An Empirical Study on Employee Engagement in Banking Sector

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Abstract:
When it comes to service sectors, banking industries is one of the top most industries in India. This has helped in growth of the nation. Many reason are involved in the improvement and growth of the banking sector itself, where in employee engagement plays a vital role. Employees are important because the entire working of the bank falls under their control. This helps in boosting the satisfaction level of the employee through training and development, rewards, bonus, promotions etc. When the employees are committed to their work, automatically their performances increase and this leads to customer satisfaction. Employee engagement builds good relationship between the bank and the employee. This paper involves on the employee engagement in banking sector in general. The main objectives are to analyse the performance levels of employees and their perception towards employee engagement. Primary data was collected using structured questionnaire. Selection of samples was done by using simple random sampling technique. The study reveals that employees are partially aware of employee engagement and engagement level is average which basically means that the talent utilization is completely not achieved by the banks.

Key words: Employee engagement, commitment, performances and banking sector.

I. INTRODUCTION
Employee engagement is the process of the keeping the workforce engaged in order to produce good results by not changing the job frequently by which attrition rates increase. It has become a leadership priority. The management finds ways to keep its employees committed to the work given to them so that this leads towards organisation success by reaching its objectives, vision and mission. Employee engagement builds the gap between the organisation and its human resource. Employee engagement helps the management to benefit in various ways such as increase in productivity, building trust and loyalty of its employees to work effectively with passion to meet the goals of the organisation. It is found that there is positivity in the employees who are mostly engaged in their work.

II. LITERATURE REVIEW
1. William A. Kahn (1990) conducted a study on Psychological conditions of Personal engagement and disengagement at Work. In the study it was found that employees engages according to the work allotted to them. He also stated that employees can utilize their selves physically, mentally and emotionally at various degrees to perform their role at the firm. Personal and disengagement is referred as the behaviour of the employee while performing ones role. It was stated that disengaged would lead an employee unlinked with is role. The roles to be performed would be withdrawn and individuals would defend themselves.

2. Dharmendra Mehta and Naveen K Mehta (2013) investigated on Employee engagement where it was said that motivated and engaged employees tend to contribute more in terms of organisational productivity and also support in maintaining an increased level of commitment that lead to the higher customer satisfaction. This paper studied the different dimensions of employee engagement with the help of many other review of literature that can be utilised to provide an overview and for references on some of the conceptual and practical work that are undertaken in the area of employee engagement practices.

3. Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane, Katie Truss (2008) studied how employee engagement can be influenced by management. The literature survey examined peer-reviewed journal articles, textbooks, working papers and other published resources related to employee engagement. Results from various such research organisations and corporate demonstrated there may be strong link between engagement, employee performance and business productivity. Communication, opportunities for employees to feed their viewed upwards and thinking that their managers committed to the organisation are the key drivers of employee engagement. Another important drivers with relation to engagement have been identified as ‘one size does not fit all’.

Objective of the study
1. To study different employee’s performance levels at banking sector.
2. To study the perception of employee’s towards employee engagement.

Limitations of the study
1. The study is restricted to banking sector alone.
2. The sample size is smaller in number.
3. The accuracy of the data depends on the attitude of the respondents.

Research Methodology
1. They research was done through descriptive research method as it would help in findings through enquiries and survey. The data was collected through both primary and secondary data, where the primary data include structured questionnaire and interaction with employees.
2. Secondary data was derived from the official websites, reports, journals and magazines.
3. The data obtained in tabulated and analysed. Findings are based in analysis and conclusions that are drawn.
III. DATA ANALYSIS AND INTERPRETATION

Q1. If employees are aware of the objective that are supposed to be achieved.

Analysis and Interpretation: From the above chart it can be seen that 76% of the total respondents of employees are partially aware of the objective that they are supposed to achieve, where 22% of employee are confident on the objective and 8% of them don’t know what their objective is. By this it can be inferred that majority of the employees are partially aware of the objectives that is set for to achieve.

Q2. Intensity of workload burden of the employees

Analysis and Inference: From the above graph it can be analysed that 20% of the employees strongly disagrees to the workload burden upon them, 30% of the employees disagrees, 32% of the employees are neutral, 12% of the employee agree and 6% of the respondents state that they strongly agree about workload. By this it can be inferred that majority of them are neutral on the workload burden that they undergo at the workplace.
Q3. If employees work at their full capability

Analysis and Inference: From the above graph it can be analysed that out of 50 respondents 4 employees never work at their full capability, 11 employees rarely worked, 30 respondents often worked and the 9 respondents always worked at their full capability. Hence it can be inferred that employees often work at their fullest capability.

Q4. The purpose of employee engagement

Analysis and Inference: From the above graph it can be analysed that out of 50 employee respondents 14 employees say feeling of empowerment may be the purpose of employee engagement, 16 respondents feel that it is the job involvement, 12 of them feel organisational commitment and the rest 8 respondents says that the purpose may be to discover the potential of the employee. Thus it can be inferred that discovering the potential of the employee is the main purpose of employee engagement.
Q5. The level at which the employees are engaged at their workplace.

![Employee Engagement Chart]

Analysis and Inference: From the above chart it is observed that 4 of the respondents are not very engaged at the workplace which means that they are not very busy. 9 respondents are little engaged, 20 of them are average in being busy, 11 are highly engaged, 6 are almost very highly engaged. Hence it can be inferred that majority of the employees are average in being engaged and they are not completely engaged at their workplace.

Findings
1. From the study it is found that 76% of the employees working in banking sector are partially aware of the objective that they are supposed to reach at their workplace.
2. 32% of the employees feel that workload at the workplace is neutral. This can have both positive and negative impact on the organisation.
3. As revealed by the study, it is found that most employees think the main purpose of employee engagement is identifying potential of employees.
4. Engagement level is average among the employees where the talent utilisation is not up to the mark from the organisational point of view.

IV. CONCLUSION

The banks have to make an attempt to engage its employees at the workplace to the fullest, as this would help the bank perform better. Apart from making them engaged only towards the objectives the employees also has to be given freedom to a certain level to showcase their talents at the workplace. This helps them build trust and increase their commitment level to their work as they act as a bridge between the bank and its customers. The success and failure of the banks mainly depend upon the employees who work for them, employees are considered as assets to the bank and proper importance should be given by the banks so that it increases the level of its employee’s engagement and commitment towards work.

V. REFERENCE

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