

Measurement Of Employee Engagement In Banking Sector In Bangalore

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Abstract : Employee engagement strives towards achieving organizations success and developing employee skills and talents towards future goals. This is possible only when engagement is measured regularly which gives the state of engagement. Engagement in real time helps organizations achieve real results just as the importance of measuring finances and sales regularly do. With the help of measurement of engagement one can find out whether employees are actively engage or moderately engaged or dis-engaged or highly dis-engaged . Depending on the outcome organizations can take appropriate measures to improve engagement levels. The present study tried to measure the engagement levels of the banking employees in Bangalore by considering moderating variables into the study. A self-designed questionnaire which is validated is considered to gather samples of 100 from different banking institutions in Bangalore. From the study it is evident that except gender other moderating variables age qualification , experience and income will influence engagement levels.

Key words: Engagement , measurement, personal variables, organizational variables, moderators, influence.

1 INTRODUCTION:

Engagement is defined as harnessing of organization member selves to their work roles Khan (1990).In engagement people employ and express themselves physically , cognitively and emotionally during role performances. It is the ability to tackle tasks without being asked because they want to put extra effort that will benefit the organization and themselves. It is clearly distinguished from hard work. There are so many personal and organizational factors contributing for engagement. But the point of discussion is without validating engagement or without knowing the level of engagement, without knowing whether employees are highly engaged, engaged, dis-engaged or highly dis-engaged it is very difficult to bring changes in the state of engagement. For this reason measurement of engagement is vital. Measuring employee engagement allows organizations to identify profiles of what engaged employees look like as well as to identify opportunities to improve engagement. Measuring engagement is the first step , second is to communicate and the final step is to take actions on the results. The main aim of measurement is to turn data into information and information into insight.

2 LITERATURE REVIEW:

A number of definitions are used for the measurement of employee engagement in the previous researches depending on the constructs measured for defining engagement. Most of the definitions focus on positive attitude and behaviors that enable high job performance that is in tune with the organizations success.The UWES(Utrecht Work Engagement Scale) developed by Schaufeli Bakker & Salanova (2006) is a popular tool that measures three areas of engagement representing behaviour, emotional and cognitive dimensions.

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Most of the researches efforts to measure engagement at the level of individual employee or worker. These individual scores are aggregated to measure employee engagement levels at the group levels or organizational level. The three dimensions of UWES scale corresponds to vigour , dedication and absorption respectively in ones work. Gallup organization Harter , Schmidt & Keyes (2003), Harter & Schmidt (2008) researchers have qualitatively and quantitatively assessed the most salient employee perceptions of management practices across a wide variety of industries in over past 30 years. The methodology underlying research was centered on the study of “success” The study of productive work groups and individuals rather than the study of failures in organizations. Results yielded a 12-item work engagement index and have several popular books. Barter(2003) National city bank conducted various kinds of survey and collected data to examine and improve the level of retention of staff by focusing on what made employees more engaged in their work and how this was linked to improving customer relations. Gallup’s Q12 Employee engagement assessment is designed to uncover the things that really matter to employee engagement and business performance . Its backed by rigorous science linking it to nine integral performance outcomes. And Gallup researchers continually study findings from research to learn more about employee engagement and its impact on organizational and team performance. They studied the differences in performance between actively engaged and actively dis-engaged work units and found that those scoring in the top half on employee engagement nearly doubled their odds of success compared with those at the 99th percentile had four times the success rate at of those at the first percentile. These kind of performance differences are always important to businesses but they are especially crucial during recession. Rich et el (2010) adopted khan’s conceptual frame work and developed a scale to test its validity maintaining khan’s distinction between physical , emotional and cognitive engagement. They found that the three dimensions were empirically distinct but could be combined into single measure. In their study among fire crew they found that value congruence , perceived organizational support and a positive core self-evaluation served as significant antecedents. Higher engagement was associated with higher supervision rated performance and

organizational citizenship behaviour. Most important claim is that this measure of engagement was a more powerful mediator than other established concepts such as involvement intrinsic motivation and job satisfaction.

3 GAPS IDENTIFIED:

Of all the scales mentioned above engagement is measured mostly based on personal factors or organizational factors. But there is a very limited study where moderators are considered in the measurement of employee engagement. This study made an attempt to fill this gap.

4 OBJECTIVES:

1. To measure Employee engagement levels of banking employees in Bangalore.
2. To check the influence of personal moderating variables on employee engagement levels like Age, Gender, Qualification, Experience and Income in banking sector in Bangalore.

5 METHODOLOGY:

A quantitative research analysis is conducted on 100 banking employees in Bangalore. A self designed questionnaire consisting of 12 questions is used to collect data. The instrument is prepared to analyze the dimensions of personal factors like the spiritual, emotional, conscious, balance and development factors and organizational factors like culture, HR policies, role stress and burn out, economic and external factors. The instrument is validated through Cronbach alpha test. A stratified convenient sampling technique is adopted to collect 100 samples from banking employee in Bangalore. Responses are recorded on a five point Likert scale ranging from strongly disagree to strongly agree. Raw data collected is converted into information and analyzed using statistical tool mean, standard deviation, and chi-square test. The instrument used for analysis is SPSS 21 version.

6 ANALYSIS AND INTERPRETATION:

1. Measuring Employee Engagement:

To measure engagement of banking employees, primary data is collected from different banks both public and private sector. 100 samples are collected for the study from the banking employees in Bangalore. Stratified convenient sampling technique is adopted to collect primary data. The Instrument is validated through Cronbach alpha test and the results showed Cronbach alpha value is 0.8 which is very much reliable.

Reliability statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.754	.790	12

To measure engagement levels mean and standard deviations are considered. The Mean and standard deviations are as follows .Descriptive Statistics

Sino	Statement	Mean	Std. Deviation
1	Spiritual quotient	4.41	0.658
2	Personal Happy index	3.91	0.936
3	Career advancement	3.48	1.372
4	compensation and reward	3.91	0.910
5	culture	3.73	1.020
6	Autonomy	3.14	1.112
7	Burn out	3.84	0.939
8	Stress	2.66	1.275
9	work life balance	3.70	1.002
10	Dedication	4.27	0.949
11	Interpersonal relations	4.43	0.545
12	Satisfaction	3.95	0.963

Table-1

The distribution of Mean employee engagement was computed in terms of percentage to indicate how frequently the respondents felt engaged while performing their duties.

Range of Mean Engagement	recoding	Interpretation	Frequency	Percentage
0-0.99	1	Strongly disagree	6	6%
1-1.99	2	Disagree	10	10%
2-2.99	3	Neutral	15	15%
3-3.99	4	Agree	42	42%
4-5	5	Stronly Agree	27	27%
total			100	
N=100				

Table-2

From Table-1&2 It is found that on a scale of 1 to 5, a majority (42%) of the respondents were recorded in the category Agree to the statements. They reported moderate level of engagement ranging between 3 to 4. While 27% were recorded in the category Strongly agree. They reported high level of engagement indicated by a mean score between 4 to 5. Over all 69% of the of the respondents who are employees in the banking sector of Bangalore are engaged. Another 31% are either dis-engaged or neither engaged or dis-engaged. It does highlight the scope and need to improve engagement levels in the banking sector in Bangalore

2. To Analyze The Influence of Personal Moderating Variables on Employee Engagement Levels like

1. Age
2. Gender
3. Qualification
4. Experience
5. Income.

2.1 To study whether Employee age is influencing Employee Engagement levels or not.

Ho(1): There is no influence of employee Age on Employee Engagement.

H1(1): There is an influence of Employee Age on Employee Engagement.

To check the null hypothesis, Chi-square test statistical tool is adopted. Chi-square test is used to check whether Observed variables are differing from the expected variables. So this test is appropriate to check the null and alternative hypothesis and the results are as follows.

Age Vs Engaging Factors			
Age Engagement factors *	Value	df	Asymptotic Significance (2-sided)
Age Spiritual quotient *	7.254 ^a	6	0.298
Age Personal Happy index *	23.277 ^a	12	0.025
Age * Career advancement	12.939 ^a	12	0.373
Age compensation and reward *	7.854 ^a	9	0.549
Age * culture	7.842 ^a	9	0.550
Age Autonomy *	15.681 ^a	12	0.206
Age * Burn out	12.669 ^a	12	0.394
Age * Stress	26.743 ^a	12	0.008
Age * work life balance	17.727 ^a	12	0.124
Age *Dedication	6.517 ^a	9	0.687
Age *Interpersonal relations	11.143 ^a	6	0.084

Table-3

The respondents are in the age group of ,41% in the age group 20years-30years, 43% in the age group 31years-40years, 9% in the age group 41-50 years and 7% in the age group above 50 years. When engaging factors are analyzed across all the age groups , From Table-3,Chi-square analysis, significant values for two factors namely Personal happy index and role stress are 0.025 and 0.008 respectively at 5% level of significance which are less than 0.05 It rejecting null hypothesis and accepting alternative hypothesis. i.e., Age of the employees have influence on the engagement levels. When further analyzed to understand which age group employees are differing in the engagement levels, cross tabulations between age and engagements are checked. Nearly 41% of the respondents who are in the age group 20 to 30 years and 43 % of the respondents who are in the age group 30 to 40 are able to

feel freedom to choose how to perform their jobs best (Personal happy index) but they are not able to balance their role stress. Whereas 10% of the respondents who are in the age group above 50 years disagree with the personal happy index statement but are able to manage role stress moderately. This implies that age in the influencing factor on engagement. 2.2 To study whether Gender is influencing Engagement levels or not.H2(0): There is no influence of Gender on Employee engagement levels H2(1): There is an influence of gender on Employee engagement levels. To check the influence of Gender on engaging factors , Chi-Square test is applied and the results are as follows.The sample size consists of 52% males and 48% female employees

Chi-Square Tests			
Gender Engaging Factors *	Value	df	Asymptotic Significance (2-sided)
Gender * Spiritual quotient	1.316 ^a	2	0.518
Gender * Personal Happy index	5.097 ^a	4	0.277
Gender * Career advancement	5.768 ^a	4	0.217
Gender * compensation and reward	6.186 ^a	3	0.103
Gender * culture	.313 ^a	3	0.957
Gender Autonomy *	2.707 ^a	4	0.608
Gender * Burn out	4.061 ^a	4	0.398
Gender * Stress	.956 ^a	4	0.916
Gender * work life balance	3.721 ^a	4	0.445
Gender *Dedication	1.659 ^a	3	0.646
Gender *Interpersonal relations	1.155 ^a	2	0.561
Gender* external factors	2.291 ^a	4	0.682

Table -4

From Table-4,Chi-Square test, Gender Vs engaging factors significant values are all above 0.05 at 5% level of significance indicating to accept null hypothesis. i.e., Gender does not have any influence on the engagement levels of the employees under study.

2.3 To check whether Qualification is influencing Employee Engagement levels or not.

2.3(0): There is no influence of Qualification on employee engagement levels.

2.3(1): There is an influence of Qualification on employee engagement levels.

The qualification of the respondents in the sample are as follows.41% are graduates and 59% are post graduates and above.

Chi-Square tests

Qualification Engaging Factors *	Value	df	Asymptotic Significance (2-sided)
Qualification * Spiritual quotient	10.906 ^a	2	0.004
Qualification * Personal Happy Index	4.300 ^a	4	0.367
Qualification * Career advancement	9.356 ^a	4	0.053
Qualification * compensation and reward	1.207 ^a	3	0.751
Qualification * culture	1.555 ^a	3	0.670
Qualification * Autonomy	.516 ^a	4	0.972
Qualification * Burn out	1.831 ^a	4	0.767
Qualification * Stress	7.505 ^a	4	0.112
Qualification * work life balance	1.525 ^a	4	0.822
Dedication	7.393 ^a	3	0.060
Qualification * Interpersonal relations	3.172 ^a	2	0.205
Qualification * Satisfaction	4.206 ^a	4	0.379

Table-5

Table-5,When Engaging factors are analyzed across employees with different qualifications using Chi-Square tests, the significant values of , Two engaging factors Spiritual quotient and Career advancement are 0.004 and 0.053 respectively at 5% level of significance which are less than acceptable value 0.05. Null hypothesis is rejected and alternative hypothesis is accepted. This Indicates Qualification has significant influence on the engagement levels of the employees under study.

When further analyzed through cross tabulation of Qualification and acceptance of engagement statements .from the sample collected 60% are post graduates and above. 40 percent are graduates. Among the post graduates 40% of the respondents are ready to take challenges in their work which will enhance their career growth opportunities whereas only 5% of graduates are willing to take challenges because of their lack of knowledge and confidence . This indicates that qualification is definitely influencing engagement levels. When Spiritual quotients are checked along with the qualification both graduates and post graduates reacted in the same way.

2.4 To check whether Experience is influencing Engagement levels or not

H4(0): There is no Influence of Employee experience on employee engagement levels.

H4(1): There is an Influence of Employee experience on Employee engagement levels.

Applying Chi-Square tests to analyze influence of Experience on Employee engagement , the following are the results. The experience of the respondents are like this. 54% of the respondents are having experience between 1-5 years, 20.5% between 5-10 years' experience, 13.6% between 10-15 years and 11.4% of the respondents are having experience above 15 years.

Chi square tests	Value	df	Asymptotic Significance (2-sided)
Experience * Engaging Factors			
Experience * Spiritual quotient	10.191 ^a	6	0.117
Experience * Personal Happy index	20.915 ^a	12	0.052
Experience * Career advancement	20.472 ^a	12	0.059
Experience * compensation and reward	3.431 ^a	9	0.945
Experience * culture	11.704 ^a	9	0.231
Experience * Autonomy	10.767 ^a	12	0.549
Experience * Burnout	11.453 ^a	12	0.491
Experience * Stress	22.543 ^a	12	0.032
Experience * work life balance	24.094 ^a	12	0.020
Experience * Dedication	13.052 ^a	9	0.160
Experience * Interpersonal relations	15.168 ^a	6	0.019
Experience * Satisfaction	25.701 ^a	12	0.012

Table-6

From Table-6,For almost all the engagement factors except few, significant values at 5% level of significance are less than 0.05. For Experience * stress- 0.032, For Experience * work –life balance – 0.020, For Experience * interpersonal relations- 0.019 and for Experience * satisfaction -0.012. This indicates rejection of null hypothesis and acceptance of alternative hypothesis. This implies Qualification is one of the major moderating factor which is influencing Employee engagement levels. When analyzed in detail through cross tabulation of experience with the engagement factors. From

the sample data 54.5% of the respondents have experience between 1-5 years. 20.4% have 5-10 years' experience, 14% have 10-15 years' experience and 11.1 % have experience above 15 years. 30.3% of the respondents having less than 10 years' experience and 100% of the respondents having experience more than 10 years are able to manage stress when their morals conflict with their job responsibilities. this implies employees with more experience are able to manage stress better than the employees with less experience . employees with more stress managing capacity having experience more than 10 years will be more engaged than the employee with less experience. This clearly indicates experience is influencing employee engagement levels of the employees under study. When it comes to work-life balance 50% of the respondents with experience less than 10 years and 100% of the respondents with more than 10 years' experience are able to manage both work and life. This indicates experience will teach employees to become better managers of work as well as life. Employees with good work-life balance will be engaged more than employee who is finding difficult in managing work-life. This indicates experience of the employee is influencing engagement levels significantly. In case of managing with interpersonal skills 90% of the employees with less than 10 years' experience and 100% of the employees with above 10 years' experience are able to manage interpersonal skills both within and outside the organization. This indicates experience will teach better interpersonal management skills. Employees with good interpersonal skills will engage better in their jobs compared to employees with less interpersonal skills. This implies experience of the employee is influencing employee engagement levels. When analyzing satisfaction levels, 90% of the respondents with less than 10 years' experience and 100% of the respondents with above 10 years' experience are satisfied with their organizations and are not looking for any change. but there is a difference of 10% who may be looking for a change if they get better opportunities which will alter employee engagement levels.

2.5 Influence of Income on employee engagement levels

H5(0): There is no influence of Income on employee engagement levels.

H5(1): There is an influence of Income on Employee engagement levels.

Applying Chi-Square test on Income and engaging factor, the following are the results

Chi-Square tests

Income * Engaging Factors	Value	df	Asymptotic Significance (2-sided)
Income*Spiritual quotient	8.691 ^a	8	0.369
Income *Personal Happy index	32.165 ^a	16	0.010

Income * career advancement	25.896 ^a	16	0.056
Income *compensation and reward	13.352 ^a	12	0.344
Income * culture	15.561 ^a	12	0.212
Income *Autonomy	18.309 ^a	16	0.306
Income *Burn out	14.331 ^a	16	0.574
Income *Stress	27.187 ^a	16	0.039
Income *work life balance	12.259 ^a	16	0.726
Income *Dedication	10.475 ^a	12	0.574
Income *Interpersonal relations	5.295 ^a	8	0.726
Income *Satisfaction	13.329 ^a	16	0.649

Table-7

From Table-7,At 5%level of significance, significance values of the Chi-square tests are , for Income * personal happy index-0.010, for Income * career advancement – 0.056, for Income * Stress – 0.039.Which are less than 0.05% .This will reject null hypothesis and alternative hypothesis is accepted. This indicates the personal moderating factor Income is influencing employee engagement levels significantly. When further analyzed income levels with engagement levels with the help of cross tabulations , the following details are revealed.18.2% of the respondents income is less than Rs.20,000 per month18.2% of the respondents income is between Rs.20001-30,000 per month15.95 of the respondents income is between Rs.30001-40,000per month13.6% of the respondents income is between Rs.40001-50000per month34.1 % of the respondents income is above Rs.50,0001 per monthWhen analyzed the personal happy index of the employees,93% of the respondents whose income is less than 30,000per month are able to utilize the freedom to choose the way they want to work given by their employer so that they can perform better and grow along with the organization. Whereas only 67% of the respondents whose income is more than 30,000 and above 50,000 per month , because of their comfortable income levels are less proactive in choosing the ways to perform better. This indicates personal moderating factor Income is influencing employee engagement levels. I case of efforts for personal growth 68% of respondents with salary less than 30,000per month and 60% of the respondents with salary more than 30,000per month are proactive towards career growth. This difference in percentage will impact employee engagement levels. In managing stress levels, 75% of the employees with income less than 30,000 and 53% of the respondents with income more than 30,000 are unable to manage job stress. This indicates based on the income levels the capacity to bear stress will differ which will influence engagement levels.

CONCLUSION:

for the current study , primary data is collected from the employees of banking sector who are in both public and private sector in Bangalore and are at different levels of designation.100 samples are collected from the banking employees through a self-designed structured questionnaire. Responses are recorded on 5 point Likert scale.

- The respondents are in the age group ,41% in the age group 20years-30years, 43% in the age group 31years-40years,9% in the age group 41-50 years and 7% in the age group above 50 years.
- The sample size consists of 52% males and 48% female employees.
- The qualification of the respondents in the sample are as follows.41% are graduates and 59% are post graduates and above.
- With the analysis of Mean and Standard deviation employee engagement of the respondents is assessed. It indicated that 42% of the respondents are moderately engaged. 61% are highly engaged. And 31% are either not engaged or neither engaged or dis-engaged. Over all the Employee Engagement level in the banking sector in Bangalore is 69%.Measurements need to be considered in the respective aspects to convert dis-engaged employees to engaged employees..
- Apart from the personal and organizational factors , some more moderating factors like Age, Qualification , experience and Income also will influence Employee engagement levels significantly.. Gender does not have any influence on the engagement level.

Scope for further study: There are other moderating variables which can influence engagement levels. We can extend this study in analyzing engagement with other moderating variables. The study is restricted to only banking sector in Bangalore. It can be extended to any other industry in any geographic location.

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