a review of literature, several key factors have emerged, which are elaborated upon below:

- ✓ **Performance Management:** Performance management is critical for increasing employee engagement within firms as it fosters a sense of purpose and ownership in employees. Furthermore, proper recognition and rewards for their contributions help to strengthen their engagement and commitment to their roles (**Marrelli, 2011**).
- ✓ **Personal Development:** Personal development programs enable employees to attain their full potential by providing opportunities for growth, skill development, and career advancement. Employees that are actively engaged in their professional development show increased motivation, work satisfaction, and dedication (**Jha & Kumar, 2016**).
- ✓ **Workplace Recreation:** Workplace recreation fosters a positive work atmosphere by fostering relaxation and socialization. It promotes interpersonal bonds and a sense of belonging among team members by providing opportunities for leisure and companionship (**Mokaya & Gitari, 2012**).
- ✓ **Remuneration:** Remuneration not only attract top talent, but also motivate current employees to stay dedicated and productive. Employees who believe they are fairly compensated for their efforts are more likely to be satisfied and engaged at work (**Koskey & Sakataka 2015**).
- ✓ **Service Environment:** The service environment characterized by supportive management, constructive cooperation, and a customer-centric culture, develops a sense of belonging and purpose in employees. Employees who feel valued and respected in the workplace are more likely to be motivated and engaged (**Danish, et al. 2014**).
- ✓ **Self-Evaluation:** Self-evaluation empowers people to evaluate their own performance and set goals fosters a sense of ownership and accountability. Self-evaluation promotes transparency and communication between employees and management, resulting in better knowledge of expectations and alignment with corporate goals (**Dash & Mohanty, 2019**).
- ✓ **Employee Treatment:** Employee Treatment in a positive manner increases when the employees feel valued, respected, and treated properly by their employers. Establishing a

culture of respect, fairness, and support is critical to fostering strong employee engagement and loyalty, which drives corporate success (**Bhuvanaiah & Raya, 2014**).

- ✓ **Reward Structure:** Reward Structure connects generates a sense of worth and gratitude in the workplace, by connecting rewards with individual and organizational goals, employees are driven to do their best and actively contribute to the company's success. Finally, having an effective compensation structure is critical for increasing employee engagement and improving organizational performance (**Kurniawan & Anindita, 2021**).
- ✓ **Leadership:** Leadership has a significant impact on employee engagement in firms as it motivates and empower their staff while instilling a sense of purpose and belonging. Strong leadership promotes trust, transparency, and collaboration, which boosts staff morale and dedication (**Nasomboon 2014**).
- ✓ **Job Clarity:** Job Clarity is critical for fostering employee engagement inside firms. Furthermore, job clarity fosters a stronger sense of ownership and accountability among employees, as they understand what is expected of them and how their efforts contribute to the organization's overall objectives (**Sarangi & Nayak 2016**).

HYPOTHESES OF THE STUDY:

The following hypotheses were taken for this research study:

- ✓ **H₀₁:** There is no significant difference in the ranking of determinants of employee engagement among private sector banks in the Kumaun region of Uttarakhand.
- ✓ **H₀₂:** The relative importance of various factors influencing employee engagement in private sector banks of the Kumaun region of Uttarakhand is not statistically significant.
- ✓ **H₀₃:** There are no significant differences in the ranking of determinants of employee engagement based on demographic factors among employees in private sector banks of the Kumaun region of Uttarakhand.

RESEARCH METHODOLOGY:

- ✓ **Population of the Study:** The population of the study is made up of employees working in private sector banks in the Kumaun region of Uttarakhand.
- ✓ **Sample of the Study:** Stratified sampling technique was employed in this study. The researcher gave a questionnaire to the bank employees and a total of 92 responses were collected from the three banks.
- ✓ **Unit of the Sample:** The sample consisted of all the employees working in AXIS Bank, ICICI Bank and HDFC Bank.
- ✓ **Study Instruments:** A survey-based questionnaire was used to collect data from the respondents and this was divided into two parts. The first part contained five demographic questions (bank, gender, branch, age & designation). The second part contained questions related to Employee Engagement (Performance Management, Personal Development,

Workplace Recreation, Remuneration, Service Environment, Self-Evaluation, Employee Treatment, Reward Structure, Leadership & Job Clarity).

- ✓ **Data Collection:** Both primary data and secondary data was used to collect data.
- ✓ **Measurements Tools:** Ranking was used to rank the preferences of the respondents.
- ✓ **Tools (Demographic Data):** To analyse demographic data tools such as frequency (review the respondents answers) and percentage (proportion of answers for a particular variant of the total answers).
- ✓ **Tools (Likert scales):** To analyse the questions i.e. Ranking Preferences Henry Garrett's Ranking Technique was used.

RESULTS & INTERPRETATION:

TABLE 1 DEMOGRAPHIC

Variable	Parameters	No.	%
Bank	AXIS	20	21.7
	HDFC	40	43.5
	ICICI	32	34.8
Gender	Male	52	56.5
	Female	40	43.5
Branch	Urban	50	54.3
	Rural	42	46.6
Age	18-25	26	28.3
	26-40	33	35.9
	41-60	24	26.1
	60 +	9	9.8
Designation	Executive	21	22.8
	Assistant Manager	40	43.5
	Manager	23	24.9
	Senior Manager	8	8.8

TABLE 2 PERCENT POSITIONS & GARRET VALUES

Ranking	$100(R_{ij}-0.5)/N_j$	Calculated Value	Garret Score
1	$100(1-0.5)/10$	5	82
2	$100(2-0.5)/10$	15	70
3	$100(3-0.5)/10$	25	63
4	$100(4-0.5)/10$	35	58
5	$100(5-0.5)/10$	45	52
6	$100(6-0.5)/10$	55	48

7	$100(7-0.5)/10$	65	42
8	$100(8-0.5)/10$	75	36
9	$100(9-0.5)/10$	85	29
10	$100(10-0.5)/10$	95	18

Source: <https://sadakath.blogspot.com/2010/11/blog-post.html>

TABLE 3 RANKING SCORE OF AXIS BANK EMPLOYEES

Determinants ↓ Score ↓	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	Total Score	Ranking
Performance Management	0	0	0	0	0	798	88 2	100 8	672	840	420 0	7
Personal Development	112 0	168 0	147 0	133 0	140 0	0	0	0	0	0	700 0	2
Workplace Recreation	0	0	0	0	0	720	10 44	756	504	576	360 0	8
Remuneration	912	960	768	115 2	100 8	0	0	0	0	0	480 0	6
Service Environment	609	551	580	464	696	0	0	0	0	0	290 0	9
Self-Evaluation	0	0	0	0	0	1512	10 08	126 0	119 7	132 3	630 0	3
Employee Treatment	432	378	342	360	288	0	0	0	0	0	180 0	10
Reward Structure	0	0	0	0	0	1312	82 0	155 8	254 2	196 8	820 0	1
Leadership	104 0	832	124 8	109 2	988	0	0	0	0	0	520 0	5
Job Clarity	0	0	0	0	0	1218	13 92	928	116 0	110 2	580 0	4

TABLE 4 RANKING SCORE OF HDFC BANK EMPLOYEES

Determinants ↓ Score ↓	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	Total Score	Ranking
Performance Management	0	0	0	0	0	0	82	1066	164	82	1394	10
Personal Development	986	1102	638	870	1276	928	0	0	0	0	5800	2
Workplace Recreation	832	884	988	780	780	936	0	0	0	0	5200	3
Remuneration	1197	693	945	1134	1260	1071	0	0	0	0	6300	1
Service Environment	0	0	0	0	0	0	1152	720	468	36	2376	9
Self-Evaluation	0	0	0	0	0	0	770	140	140	140	2450	8
Employee Treatment	0	0	0	0	0	0	48	336	1680	720	2784	7
Reward Structure	756	672	714	798	630	630	0	966	0	0	5133	4
Leadership	270	342	396	288	504	3742	648	612	522	324	4248	6
Job Clarity	435	522	464	493	551	435	0	1015	870	0	4785	5

TABLE 5 RANKING SCORE OF ICICI BANK EMPLOYEES

Determinants ↓ Score ↓	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	Total Score	Ranking
Performance Management	0	0	0	0	0	360	378	396	378	288	1800	8
Personal Development	1008	960	1008	816	1008	0	720	960	720	0	5232	2



Workplace Recreation	0	0	0	0	0	756	720	720	576	828	3600	6
Remuneration	1276	986	1160	1160	1218	0	0	0	1160	0	4814	3
Service Environment	0	0	0	0	0	63	126	63	63	63	378	10
Self-Evaluation	0	0	0	0	0	882	840	672	84	882	3360	7
Employee Treatment	0	0	0	0	0	164	164	82	82	82	574	9
Reward Structure	1190	1470	1470	1470	1400	0	0	0	1400	0	5460	1
Leadership	1092	1092	832	1092	1092	0	0	0	0	936	4212	5
Job Clarity	551	609	638	609	493	0	580	580	551	1160	4224	4

TABLE 6 COMPARATIVE ANALYSIS OF PRIVATE BANKS

Determinants Ranking ↓ →	AXIS Bank	HDFC Bank	ICICI Bank
Performance Management	7	10	8
Personal Development	2	2	2
Workplace Recreation	8	3	6
Remuneration	6	1	3
Service Environment	9	9	10
Self-Evaluation	3	8	7
Employee Treatment	10	7	9
Reward Structure	1	4	1
Leadership	5	6	5
Job Clarity	4	5	4

Interpretation:

- ✓ Table 1 demonstrates the demographic details of the employees working in AXIS bank, HDFC bank and ICICI bank of the Kumaun Division of Uttarakhand. This table shows the details

regarding Bank's Name, Employee's Gender, Bank's Branch, Employee's Age and Designation of employees.

- ✓ Table 2 depicts the Calculated Value and the Garret Score of each preference according to the rank given by the respondents.
- ✓ Table 3 depicts the Ranking preference of the AXIS bank employees, in which it can be seen that the employees have given 1st rank to Reward Structure followed by Personal Development, Self-Evaluation, Job Clarity, Leadership, Remuneration, Performance Management, Workplace Recreation, Service Environment and Employee Treatment.
- ✓ Table 4 depicts the Ranking preference of the HDFC bank employees, in which it can be seen that the employees have given 1st rank to Remuneration followed by Personal Development, Workplace Recreation, Reward Structure, Job Clarity, Leadership, Employee Treatment, Self-Evaluation, Service Environment and Performance Management.
- ✓ Table 5 depicts the Ranking preference of the ICICI bank employees, in which it can be seen that the employees have given 1st rank to Reward Structure followed by Personal Development, Remuneration, Job Clarity, Leadership, Workplace Recreation, Self-Evaluation, Performance Management, Employee Treatment and Service Environment.
- ✓ Table 6 is a comparative analysis of the ranking preferences of the employees working in three different private sectors in the Kumaun Division of Uttarakhand.

CONCLUSION:

Employee engagement is a H.R. concept that describes an employee's level of passion and commitment to their job. This is essential for organizations as it fosters a positive work culture and boosts employee happiness. This research makes an endeavour to understand the viewpoint of the employees working in private sector banks in the state of Uttarakhand and to understand as to which factor, they give the most important in relation to the concept of employee engagement. With the help of review of literature ten determinants were identified that were deemed to be most important for the employees namely, Reward Structure, Personal Development, Remuneration, Job Clarity, Leadership, Workplace Recreation, Self-Evaluation, Performance Management, Employee Treatment and Service Environment. The determinant that was given first rank by AXIS bank employees was Reward Structure, Remuneration was given first rank by HDFC bank employees and Reward Structure was given first rank by ICICI bank employees.

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