

## Assessment of Employees' Engagement in the Public Sector Banks in Cuddalore District, Tamilnadu.

Ashok kumar. N<sup>1\*</sup>, Dr.A. Balamurugan<sup>2</sup>, Dr. Jothi Jayakrishnan<sup>3</sup>

<sup>1\*</sup>Research scholar, Department of Business Administration, Annamalai University. E-mail: [ashokkumarnkumar@gmail.com](mailto:ashokkumarnkumar@gmail.com), 9442865824

<sup>2</sup>Research supervisor, Assistant professor, Department of Business Administration, Annamalai University. E-mail: [balajeevan77@gmail.com](mailto:balajeevan77@gmail.com)

<sup>3</sup>Professor, Department of Business Administration, Annamalai University. E-mail: [jothijayakrishnan@gmail.com](mailto:jothijayakrishnan@gmail.com)

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### ABSTRACT

The purpose of the study is to find out the association between demographic profile and employees engagement in the public sector banks. Descriptive research in applied to accomplish the objective. Employees engagement such as vigor, dedication and absorption are taken as the dependent variables and demographic profile of the employee taken are the independent variables. Employees who have been working in public sector banks, Cuddalore district, Tamilnadu, India are considered as population. 240 employees have been participated in this study. Sample respondents are selected through convenient sampling method. The degree of private sectors employee engagement is measured using seventeen statements from Schaufeli, et al., (2004). This instrument measured the dimensions as namely vigor, dedication and absorption. The respondents were asked to rate of their opinion towards their employee engagement in five point scale. In order to the answer to the hypothesis, descriptive and chi-square analysis are applied. It is found that public sector bank employees' personal characteristics are having association with their employee engagement in the job.

**Keywords:** Employees' Engagement, Public Sector banks, Demographic profile.

### Introduction

Now a day's employees faced complicated situation of in organization. They have challenges to face new technologies, work place and competitors. They need to invest their manpower physically and psychologically. Therefore employee engagement is most important to organization.

Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli and Bakker, 2004). Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence also in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. Vigor and dedication are the direct positive opposites of exhaustion and cynicism, respectively. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

Engaged Employees feel strong and vigorous at work, enthusiastic and optimistic about the work they do; and are very often immersed in that work.

Engagement in a role refers to one's psychological presence in or focuses on role activities and may be an important ingredient for effective role performance (Kahn 1992). This includes the expression of thoughts and feelings, questioning, assumptions and innovating. It is stated that employees are emotionally and cognitively engaged when they know what is expected of them, have what they need to do their work, have opportunities to feel an impact and fulfillment in their work, perceive that they are part of something significant with co-workers whom they trust, and have chances to improve and develop. Role engagement has two critical components, attention and absorption in a role. Attention means being engrossed in a role and refers to the intensity of one's focus on a role (Kahn, 1990). Attention and absorption differ in that attention devoted to a role may be thought of as an invisible, material resource that a person can allocate in multiple ways, whereas

absorption implies intrinsic motivation in a role. Research on role conflict suggests that demands from one role create strain for the individual, which inhibits functioning in the other role (Greenhaus and Beutell, 1985, Rothmann, 2001).

### Review of Literature

The Pay and benefits, Health and safety, Performance appraisal, performance of the company, communication, training, leadership, grievance procedure, career development and other benefits, all the factors have positive impact on employees engagement. Employee engagement are affecting the employee performance in the positive way at the organization.(Pragati Jayantibhai Vasani and Vaishali Vishwanathan Pillai, 2019).Shweta Sharma and Sanjeevni Gangwani (2017)stated thatDemographic variables have a very significant effect on engagement as the personal profile of an individual plays a very vital role in deciding the level of engagement and commitment an employee has towards its organisation but demographic profiles alone are not responsible, engagement drivers are also found to be effecting engagement to a large extent.Nida Hasanati (2017) examined the effect of demographic factors (gender,years of experience) and employee engagement to organizational commitment. Demography factor and employee engagement simultaneously effect organizational commitment, besides it found that between male and female organizational commitment employees is not different.

### Objective of the study

The purpose of the study is to find the association between demographic profile and employee engagementof the public sector bank employees.

### Hypothesis of the study

There is association between demographic profile and employeeengagement among the private sector employees.

### Methodology

This study is utilized descriptive research procedure to accomplish is purpose. Descriptive research explore the relationship between one or more variables (Fraenkal & wallon,2006) The study variable are demographic profile like age and gender, experience of the respondent and employee's engagement experience in public sector banks at Cuddalore District. In this study 240employeesare participated. Sample respondents are selected through convenient sampling method. The degree of employee engagement has been measured seventeen statements. This instrument measured the dimensions as namely vigor dedication and absorption. The respondent were asked to rate of their opinion towards their employee engagement in five point scale as five stands for strongly agree and one stands for strongly disagree in order to find the answer to the hypothesis, frequency, descriptive and chi-square analysis are applied.

### Results and Disscusion

**Table - 1 Demographic profile of the respondents**

Profile	Category	Frequency	Percent
Gender	Male	162	67.5
	Female	78	32.5
	Total	240	100
Age	Below 30 years	46	19.2
	30 – 40 years	95	39.5
	Above 40 years	99	41.3
	Total	240	100
Experience	Less than 5 years	58	24.2
	5-10 years	80	33.3
	Above 10 years	102	42.5
	Total	240	100

Table 1 shows the gender, age and experience wise of participating of the employees in the survey. Majority of the employee are male (67.5%) and remain are female (31.9%). Above 40 yrs of employee arehaving 41.3%, 33-40 yrs of the employee are having 39.5%and below 30yrs employee are having (19.2%). Above 10 years experience having (42.5%), 5-10 experience are having 33.3%remain (24.2%) are having less than 5 years experience. Therefore, above the table explain female employees working in very low compare to male of, above 40 years employees are working moreand most of them are having above 10 years experience.

**Table 2 Employees' opinion towards Vigor**

Sl no	Employees'vigor	Mean	S.D
1.	At my work, I feel bursting with energy.	3.54	1.095
2.	At my job, I feel strong and vigorous.	3.43	1.153
3.	When I get up in the morning, I feel like going to work.	3.52	1.019
4.	I can continue working for very long periods at a time.	3.50	1.160
5.	At my job, I am very resilient, mentally.	3.15	1.011
6.	At my work I always persevere, even when things do not go well.	3.25	1.168

Table 2 shows the employees opinion towards the vigor. Further mean and standard deviation values are calculated based on the collected data. The mean score ranged between 3.15 and 3.54 and standard deviation value is between 1.011 and 1.168. From the mean score private sectors employees highly stated that they felt bursting with energy at their work (3.54), followed by they felt like going to work when they got up. (3.52). They can continue working for very long periods at a time (3.50), they felt strong and vigorous (3.43), then always persevere, even when things do not go well (3.25) and at they are very resilient, mentally at work (3.15)

**Table 3 Employees' opinion towards Dedication**

Sl no	Employees' Dedication	Mean	S.D
1.	I find the work that I do full of meaning and purpose	3.27	1.125
2.	I am enthusiastic about my job.	3.60	1.095
3.	My job inspire me.	3.59	1.091
4.	I am proud of the work that I do	3.56	1.136
5.	To me, my job is challenging.	3.57	1.158

Table 3 shows the employee's opinion towards the dedication. Further mean and standard deviation values are calculated based on the collected data. The mean score ranged between 3.27 and 3.60 and standard deviation value is between 1.091 and 1.158. From the mean score private sectors employees highly stated that they are enthusiastic about their job (3.60), followed by their job inspire them (3.59), their job is challenging (3.57), they are proud of the work that they do (3.56) and they find the work that they do full of meaning and purpose, (3.27)

**Table 4 Employees' opinion towards Absorption**

Sl no	Employees' Absorption	Mean	S.D
1.	Time flies when I'm working	3.77	1.009
2.	When I am working, I forget everything else around me.	3.47	1.135
3.	I feel happy when I am working intensely.	3.37	1.230
4.	I am immersed in my work.	3.49	1.185
5.	I get carried away when I'm working	3.74	1.025
6.	It is difficult to detach myself from my job.	3.40	1.153

Table 4 shows the employee's opinion towards the dedication. Further mean and standard deviation values are calculated based on the collected data. The mean score ranged between 3.37 and 3.77 and standard deviation value is between 1.009 and 1.230. From the mean score private sectors employees highly stated that time flies when they are working (3.77) followed by they get carried away when I'm working (3.74), they immersed in their work. (3.49), When I am working, I forget everything else around them (3.47). It is difficult to detach them self from their job (3.40) and they feel happy when they are working intensely (3.37)

**Table 5 Level of Employees' Engagement in private sectors**

Levels of Engagement	Frequency	Percent
Low	47	19.5
Moderate	118	49.2
High	75	31.3

Table a5 explains level of engagement for private sector employee. The majority of the respondents (49.2%) are having moderate level of engagement, it is followed 31.3% of the private sector employee having high level and remain the private sector employees 19.5% are having low level of employee engagement. It is inferring that organisation take responsibility and develop the employee engagement. Because, employee engagement is very important to productivity of the organisation.

**Table 6 Employees' Engagement based on Gender**

Gender	Level of Employees' Engagement			Total	Chi-square Test	
	Low	Moderate	High		$\chi^2$ -Value	p-value
Male	46 (28.4%)	77 (47.5%)	39 (24.1%)	162	14960	0.001*
Female	16 (20.5%)	40 (51.5%)	22 (28%)	78		

Table 6. Explains the level of employee engagement based on their gender. It is observed that the 51.5 percent of the female employee perceived moderate level of employee engagement. 28 percent of female employee perceived high level of employee engagement and rest of them having low level of employee engagement. But 47.5 percent male employee perceived moderate level of employee engagement, 24.1 percent of male employee perceived high level of employee engagement and rest of them having low level of employee engagement. Hence, it is hypothesized that gender is having association with level of employee engagement.

In order to examine of above stated hypothesis chi-square test has been executed. The calculated chi-square value is found to be 14.960 and p-value is 0.001, which is significant at one percent level. Hence, the stated hypothesis is accepted. It shows that employees' opinion towards employees' engagement is having an association with gender. It is found that female employee having high level engagement than male employees.

**Table 7 Employees' Engagement based on Age**

Age	Level of Employees' Engagement			Total	Chi-square Test	
	Low	Moderate	High		$\chi^2$ -Value	p-value
Below 30yrs	14 (30.4%)	20 (43.5%)	12 (26.1%)	46	15.230	0.001*
30-40yrs	21 (22.1%)	44 (46.3%)	32 (33.6%)	95		
Above 40yrs	15 (15.1%)	48 (48.5%)	36 (36.4%)	99		

Table 7 explains the level of employees' engagement based on their age. It is observed that in the below 30 years of age group, 26.1% employees are having high level of engagement, 43.5% of employees are having moderate level of engagement and rest of them are having low level of engagement. In the 30-40 years age group, 46.3% are having moderate level of engagement, 33.6% are having high level of employee engagement and rest of them having low level of employee engagement. In the above 40 years of employees group, 48.5% are having moderate level of employee engagement, 36.4% are having high level of engagement and rest of them are having low level of engagement. Thus, it is assumed that employee engagement is associated with their age group.

In order to examine the above-stated hypothesis, chi-square test has been executed. The calculated chi-square value is found to be 15.230 and p-value is 0.001, which is significant at one percent level. Hence, the hypothesis is accepted. It shows that employees' opinion towards employees' engagement is having an association with their age group. It is found that all the age group employees are having moderate level of engagement

**Table 8 Employees' Engagement based on Experience**

Experience	Level of Employees' Engagement			Total	Chi-square Test	
	Low	Moderate	High		$\chi^2$ -Value	p-value
Below 5yrs	14 (24.1%)	24 (41.4%)	20 (34.5%)	58	16.108	0.001*
5 - 10 yrs	18 (22.5%)	44 (55%)	22 (27.5%)	80		
Above 10yrs	22 (21.5%)	48 (47.1%)	32 (31.4%)	102		

Table 8 explains the level of employees' engagement based on their experience. It is observed that in the below 5 years of experience group, 34.5% employees are having high level of engagement, 41.4% of employees are having moderate level of engagement and rest of them are having low level of engagement. In the 5-10 years experience group 55% are having moderate level of engagement, 27.5% are having high level of employee engagement and rest of them having low level of employee engagement. In the above 10 years of experience group 47.1% are having moderate level of employee engagement, 31.4% are having high level of engagement and rest of them are having low level of engagement. So, it is assumed that employee Engagement is associated with their experience.

In order to examine the above-stated hypothesis, chi-square test has been executed. The calculated chi-square value is found to be 16.108 and p-value is 0.001, which is significant at one percent level. Hence, the hypothesis is accepted. It shows that employees' opinion towards employees' engagement is having an association with their experience. It is found that all the experience group employees are having moderate level of engagement.

## Finding and Recommendation

In this finding male participation is more than the female. Most of the participants are well experienced. Employees are working with business bursting energy, thus the public sector banks motivate the employee to have energy and feel strong vigorous in the work. Employees are working with dedication without understanding the purpose of the work. So the management tries to explain the nature of the work, meaning and purpose of the work. Employees are not happy when their work interesting. Thus, the management try to organised refreshment program at least monthly once. It helps them to have happiness in the work. Employee engagement level in associated with their gender, age and experience. Hence the management tries to understanding which group is having low level engagement and reason for it. Based on that motivate them some special monetary or non monetary aspects to have high level of engagement.

## Conclusion

This study investigates the self perceived employees' engagement of public sector banks, in Cuddalore District, Tamilnadu, India. Further it is also examining the association between employees' engagement and demographic profile. It is found that the employees are experienced moderate level of engagement. Hence, it is concluded that employee engagement is a critical ingredient of individual and organisational success, employee engagement is a powerful concept that organisation can utilize to improve their business functions.

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