



Determinants of Employee Engagement And their impact on Employee Performance

Radhika.T, Dr.Arvind Kumar Saxena

Research Scholar, Kalinga University, Naya Raipur

Associate Professor, Kalinga University, Naya Raipur

ABSTRACT

Employees that are enthusiastic about their jobs and committed to their employer, provide the company with a competitive edge as well as increased productivity, therefore it is critical for the company to keep its highly trained employees. The aim of this research is to look at the methods used in the company to keep workers engaged. The study's goal was to discover variables that influence employee engagement, such as degree of satisfaction, organizational inputs, & various ways to enhance employee engagement. In order to collect the essential information, a survey questionnaire was prepared in accordance with the study's objectives.

A descriptive technique was used in the course of the study and analysis. The convenience sampling technique has been used extensively in recent years. It is possible to be engaged at work in a variety of ways, including by creating an enjoyable work atmosphere, feeling like you belong to a team, and having prospects for progress. One of the most important findings of the research is a better knowledge of the elements that impact an organization's capacity to keep its employees happy and productive. In addition, the researcher has given recommendations depends upon the key findings, such as how to retain & motivate staff, among other things. After hearing about their proposed changes, they anticipate that the banking industry's workers will be completely devoted to the organization.

KEY-PHRASE:

Employee engagement, Career development, career growth and work engagement

INTRODUCTION

As a consequence of employee engagement, a company's performance improves as a result of its employees' positive attitudes and actions.

Workers' sentiments of pride and loyalty toward our company, as well as their readiness to go the extra mile to finish a job, are referred to as "employee engagement."

Engaging our employees means leveraging their knowledge and ideas to improve our products and

services, as well as finding new ways of doing things at work.

There are several ways that we can improve employee engagement, but the most important is to ensure that our employees are more committed to the company.

Employee engagement refers to company activities that are in line with the company's ideals. It's about promises that were kept, or an explanation for why they couldn't be fulfilled.

REVIEW OF LITERATURE

In the words of **Manisha Semwal,(2017)** ,This study's goal is to see whether career advancement boosts employee engagement more than training does. Training and career development should be a priority for the HR Manager since it lowers employee turnover and boosts productivity. Additionally, it improves the abilities of those who work there. As a result, a strong emotional connection is formed between the employee and the company. Additionally, the degree of employee involvement is all around it. Career development possibilities in IT firms may have a greater impact on employee engagement than training efforts alone, based on the findings of this research. Despite the fact that most of the determinants of employee engagement have already been studied, this study points to several promising new areas for future research. Companies may invest in and promote employee career development as a way to boost morale and increase engagement.

According to **Jing Bai, Jinping Liu,(2018)** ,The purpose of this essay is to examine the relationship between career growth and work engagement, the intermediary role of organisational identity, and the moderating effect of person-organization value fit. The study demonstrates that: 1) Employee career advancement has a significant positive effect on organisational identification and work engagement; 2) Organizational identification acts as a partial mediator between career advancement and work engagement; and 3) Person-organization value fit positively regulates the relationship between career advancement and organisational identification.. That is to say, the better the person-organization value fit, the more apparent the effect of professional development on rganizational identity. this research showed that the career development of new generation workers has a strong beneficial impact on organisational identity and job engagement. this research also showed that this study indicated that organisational identity has a partly mediation effect between career development and job engagement.

In the words of **Dr. Ritika Srivastava, (2018)** "Effective communication is critical for all stakeholders," from workers to managers to senior leaders to the community at large. These seven recommended practises may assist to improve two-way communication across the company by fostering openness, honesty, and candour. An organization's ability to communicate effectively is one of its most important competitive advantages. Increased communication may improve employee morale, enhance productivity, and even help expand your company. Employee engagement, productivity, and company development may all be boosted with good communication. An engaged workforce is built on the foundation of good communication. The people that work for a business are its most important asset, and they ultimately decide whether or not the firm will succeed or fail. An engaged workforce is much more likely to show the devotion and commitment necessary for any company's long-term success, no matter how big or small. Finding methods to successfully communicate with workers is one of the most challenging problems facing today's organisations.

RESEARCH GAP

A subject or a challenge which hasn't been solved by any of the previously conducted studies or research in your area is an example of a research gap in that field. When there is a notion or fresh thought that hasn't been examined at all, this might create a gap in the study that has to be filled. The research gap of present study is going to explain in the following statements,

- Previous researchers didn't cover how high levels of engagement provide to you with opportunities to develop their abilities
- In prior studies, they haven't analyzed i.e organization provide the opportunities to learn and enhance your skills
- Earlier studies did not address i.e Firm adopts the change to build and develop your career

OBJECTIVES

The purpose of this article is to examine and contrast the perspectives of private and public

sector banking personnel on career development and employee engagement. Other goals include contrasting the perspectives of the public and private banking sectors in the subsequent statement.

- To assess, Organizations with high levels of engagement provide to you with opportunities to develop their abilities
- To analyze, organization provide the opportunities to learn and enhance your skills
- To examine firm adopts the change to build and develop your career

HYPOTHESIS

- **Your Organizations with high levels of engagement provide to you with opportunities to develop their abilities**

H₀: There is a relationship b/w Type of banking And Degree of opinion regarding the above statement

H₁: There is no relationship b/w Type of banking And Degree of opinion regarding the above statement

- **Your organization provide the opportunities to learn and enhance your skills**

H₀: There is a relationship b/w Type of banking And Degree of opinion regarding the above statement

H₁: There is no relationship b/w Type of banking And Degree of opinion regarding the above statement

- **Your Firm adopts the change to build and develop your career**

H₀: There is a relationship b/w Type of banking And Degree of opinion regarding the above statement

H₁: There is no relationship b/w Type of banking And Degree of opinion regarding the above statement

RESEARCH METHODOLOGY

Research Design

Descriptive research design is used as it will ensure the minimization of biased results and maximization of reliability of data collected.

Research Instrument

The well structured questionnaire has been used for this research

Data Collection

Source of primary data

With the assistance of a standardised questionnaire, data was gathered directly from respondents.

Secondary- data sources

This data was gathered from books, periodicals, journals, and other sources of interest and reference.

Sample size:640

Sampling technique: convenience sampling

Statistical tool: X²

DATA ANALYSIS

1)Your Organizations with high levels of engagement provide to you with opportunities to develop their abilities

H₀:There is a relationship b/w Type of banking And Degree of opinion regarding the above statement

H₁: There is no relationship b/w Type of banking And Degree of opinion regarding the above statement

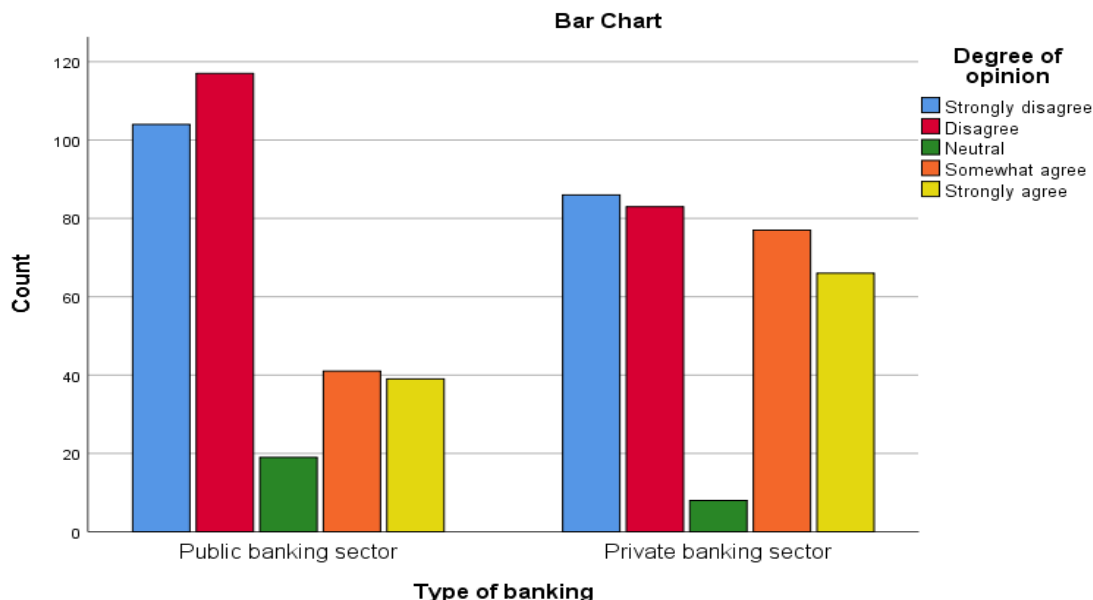
1. Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Type of banking * Degree of opinion	640	100.0%	0	0.0%	640	100.0%

2. Type of banking * Degree of opinion Cross tabulation								
			Degree of opinion					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Type of banking	Count	104	117	19	41	39	320	
	Expected Count	95.0	100.0	13.5	59.0	52.5	320.0	

	Public banking sector	% within Type of banking	32.5%	36.6%	5.9%	12.8%	12.2%	100.0%
		% within Degree of opinion	54.7%	58.5%	70.4%	34.7%	37.1%	50.0%
	Private banking sector	Count	86	83	8	77	66	320
		Expected Count	95.0	100.0	13.5	59.0	52.5	320.0
		% within Type of banking	26.9%	25.9%	2.5%	24.1%	20.6%	100.0%
		% within Degree of opinion	45.3%	41.5%	29.6%	65.3%	62.9%	50.0%
	Total	Count	190	200	27	118	105	640
		Expected Count	190.0	200.0	27.0	118.0	105.0	640.0
% within Type of banking		29.7%	31.3%	4.2%	18.4%	16.4%	100.0%	
% within Degree of opinion		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

3. Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29.893 ^a	4	.000
Likelihood Ratio	30.312	4	.000
Linear-by-Linear Association	18.273	1	.000
N of Valid Cases	640		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 13.50.			

4. Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.216	.000
	Cramer's V	.216	.000
N of Valid Cases		640	



Interpretation

From the above table, it is observed that 32.5% of the people strongly disagreed that Organizations with high levels of engagement provide you with opportunities to develop their abilities. 36.6% of the public sector banking employees disagreed with the above statement, 12.8% of the people agreed, with the statement. 12.2% strongly agreed that Organizations with high levels of engagement provide you with opportunities to develop their abilities 5.9% of the people are having no opinion with the statement. Other side of the coin in the private banking sector 26.9% of the people strongly disagreed that Organizations with high levels of engagement provide you with opportunities to develop their abilities. 25.9% of the public sector banking employees disagreed with the above statement, 24.1% of the people agreed, with the statement. 20.6% strongly agreed that Organizations with high levels of engagement provide you with opportunities to develop their abilities 2.5% of the people are having no opinion with the statement in private banking sector

Chi –square result analysis:

The calculated value is 29.893^a. The value of P-is < 0.00001. The result is significant at $p < .05$

So H₀ :Accepted- There is a relationship b/w Type of banking And Degree of opinion regarding the query statement

2)Your organization provide the opportunities to learn and enhance your skills

H₀:There is a relationship b/w Type of banking And Degree of opinion regarding the above statement

H₁: There is no relationship b/w Type of banking And Degree of opinion regarding the above statement

5. Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Type of banking * Degree of opinion	640	100.0%	0	0.0%	640	100.0%

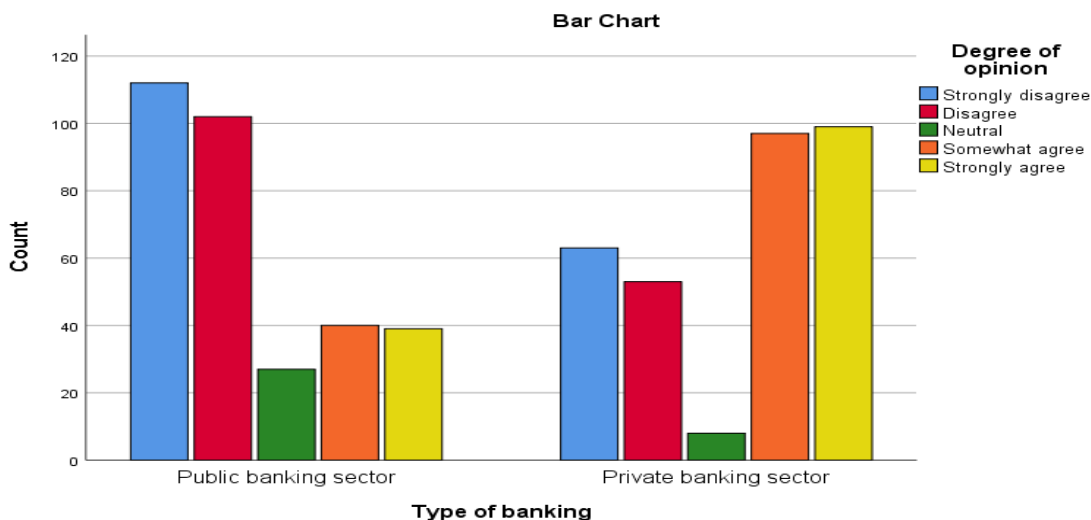
6. Type of banking * Degree of opinion Cross tabulation								
			Degree of opinion					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Type of banking	Public banking sector	Count	112	102	27	40	39	320
		Expected Count	87.5	77.5	17.5	68.5	69.0	320.0
		% within Type of banking	35.0%	31.9%	8.4%	12.5%	12.2%	100.0%
		% within Degree of opinion	64.0%	65.8%	77.1%	29.2%	28.3%	50.0%
	Private banking sector	Count	63	53	8	97	99	320
		Expected Count	87.5	77.5	17.5	68.5	69.0	320.0
		% within Type of banking	19.7%	16.6%	2.5%	30.3%	30.9%	100.0%
		% within Degree of opinion	36.0%	34.2%	22.9%	70.8%	71.7%	50.0%
Total	Count	175	155	35	137	138	640	
	Expected Count	175.0	155.0	35.0	137.0	138.0	640.0	
	% within Type of banking	27.3%	24.2%	5.5%	21.4%	21.6%	100.0%	

	% within Degree of opinion	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
			%	%			%

7. Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	89.327 ^a	4	.000
Likelihood Ratio	91.987	4	.000
Linear-by-Linear Association	68.470	1	.000
N of Valid Cases	640		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 17.50.

8. Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.374	.000
	Cramer's V	.374	.000
N of Valid Cases		640	



Interpretation

From the above table, it is observed that 35% of the people strongly disagreed that organization provide the opportunities to learn and enhance your skills.31.9% of the public sector banking employees disagreed organization provide the opportunities to learn and enhance your skills, 12.5%of the people agreed, with organization provide the opportunities to learn and enhance your skills.12.2% strongly agreed that organization provide the opportunities to learn and enhance your skills ,8.4% of the people are having no opinion with the statement .other side of the coin in the private banking sector 19.7% of the people strongly disagreed that organization provide the opportunities to learn and enhance your skills..16.6% of the public sector banking employees disagreed with organization provide the opportunities to learn and enhance your skills, 30.3%of the people agreed, with organization provide the opportunities to learn and enhance your skills.30.9% strongly agreed that organization provide the opportunities to learn and enhance your skills 2.5% of the people are having no opinion with the statement in private banking sector

Chi –square result analysis:

The calculated value is 89.327^a. The value of P-is< 0.00001. The result is significant at p < .05

So H0 :Accepted- There is a relationship b/w Type of banking And Degree of opinion regarding the query statement

3)Your Firm adopts the change to build and develop your career

H₀:There is a relationship b/w Type of banking And Degree of opinion regarding the above statement

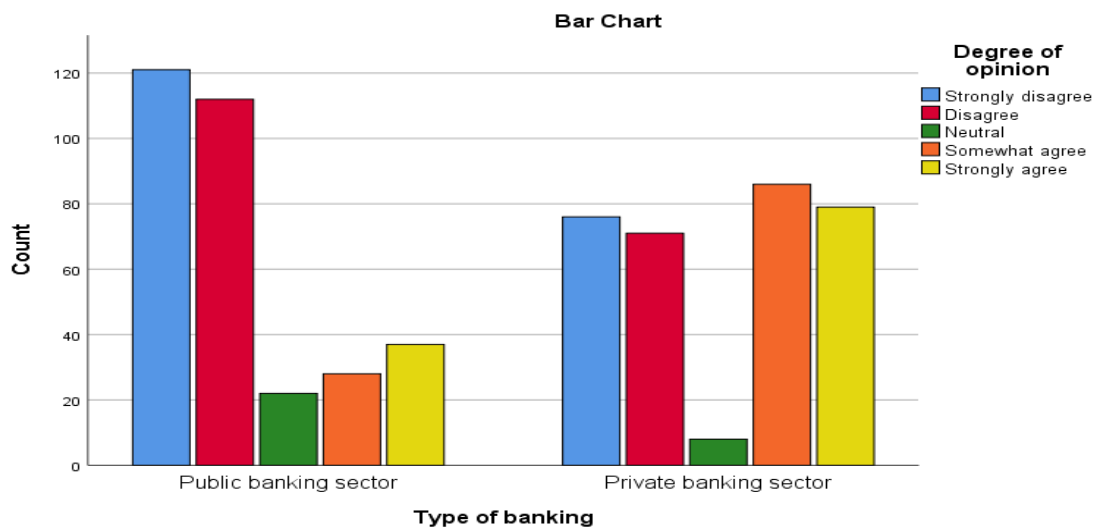
H₁: There is no relationship b/w Type of banking And Degree of opinion regarding the above statement

9. Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Type of banking * Degree of opinion	640	100.0%	0	0.0%	640	100.0%

10. Type of banking * Degree of opinion Crosstabulation								
			Degree of opinion					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
Type of banking	Public banking sector	Count	121	112	22	28	37	320
		Expected Count	98.5	91.5	15.0	57.0	58.0	320.0
		% within Type of banking	37.8%	35.0%	6.9%	8.8%	11.6%	100.0%
		% within Degree of opinion	61.4%	61.2%	73.3%	24.6%	31.9%	50.0%
	Private banking sector	Count	76	71	8	86	79	320
		Expected Count	98.5	91.5	15.0	57.0	58.0	320.0
		% within Type of banking	23.8%	22.2%	2.5%	26.9%	24.7%	100.0%
		% within Degree of opinion	38.6%	38.8%	26.7%	75.4%	68.1%	50.0%
Total	Count	197	183	30	114	116	640	
	Expected Count	197.0	183.0	30.0	114.0	116.0	640.0	
	% within Type of banking	30.8%	28.6%	4.7%	17.8%	18.1%	100.0%	
	% within Degree of opinion	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

11. Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	70.714 ^a	4	.000
Likelihood Ratio	72.922	4	.000
Linear-by-Linear Association	50.772	1	.000
N of Valid Cases	640		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.00.			

12. Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.332	.000
	Cramer's V	.332	.000
N of Valid Cases		640	



Interpretation

From the above table, it is observed that 37.5% of the people strongly disagreed that Firm adopts the change to build and develop your career. 35% of the public sector banking employees disagreed Firm adopts the change to build and develop your career., 8.8% of the people agreed, Firm adopts the change to build and develop your career.. 11.6% strongly agreed that Firm adopts the change to build and develop your career. 6.9% of the people are having no opinion with the statement .other side of the coin in the private banking sector 30.8% of the people strongly disagreed that Firm adopts the change to build and develop your career.. 28.6% of the public sector banking employees disagreed with Firm adopts the change to build and develop your career., 17.8% of the people agreed, Firm adopts the change to build and develop your career.. 18.1% strongly agreed

that Firm adopts the change to build and develop your career.4.7% of the people are having no opinion with the statement in private banking sector

Chi –square result analysis:

The calculated value is 70.714^a. The value of P-is< 0.00001. The result is significant at $p < .05$

So H0 :Accepted- There is a relationship b/w Type of banking And Degree of opinion regarding the query statement

FINDINGS AND SUGGESTIONS

- Most of the people from the public banking sector employees disagreed that, their organization provides opportunities to develop their abilities, From the private sector there is a diverse opinion on their organization providing opportunities to develop their abilities.
- The majority of employees in the public banking sector disagree that their organization provide the opportunities to learn and enhance your skills nevertheless, there is a wide range of opinions in the private sector on whether their organization provide the opportunities to learn and enhance your skills
- There is a wide range of views in the private sector on whether or Firm adopts the change to build and develop your career. The majority of employees in the public banking sector disagreed
- So the bankers of the public banking sector have to develop their elements in all aspects.the employees of the banking sector are the resources in all around ,bothy sectors have to take care of their employees

CONCLUSION

Every company consists of human resources. Human resources are the lifeblood of every company. Human resource management will have a significant influence on how successful the company becomes. It is well acknowledged that the quality of human resources is a critical element in sustaining a company's competitiveness and profitability in today's market. As a result, the management of an organization's human resources is critical to its survival and success.

From this research it is identified that some of the factors of engagement are working condition, superior support, co worker support, career growth, organizational support and rewards and recognitions.

REFERENCES

- [1] Gantasala V. Prabhakar, & Swetha Reddy. (2016). Employee Engagement in the IT Industry – Evidence from India .Strategic Management Quarterly, Vol. 4(1), 61-86.
- [2] Sivasubramanian. & Rupa.(2017). An Empirical Study on Employee Engagement with Reference to it Sector in Chennai. Journal of Management (JOM), 1(4),18–28.
- [3] Manjunath.S., & Chandni M.C.(2018).Winning effective employee engagement at IT sector:An analysis on emerging trends and challenges. ISBR Management Journal, 2(3), 1-16.
- [4] T.Suhasini., & K.Kalpana.(2018). A Study on Factors Affecting Employee Engagement in Indian IT Industry. International Journal of Pure and Applied Mathematics, 24(118), 1-13.
- [5] Preeti Thakur.(2014). A Research Paper on the Effect of Employee Engagement on Job Satisfaction in IT Sector. Journal of Business Management & Social Sciences Research, 5(3),31-39.
- [6] Dr. PratimaSarangi & Dr. Bhagirathi Nayak.(2016). Employee Engagement and Its Impact on Organizational Success – A Study in Manufacturing Company, India. Journal of Business and Management,4(18), 52-57.
- [7] Manisha Semwal* Atul Dhyani, impact of employees training and career development on their engagement, NICE Journal of Business • Vol. 12 • No. 1 • January - June, 2017
- [8] Jing Bai, Jinping Liu, A Study on the Influence of Career Growth on Work Engagement among New GenerationEmployees, Open Journal of Business and Management, 2018, 6, 300-317

