



**AN EMPIRICAL RESEARCH ON THE IMPACT OF AMENITIES FOR  
EMPLOYEE'S ENGAGEMENT IN SELECTED PUBLIC AND PRIVATE BANKS  
OF JAIPUR**

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**Abstract**

*This research paper aimed at studying the impact of employee's engagement on productivity, and organization culture in selected public and private banks. For this purpose, the data collection was done through a systematic and structured questionnaire. Questionnaire was administered for the respondents to understand the applicability of employee's engagement among public and private sector bank employee specific to Jaipur District of Rajasthan State of India. Questionnaire was very well partitioned into various segments for systematic collection of demographic, respondent's opinion for to look at some of the value and beliefs of their organizations is collected and analyzed at different levels to ascertain the level of job satisfaction and employee loyalty arises due to employee engagement practices among the employees.*

**Keywords:** - *Employee Engagement, HR practitioners, Higher productivity, reliability, higher self motivation, Public Banks, Private Banks etc.*



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## **1.1 INTRODUCTION**

According to **Fact Sheet (2014)** "Employee Engagement is a very important concept for HR practitioners, because it is an outcome indicator which provides evidence on the health of the leadership climate and evidence of how well various components of the organisation's processes, including HR processes, are functioning in relation to employees' perceptions around the psychological contract between each employee and the organisation".

Employee engagement is becoming increasingly important for organisations that want to remain competitive and deliver a great customer experience. However organisations do not talk about employee engagement, instead they focus on the practices that foster engagement among their employees and the impact this has on customers and the bottom line. Definition of employee engagement

## **1.2 IMPORTANCE OF EMPLOYEE ENGAGEMENT FOR PUBLIC AND PRIVATE BANKS**

Employee engagement is the level of commitment and involvement an employee has towards his organization and its values. Higher productivity, reliability, higher self motivation, confidence to express new ideas, loyalty towards organization, reduced employee turnover and lower absenteeism are some of the attributes of a wholly engaged employee, who in turn act as valuable assets of an organization. Now-a-days banks being at competitive situation, employee engagement is very much crucial for longer sustainability and competitive situation for the public and private arises the need to manage the human resources of the banks more effectively.

Having an engaged workforce with it is important because it helps banks to reap benefits of sustainability, productivity and increased efficacy. **Mishra et al (2013)** Successful organizations take pride in their implementation of great and successful employee engagement strategies which have helped create an attractive environment and a community within which their employees enjoy working. Employee Engagement practices and its effect on employee performance with special reference to SBI, PNB, ICICI and HDFC Bank in Lucknow, found that organizations had to give their employees the freedom to make their work exciting and provide an environment having an engaged work life.

The culture of an organization should be supplementary to create employees engaged and which would upsurge the employee performance, which is key criterion for the Banks growth. The Banks have to focus on this aspect to boost their growth and get a competitive advantage. The author had highlighted the dimensions of employee engagement for the banks. The management should understand the importance of employee engagement, that unlike other business organizations various studies reveal a significant relationship between employee engagement and business out comes and performance of any business organization.

## **1.3 REVIEW OF LITERATURE ON EMPLOYEE ENGAGEMENT PRACTICES IN PUBLIC AND PRIVATE BANKS**

According to **Economic Times of India (2012)** “Public sector banks (PSBs) including Punjab National Bank, IDBI, State [Bank of India](#) and Bank of India are altering their talent strategies to focus on performance and employee engagement. The banks are also lining up incentives such as paid holidays abroad, leadership and training programmes at top b-schools. The increased focus on performance has resulted in top business schools like IIMs witnessing an increase in executive management programmes taken up by banks to understand

leadership, strategy, and customer orientation and employee engagement, [IDBI Bank](#) that wants to tap into retail banking has decided to improve its rewards programme to boost performance. Bank of India has assessment centres where high-potential candidates are re-skilled”.

**Bhatla (2011)** the employee engagement practices in an organization get increased as companies tend to work with a global workforce .Organizations are on hunt for people who are generally enthusiastic to come to work every day and are highly passionate about their work. Employee engagement training in ICICI & HDFC BANK.

## **1.4 OBJECTIVES OF THE STUDY**

To study the impact of **Amenities for employee’s engagement in** selected public and private banks of Jaipur.

## **1.5 RESEARCH DESIGN**

The Proposed Research carries Exploratory Research Design followed by Causal research Design. Proposed Research is characterized by the prior formulation of specific research questions and hypotheses.

### **1.5.1 Sampling Technique**

For collecting data from respondents’ convenience sampling procedure is used. Under this procedure it is taken care of that responses are collected from only those respondents who are able to understand the necessity of the research, and can interpret that any of the fruitful outcomes will definitely benefited them by more supervised advertisement content without misleading and fraud type of information dissemination. One of the major issues was under consideration while selecting the respondents was that the respondents should be aware about the employ engagement practices by their banks.

### **1.5.2 Sample Size**

For the purpose of data collection total 450 questionnaires has been distributed amongst the public and private sector banks of Jaipur. List of selected public and private banks has been given below.

<b>Public</b>	<b>Private</b>
IDBI	Axis Bank
United Bank of India	ICICI
Bank of Baroda	DCB
Uco Bank	Yes Bank
Vijay Bank	Indusund Bank
Punjab Sind Bank	DCB
Punjab National Bank	ICICI
SBI	
Central Bank of India	
Allahbad Bank	

Source:- Primary Data

Collected data has been analysing through **Multivariate Tests- Tests of Between-Subjects Effects** with the help of SPSS software.

## **1.6 ANALYSIS OF AMENITIES FOR EMPLOYEE'S ENGAGEMENT IN BANKS**

In order to investigate the relationship between demographic variables like gender, age, designation, income and experience towards the Bank's amenities (services) specifically questions pertaining to materials and equipment, opportunity, supervisor, and encourage development, Free Transportation facilities etc about the job satisfaction of employees with employee engagement practices in banks, various hypotheses were formulated.

- H<sub>01</sub>**:- There is no significant difference across age categories and amenities for employee's engagement in banks.
- H<sub>11</sub>**:- There is significant difference across age categories and amenities for employee's engagement in banks.
- H<sub>02</sub>**:- There is no difference between public and private banks and their providing amenities for employee's engagement in banks.
- H<sub>12</sub>**:- There is difference between public and private banks and their providing amenities for employee's engagement in banks.
- H<sub>03</sub>**:- There is no significant difference across various levels of employees for predicting the overall employee engagement in banks.
- H<sub>13</sub>**:- There is significant difference across various levels of employees for predicting the overall employee engagement in banks.
- H<sub>04</sub>**:- There is no significant difference across employees with different years of work experience in the current organization in predicting the overall employee engagement in banks.
- H<sub>14</sub>**:- There is significant difference across employees with different years of work experience in the current organization in predicting the overall employee engagement in banks.

**Table 1:- Multivariate Tests**

<b>Multivariate Tests<sup>a</sup></b>						
<b>Effect</b>		<b>Value</b>	<b>F</b>	<b>Hypothesis df</b>	<b>Error df</b>	<b>Sig.</b>
Intercept	Pillai's Trace	.559	124.267 <sup>b</sup>	4.000	392.000	.000
	Wilks' Lambda	.441	124.267 <sup>b</sup>	4.000	392.000	.000
	Hotelling's Trace	1.218	124.267 <sup>b</sup>	4.000	392.000	.000
	Roy's Largest Root	1.218	124.267 <sup>b</sup>	4.000	392.000	.000
	Pillai's Trace	.031	.782	16.000	1580.000	<b>.708</b>
	Wilks' Lambda	.969	.780	16.000	1198.167	<b>.710</b>
Aggregate	Hotelling's Trace	.032	.778	16.000	1562.000	<b>.713</b>
	Roy's Largest Root	.019	1.905 <sup>c</sup>	4.000	395.000	<b>.109</b>
	Pillai's Trace	.031	.782	16.000	1580.000	<b>.708</b>
	Wilks' Lambda	.969	.780	16.000	1198.167	<b>.710</b>
	Hotelling's Trace	.032	.778	16.000	1562.000	<b>.713</b>

a. Design: Intercept + Cagg

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

Source: - Primary Data

These four numbers (Pillai's Trace, Wilks' Lambda, Hotelling's Trace & Roy's Largest Root) give us the p-values for the four different multivariate tests. These results tell us if there is a significant effect of the independent variables on all of the dependent variables, considered as a group.

Here there's no one single multivariate test; there are four different ones. In this case they're all significant ( $p > .05$ ), so it can conclude that Amenities' providing by banks did have a significant effect on the employee's engagement in banks.

**Table 2:- Tests of Between-Subjects Effects**

<b>Tests of Between-Subjects Effects</b>						
<b>Source</b>	<b>Dependent Variable</b>	<b>Type III Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Corrected Model	A5 (Age)	6.240 <sup>a</sup>	4	1.560	1.151	.332
	A8 (Type of bank)	.467 <sup>b</sup>	4	.117	.464	.762
	A9 (Current position)	1.996 <sup>c</sup>	4	.499	.750	.558
	A13 (Total year of experience in	2.946 <sup>d</sup>	4	.737	.640	.635

Intercept	bank)					
	A5 (Age)	205.956	1	205.956	151.916	.000
	A8 (Type of bank)	41.461	1	41.461	164.540	.000
	A9 (Current position)	78.493	1	78.493	117.981	.000
	A13 (Total year of experiance in bank)	151.819	1	151.819	131.830	.000
<b>Aggregate</b>	<b>A5 (Age)</b>	<b>6.240</b>	<b>4</b>	<b>1.560</b>	<b>1.151</b>	<b>.332</b>
	<b>A8 (Type of bank)</b>	<b>.467</b>	<b>4</b>	<b>.117</b>	<b>.464</b>	<b>.007</b>
	<b>A9 (Current position)</b>	<b>1.996</b>	<b>4</b>	<b>.499</b>	<b>.750</b>	<b>.055</b>
	<b>A13 (Total year of experiance in bank)</b>	<b>2.946</b>	<b>4</b>	<b>.737</b>	<b>.640</b>	<b>.063</b>
Error	A5 (Age)	535.510	395	1.356		
	A8 (Type of bank)	99.533	395	.252		
	A9 (Current position)	262.794	395	.665		
	A13 (Total year of experiance in bank)	454.894	395	1.152		
Total	A5 (Age)	5234.000	400			
	A8 (Type of bank)	1000.000	400			
	A9 (Current position)	1778.000	400			
	A13 (Total year of experiance in bank)	4106.000	400			
Corrected Total	A5 (Age)	541.750	399			
	A8 (Type of bank)	100.000	399			
	A9 (Current position)	264.790	399			
	A13 (Total year of experiance in bank)	457.840	399			
a. R Squared = .012 (Adjusted R Squared = .002)						
b. R Squared = .005 (Adjusted R Squared = -.005)						
c. R Squared = .008 (Adjusted R Squared = -.003)						
d. R Squared = .006 (Adjusted R Squared = -.004)						

Source:- Primary Data

**Table 2**, shows that the significant values for all variables, here the significant value for the age is **0.332** which is higher than p value (0.05) so accept the null hypothesis and interpret that there is no significant difference across age categories and amenities for employee's

engagement in banks. That means all age groups have the common perception about the useful providing amenities of the banks for the employee engagement.

The significant value for the type of bank is **0.007** which is less than p value (0.05) so we reject the null hypothesis and accept the alternative hypothesis. It could interpret that there is difference between public and private banks and their providing amenities for employee's engagement in banks. That means there is significant difference between providing amenities of the public and private sector banks. It could also observe that public banks are providing more and good amenities to their employees so their engagement in banks is also high as compare to private sector banks.

The significant value for the current positions of the employees in banks, significant value is **0.055** which is higher than p value (0.05) so accept the null hypothesis that there is no significant difference across various levels of employees for predicting the overall employee engagement in banks. Means all four levels (Non Managerial level, Executive Level, Supervisory and Top management level) are agree that for engagement of the employees, it necessary that banks should provide essential amenities to their employees.

The significant value for Total year of experience in bank is 0.063, which is greater than p value (0.05), so accept the null hypothesis that there is no significant difference across employees with different years of work experience in the current organization in predicting the overall employee engagement in banks. That means all employees (low experience and higher experience) agree that amenities are essential for their overall engagement in banks.

## **1.7 CONCLUSION**

So it could better conclude that employee engagement practices has improved the quality of jobs satisfaction which significantly leads to improvement in the customer satisfaction, employee satisfaction, organization benefits and many more. It was also observed that Organizations are deriving several benefits from the employee engagement over their traditional way of working without these practices. Employee engagement practice bank amenities leads to employee loyalty.

## **References**

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