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"A Study on Employee Engagement Practices in Private Banks in Junagadh City"

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Abstract: Employee engagement describes the level of enthusiasm and dedication a worker feels toward his/her job. Private banking sector being a stressful sector to work with the high potential growth rate, it becomes important to study how employee engagement practices affects the employee engagement and job satisfaction. Research was restricted to only Private Banks in Junagadh city in the year 2022. From which research is limited to five private banks in Junagadh city, namely HDFC, Axis, ICICI, Kotak Mahindra and YES bank. A total of 50 respondents were selected by employing the random sampling method from Junagadh city. The Gallup's Standard Q12 Instrument were used. The result revealed that the Employee engagement practises are good in 60% of selected banks and are Excellent in 12% of selected banks.

***Key Words*:** Employee Engagement, Private Banks, Gallup's Standard Q12.

INTRODUCTION:

Banking in India originated in the 18th century. The first banks were The General Bank of India, which started in 1786. Organized banking in India, is more than two centuries old. Employee engagement describes the level of enthusiasm and dedication a worker feels toward his/her job. Engaged employee cares their work and about the performance of the company, and feels that their efforts make a difference. Private banks being quoted 'stressful sector to work' by many people with everyday overtime, require to engage in such activities and create such policies there for they can make sure that employees are engaged and they would be contributing to the bank. Employee engagement Practices involves activities like get together in banks, recreational activities, games, need base training, seminars and many other refreshment activities. As a part of policies, banks also provide many facilities like medical leave, grievance desk, open door policy, employee health through fitness, mentoring program for High-Potential.

LITERATURE REVIEW:

Erickson (2005) explains "Engagement is above and beyond simple satisfaction with the employment arrangement or basic loyalty to the employer—characteristics that most companies have measured for many years. Engagement, in contrast, is about passion and commitment—the willingness to invest oneself and expend one's discretionary effort to help the employer succeed."

MATERIAL AND METHODS:

To select the sample size of banks' employees, the simple random sampling method was adopted. A total of 5 private banks selected from Junagadh city, were selected 10 employees from each bank and total 50 employees were selected from all selected private banks. The details about the distribution of samples according to the category given in [Table-1]. The study was based on primary data. The data were collected with the help of a Gallup's Standard structured questionnaire by conducting a field survey. To measure the employee engagement practice level in privates' banks in Junagadh. A method of summated rating scale by Likert (1932) and percentage technique were used to analysed the data. The data related to the variables had been collected in the 5-point scale of Likert summated rating, from strongly agree to strongly disagree.

Table 1: Banks wise selection of employees

Sr. No.	Banks	No. of Employees
1	ICICI BANK	10
2	HDFC BANK	10
3	KOTAK MAHINDRA BANK	10
4	AXIS BANK	10
5	YES BANK	10
Total		50

RESULT AND DISCUSSION:

During survey and interviews, it was observed that most of the respondents (71%) are male and less respondent (32%) are female in [Figure-1]. The majority of the employees in the private banks are of the view that they are satisfied, which is a positive sign towards employee productivity but not to ignore, who are dissatisfied or neither satisfied nor dissatisfied side. There are still 12 employees (24%) who feel that they are neither dissatisfied nor satisfied in [Table-2]. From [Table-3] data reflects the employees' first priority in Growth opportunities which drive employee engagement to the most followed by promotion where (28%) of the employee gave response to promotion, which means employee engagement can be enhanced if more promotional activities taken by the banks. Categorically there is another important observation is that below 40 years of employee are more sensitive about promotion.

Figure 1: Gender of the selected banks' employees

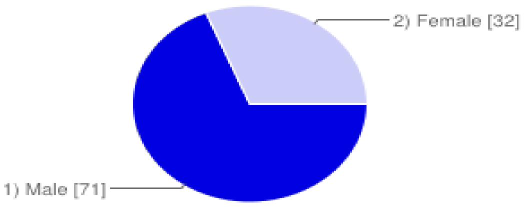

Table 2: Overall Satisfaction Level of Employees from the Banks

Sr. No.	Particulars	No. of Employees	Percentage
1	Strongly Disagree	1	2%
2	Disagree	1	2%
3	Neither Agree nor Disagree	12	24%
4	Agree	30	60%
5	Strongly Agree	6	12%
Total		50	100

Table 3: Priority Wise Most Important Factors for Employees Engagement in the Banks

Sr. No.	Particulars	No. of Employees	Percentage
1	Promotion	14	28%
2	Training	6	12%
3	Switching to Better Organization	3	6%
4	Better Working Environment	11	22%
5	Higher Education	12	24%
6	Better Assignments	4	8%
Total		50	100

Table 4: Gallup Standard Q12 Instrument

Gallup Q12	Description	Gallup Q12	Description
1	Expectations	**7**	Opinions count
2	Materials and equipment	**8**	Mission/Purpose
3	Opportunity to do what I do best	**9**	Associates committed to quality
4	Recognition for good work	**10**	Best friend
5	Someone at work cares about me	**11**	Progress
6	Encourages my development	**12**	Learn and grow

RECOMMENDATIONS:

As per study, it is found that employees do not have clarity about their work towards mission or purpose of the bank. This situation leads to another situation of feeling that they are only working on the given responsibility so banks should provide information about the future goal and clear the vision of the bank. There is no clarity of their individual assignments in the organization lead to achievement of overall strategies. It has been observed that in Private Banks, employees are doing multi-tasking and are not able to concentrate on one work or aspect of work. This situation leads to position where they do not get plenty space to express on their core competence and also problems, leaving them in stress will leads situation of not performing well so banks should decrease the number of tasks to single employee.

CONCLUSION:

Majority of the employees in the ICICI banks are satisfied that they have had opportunities at work to learn and grow. It is very important aspect of the career development for the employees and therefore, it would make employees more enthusiastic about their work. The employees in the Yes bank are not satisfied with bank's opportunity for learn and grow, essential material availability, banks mission and purpose and not proper motivational work in the bank. The study has conducted survey from five Banks, which are ICICI Bank, HDFC Bank, Kotak Mahindra Bank, Yes Bank and Axis Bank. The private banks - unit's grand mean score is 3.99 = 4 an engagement state at an organizational level. This shows that majority of the employees in the private banks are engaged which is a positive sign towards employee productivity in private banks.

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