

# **A STUDY ON THE IMPACT OF EMPLOYEE ENGAGEMENT ON EMPLOYEE RETENTION IN SELECTED SERVICE SECTOR INDUSTRIES**

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**MANAGEMENT**

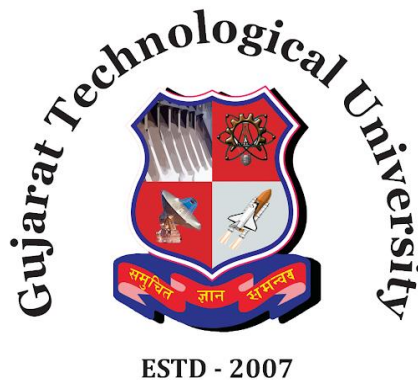
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# **A STUDY ON THE IMPACT OF EMPLOYEE ENGAGEMENT ON EMPLOYEE RETENTION IN SELECTED SERVICE SECTOR INDUSTRIES**

## **1. Abstract**

Here in this research, the author has majorly focused on the identification of the impact of the factors of the employee engagement on the retention of the employees in the two types of industries organization i.e., Banking industry and the IT companies' employee. To achieve these objectives the researcher has applied various statistical test for the first identification of the important factors for the employees engagement and its impact on the retention of them which are first is the descriptive statistics for the identification of the employees profile in the Bank and IT companies and out of which it has been noted that Male as a gender, 25 – 35 years as a age group of employees, post – graduation as a majorly education, Rs.15,000- Rs.30,000 category as a major employees salary, 2-5 years category as a tenure of employees, Below 5 years category as a working experience of the employees are the common in both the Industries employees and only difference is in the city of belonging i.e. for the Bank employees majorly they are leaving in the Ahmedabad city and for the IT employees majorly they are leaving in the Surat city. The total samples which have been collected for this study was 400 for the Bank employees & IT company employees individually. To achieve this objective, the samples for the study have been taken from the selected banks and the IT companies' employees by considering the non-probabilistic convenient sampling. The research design which has been applied in this study is the descriptive cross-sectional study.

Second objective of this study was to find out the major factors for the employee engagement among the employees of these two industries i.e. Bank and IT company for which the author had gone through the descriptive statistics as well as the exploratory factor analysis (EFA) through varimax rotation method for generating 360 degree rotational factors, it has been noted that for the Bank Employees employee engagement factors are Pay and Recognition Support, Management Support to Employees, Organizational Justice, Career Development, Intention to Stay and Dedication towards Work and for the IT employees employee engagement factors are Fair Reward and Recognition System, Employee Retention, Support from Organization, Job Involvement, Job Commitment and Passionate at Work.

Thirdly, To establish the Significant relationship between the different factors affecting the Employees Engagement in the opinion of Banking Employees and IT company employees, the author has used the confirmatory factor analysis through AMOS 26.0 and it has been noted that

for the Bank employees, there is a **significant model fit** among the factors that are responsible for the employee engagements that have been taken under this study from the selected cities of Gujarat State of Bank Employees and for the IT companies employees, there is **no model fit** among the factors for the employee engagement.

## **2. Brief Description on the state of the art of the research topic**

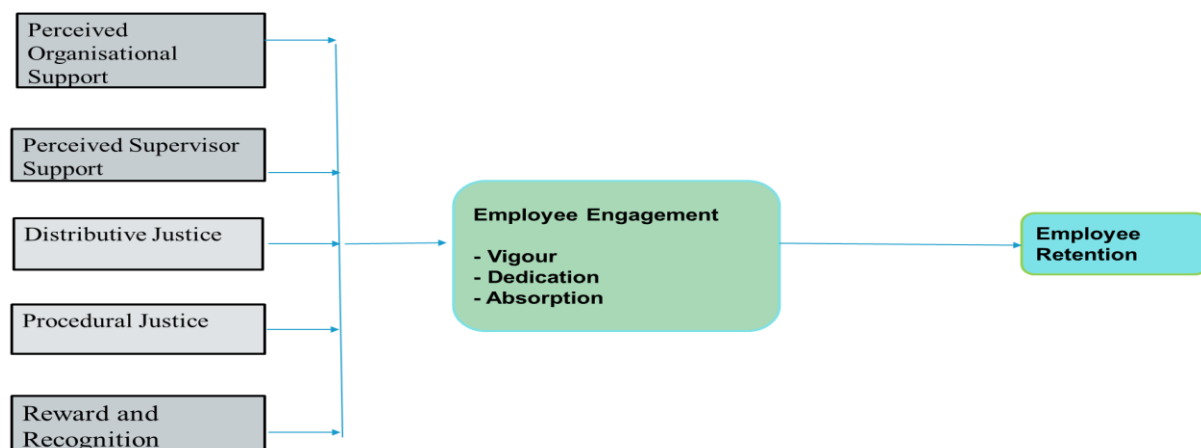
The impact of employee engagement on employee retention in the service sector has been a topic of significant interest among researchers in recent years. There has been a growing recognition that employee engagement plays a crucial role in retaining talented employees, particularly in service sector industries such as healthcare, hospitality, and retail.

Studies have shown that engaged employees are more likely to stay with their organizations, which can lead to reduced turnover rates and associated costs.

The state-of-the-art research on this topic has focused in identifying the factors that contributes to employee engagement and retention in the service sectors. Researchers have explored the role of leadership, organisational culture, communication, training and development, and compensation and benefits in promoting employee engagement and retention. Overall, the state-of-the-art research on the impact of employee engagement on employee retention in the service sector highlights the importance of creating a supportive work environment, supervisory support, justice in the system, fair reward system that foster employee engagement, and such an environment can lead to increased employee retention rates, improved organizational productivity.

(Saks, 2006) found that employee engagement is a crucial factor in employee retention. Engaged employees exhibit higher levels of job satisfaction and commitment, which reduces the likelihood of them leaving the organization. Therefore, the study concluded that employee engagement is instrumental in mitigating employee turnover.

(Macey, 2008) identified four primary factors that influence employee engagement, namely job characteristics, social support, organisational culture and leadership. Their study revealed that these factors significantly impact employee engagement levels. consequently, the researchers concluded that organisations should prioritize these factors to enhance employee engagement levels and in turn, improve employee retention.



**Figure 1- conceptual Framework**

[Sources: Author's own creation]

### 3. Definition of the problem

Indian economy is dominated by the service sector over the last few decades, with major services like banking & finance, IT/ITES. The problem addressed in this study is the relationship between employee engagement and employee retention in the service sector industry. The study's specific goal is to determine the impact of employee engagement on employee retention in selected service industry sectors.

Several studies have been conducted in various industries to investigate the relationship between employee engagement and employee retention. for instance, in a study on the impact of employee engagement on turnover intentions conducted by Shuck and Relo(2014), employees who were more engaged with their work were likely to leave their jobs. Similarly, (Saks, 2006) found that employee engagement was related to job satisfaction, which was related to employee retention.

The study discusses the challenges faced by organizations in managing human resources and the importance of employee engagement and retention for achieving competitive advantage. It emphasizes the need for organizations to focus on the strengths of their employees and implement innovative HR practices to attract, motivate, and retain them. The study presented focuses on the authentication of a model of employee engagement that incorporates different constructs. The study specifically focuses on the context of IT and Banking professionals of Gujarat and highlights the factors that affect their engagement and retention, such as perceived support from superiors and the organization, recognition, and perceptions of justice.

Enhancing employee engagement is crucial for all sectors, especially in the IT industry as low levels of employee engagement are prevalent worldwide. (Gallup Inc & Pendell Ryan, 2022a). As per recent reports, only 21% of employees are actively engaged in their work, highlighting the need for improvement. Disengaged employees can be expensive for organisations, even with just a few such employees causing disruption and dissatisfaction, leading to low morale and high attrition rates. Poor employee engagement directly impacts productivity, resulting in increased costs and reduced returns, not only for corporations but also for the global economy.

State of the Global Workplace:2022 Reports states that the lack of engagement among the working population costs the world \$7.8trillion in lost productivity, equal to 11% of the world's GDP, and addressing this problem is necessary to mitigate its impact. (Gallup Inc, & Pendell Ryan, 2022b). In this study, the researcher primary aim was to identify the major contributors among the performance of the employees from the two sectors i.e., Bank and IT companies.

#### **4. Objectives of study:**

- 4.1. To study the construct of employee engagement in the Indian private banking sector and selected IT-ITES companies to identify the drivers of employee engagement.
- 4.2. To assess the level of employee engagement in the banking sector and selected IT-ITES companies of Gujarat
- 4.3. To identify the relationship between demographic variables and drivers of engagement of selected private banks and IT companies.
- 4.4. To understand whether the demographic profile of bank employees leads to differences in employee engagement.
- 4.5. To study the effect of perceived organizational support, Organisational justice, and rewards and recognition on employee engagement in the private bank and selected IT-ITES companies of Gujarat
- 4.6. To identify the causal relationship between employee engagement and employee retention in the private bank and selected IT-ITES companies of Gujarat
- 4.7. To propose a conceptual model of employee engagement.

#### **5. Scope of the study**

The research is based on the study of various dimensions of employee engagement and employee retention of the selected four private banks in four major cities of Gujarat.

The scope of the study includes four private banks of Gujarat state namely, ICICI bank, HDFC bank, Axis bank, Kotak Mahindra bank. The Indian Banking and IT companies are going through hard facing several challenges, including employee engagement, which is the one to focus on. The present study is done in selected banking units and IT companies of Gujarat State. The Geographical scope was taken as follows: Ahmedabad, Vadodara, Surat and Rajkot.

## 6. Original Contribution by the thesis

The study focuses on the impact of employee engagement on employee retention in service sector industries, specifically banking and IT. The study provides empirical evidence of a positive relationship between employee engagement and retention, with factors such as POS, rewards and recognition, procedural justice, and distributive justice being important. The study aims to provide valuable insights for managers and policymakers to improve retention in these industries. The researcher has developed a conceptual model for employee engagement that emphasizes collaboration and flexibility across all levels of the organisation to improve retention and achieve long-term success. Overall, the study's contribution is to provide new insights into improving employee retention in service sector industries.

## 7. Research Methodology

Research methodology included details of samples and samples profiles. Following tables represents details related to research methodology and all related details.

**Table 7.1: Research Methodology**

<b>Research Design</b>	Descriptive Research Design
<b>Parameters</b>	Banking Employees of Selected Private Banks – HDFC, ICICI, Axis, Kotak Mahindra Bank IT professionals of different organizations in Gujarat
<b>Nature of Study</b>	Quantitative Data
<b>Research Approach</b>	Self- Administered Survey
<b>Research Instrument</b>	Structure Questionnaire
<b>Contact Method</b>	Personal Visit, Email, LinkedIn,
<b>Sampling Procedure</b>	Non-Probability Sampling
<b>Sampling Technique</b>	Convenient sampling
<b>Sampling Size</b>	400 Banking and 400 IT &ITES

<b>Sampling Area</b>	Gujarat State Four Cities 1. Ahmedabad 2. Vadodara 3. Surat 4. Rajkot
<b>Sources of Data Collection</b>	Primary and Secondary Data
<b>Tools for Secondary Data collection</b>	Internet, Websites, Books, Online Journals, Offline Journals, working paper, conference Proceeding etc
<b>Data Processing and Management</b>	Statistical Package for Social Science (SPSS), AMOS
<b>Inferential Statistics</b>	ANOVA, Kruskal Wallis Test, Mann-Whitney U test, SEM

[Sources: Author's own creation]

## 8. Achievement with respect to the objectives

**Table 8.1: Summary of Hypothesis Testing**

**RO1:** To find out the significant difference of opinion among the different demographic profiles of the Bank Employees towards the Factors responsible for Employee Engagement

No	Hypothesis	Test	Results	Finding
1	H0 1: There is no significant difference of opinion among the gender of bank Employees towards the factors responsible for their engagement in the organization.	Mann Whitney U Test- Mann-Whitney U test is more commonly used for two groups	Not statistically Significant	Null hypotheses are failed to reject. That shows that there is no statistically significant difference of opinion among the gender of bank Employees towards the factors responsible for their engagement in the organization.
2	H0 2: There is no significant difference of opinion among the age of bank Employees towards the	Kruskal Wallis Test- Kruskal-Wallis H test is used <b>when you</b>	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that there is a significant difference of



	factors responsible for their engagement in the organization.	<b>have three or more categorical, independent groups</b>		opinion among the age of bank Employees towards the factors responsible for their engagement in the organization.
3	H0 3: There is no significant difference of opinion among the marital status of bank Employees towards the factors responsible for their engagement in the organization.	Kruskal Wallis Test	Not statistically Significant	Null hypotheses are failed to reject. Hence researcher can say that There is no significant difference of opinion among the marital status of bank Employees towards the factors responsible for their engagement in the organization.
4	H0 4: There is no significant difference of opinion among the educational qualification of bank Employees towards the factors responsible for their engagement in the organization.	Kruskal Wallis Test	Not statistically Significant	Null hypotheses are failed to reject. Hence researcher can say that There is no significant difference of opinion among the educational qualification of bank Employees towards the factors responsible for their engagement in the organization.
5	H0 5: There is no significant difference of opinion among the salary level of bank Employees towards the factors responsible for their engagement in the organization.	Kruskal Wallis Test	Not statistically Significant	Null hypotheses are failed to reject. Hence researcher can say that There is no significant difference of opinion among the salary level of bank Employees towards the factors

				responsible for their engagement in the organization.
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**RO2: To find out the significant association between working parameters for the current job (tenure for present bank, work experience of bank employee and city of leaving for bank employee) towards the demographic profile of the bank employees.**

6	There is no significant association between the parameters of Bank Employees and the demographic factors of the Bank Employees.	Kruskal Wallis Test	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is significant association between the parameters of Bank Employees and the demographic factors of the Bank Employees.
7	<b><u>Gender and Tenure for Present Bank</u></b> HO: there is no relationship between gender and the Tenure for Present bank employees	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between gender and the Tenure for Present bank employees
8	<b><u>Age and Tenure for Present Bank</u></b> HO: there is no relationship between age and the Tenure for Present bank employees	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between age and the Tenure for Present bank employees
9	<b><u>Marital Status and Tenure for Present Bank</u></b> HO: there is no relationship between Marital Status and	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between

	the Tenure for Present bank employees			Marital Status and the Tenure for Present bank employees
10	<u><b>Educational Qualification and Tenure of Bank Employee</b></u> HO: there is no relationship between Educational Qualification and the Tenure for Present bank employees	Cross tabulation-Chi Square	Not statistically Significant	Null hypotheses are failed to reject. Hence researcher can say that There is no relationship between Educational Qualification and the Tenure for Present bank employees
11	<u><b>Salary and Tenure of Bank Employee</b></u> HO: there is no relationship between Salary and the Tenure for Present bank employees	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between Salary and the Tenure for Present bank employees
12	<u><b>Work Experience &amp; age of Bank Employee</b></u> HO: there is no relationship between Work Experience & age of Bank Employee	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between Work Experience & age of Bank Employee
13	<u><b>Work Experience &amp; gender of Bank Employee</b></u> HO: there is no relationship between Work Experience & Gender of Bank Employee	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between Work Experience & Gender of Bank Employee

14	<b><u>Work Experience &amp; Marital Status of Bank Employee</u></b> HO: there is no relationship between Work Experience & Marital Status of Bank Employee	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between Work Experience & Marital Status of Bank Employee
15	<b><u>Work Experience &amp; Educational qualification of Bank Employee</u></b> HO: there is no relationship between Work Experience & Educational qualification of Bank Employee	Cross tabulation-Chi Square	Not statistically Significant	Null hypotheses are failed to reject. Hence researcher can say that There is no relationship between Work Experience & Educational qualification of Bank Employee
16	<b><u>Work Experience &amp; Salary of Bank Employee</u></b> HO: there is no relationship between Work Experience & Salary of Bank Employee	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between Work Experience & Salary of Bank Employee
17	Ho: there is no Significant relationship between the different factors affecting the Employees Engagement in the opinion of Banking Employees	SEM	AMOS	Supported

### **IT Company Employees**

**RO: To find out the significant difference of opinion among the different demographic profiles of the IT Company Employees towards the Factors responsible for Employee Engagement.**

17	There is no significant difference of opinion among the gender of IT employees towards the factors responsible for their engagement in the organization.	Mann Whitney U Test		Null hypothesis is failed to accept. Hence researcher can say that There is significant difference of opinion among the gender of IT employees towards the factors responsible for their engagement in the organization
18	There is no statistically significant <b>age difference</b> among employees about their factors of employee engagement	Kruskal Wallis Test	Not statistically Significant	Null hypotheses are failed to reject. Hence researcher can say that There is no statistically significant <b>age difference</b> among employees about their factors of employee engagement.
19	H0: There is no Significant Difference Between the <b>Marital Status</b> of IT Employees and Factors of Employee Engagement	Kruskal Wallis Test	Not statistically Significant	Null hypotheses are failed to reject. Hence researcher can say that There is no Significant Difference Between the <b>Marital Status</b> of IT Employees and Factors of Employee Engagement
20	H0: There is no Significant Difference Between the <b>Educational Qualification</b> of IT Employees and Factors of Employee Engagement	Kruskal Wallis Test	Not statistically Significant	Null hypotheses are failed to reject. Hence researcher can say that There is no significant difference between the Educational Qualification

				of IT employees and factors of employee engagement
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To find out the significant association between working parameters for the current job (tenure for the present company, work experience of IT company employee and city of learning for bank employee) towards the demographic profile of the IT company employees.

21	<b><u>Gender and Tenure for Present IT employees</u></b> HO: there is no relationship between gender and the Tenure of IT employees	Cross tabulation-Chi Square	Not statistically Significant	Null hypotheses are failed to reject. Hence researcher can say that There is no relationship between gender and the Tenure of IT employees.
22	<b><u>Age and Tenure for Present IT employees</u></b> HO: there is no relationship between age and the Tenure of IT employees	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between age and the Tenure of IT employees
23	<b><u>Marital Status and Tenure for Present IT employees</u></b> HO: there is no relationship between Marital Status and the Tenure of IT employees	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between Marital Status and the Tenure of IT employees
24	<b><u>Educational Qualification of IT employees</u></b> HO: there is no relationship between Educational	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between Educational Qualification

	Qualification and the Tenure of IT employees			and the Tenure of IT employees
25	<b><u>Salary of IT employees</u></b> HO: there is no relationship between Salary and the Tenure of IT employees	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence researcher can say that There is relationship between Salary and the Tenure of IT employees
26	<b><u>Work Experience &amp; age of IT Employee</u></b> HO: there is no relationship between Work Experience of IT Employee & age of IT Employee	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence, there is relationship between Work Experience of IT Employee & age of IT Employee
27	<b><u>Work Experience &amp; gender of IT Employee</u></b> HO: there is no relationship between Work Experience of IT Employee & Gender of IT Employee	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence, there is relationship between Work Experience of IT Employee & Gender of IT Employee
28	<b><u>Work Experience &amp; Marital Status of IT Employee</u></b> HO: there is no relationship between Work Experience of IT Employee & Marital Status of IT Employee	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence, there is relationship between Work Experience of IT Employee & Marital Status of IT Employee
	<b><u>Work Experience &amp; Educational qualification of IT Employee</u></b>			

	HO: there is no relationship between Work Experience of IT Employee & Educational qualification of IT Employee			
29	<b><u>Work Experience &amp; Salary of IT Employee</u></b> HO: there is no relationship between Work Experience of IT Employee & Salary of IT Employee	Cross tabulation-Chi Square	statistically Significant	Null hypothesis is failed to accept. Hence, there is relationship between Work Experience of IT Employee & Salary of IT Employee
30	Ho: there is no Significant relationship between the different factors affecting the Employees Engagement in the opinion of IT Employees	SEM	AMOS	Not Supported

[Sources: Author's own creation]

## 9. Finding with respect to objectives of the study

### 9.1 To find out the factors for the Employees Engagement for the Bank and IT company employees.

The author had used the exploratory factors analysis to determine the elements influencing the employee's engagement in terms of banking employees for this study (EFA). The different factors that have been resulted out of the study are mentioned below in the table for both the employees i.e., Employees for the Banks and IT Industry.

### 9.2 To establish the Significant relationship between the different factor affecting the Employees Engagement in the opinion of Banking and IT Companies Employees.

#### a. For Bank Employees

There is a significant model fit for the factors that are having the significant impact on the long-term sustainability of the bank employees in the organization from the selected cities of Gujarat state by considering the criteria of Convergent validity and discriminant validity.



#### b. For IT Employees

There is no significant model fit for the factors that are having the significant impact on the long-term sustainability of the IT employees in the organization from the selected cities of Gujarat state by considering the criteria of Convergent validity and discriminant validity.

### **9.3 To find out the significant difference of opinion among the different demographic profile of the Bank and IT Companies Employees towards the Factors responsible for the Employees Engagement.**

#### a. For Bank Employees

The reliability value for all statements measuring perception towards employee engagement is high (0.931), indicating good data reliability. All factors have a P value of 0.000, rejecting the null hypothesis and showing that banking employees' opinions on employee engagement are not normally distributed. Overall, the study's data reliability is good

#### b. For IT Employees

The reliability value for all statements measuring perception towards employee engagement is high (0.931), indicating good data reliability. All factors have a P value of 0.000, rejecting the null hypothesis and showing that IT employees' opinions on employee engagement are not normally distributed. Overall, the study's data reliability is good.

### **9.4 To find out the Significant association between working parameters for the current job (Tenure for Present Bank, Work Experience of Bank and IT Companies Employees and City of learning for Bank Employees) towards the demographic profile of Employees.**

#### a. For Bank Employees

Hypothesis	Findings of the Study
<b>H0<sub>6</sub>:</b> There is no significant association between the parameters of Bank Employees and the demographic factors of the Bank Employees.	There is a significant association between Tenure for Present Bank <—> Gender of Bank Employees, Tenure for Present Bank <—> Age of Bank Employees, Tenure for Present Bank <—> Marital Status of Bank Employees and Tenure for Present Bank <—> Salary of Bank Employees.
<b>H0<sub>7</sub>:</b> There is no significant association between the work	There is a significant association between Work Experience <—> Gender of Bank Employees, Work

experience of Bank Employees and the demographic factors of the Bank Employees.	Experience for Present Bank <—> Age of Bank Employees, Work Experience for Present Bank <—> Marital Status of Bank Employees and Work Experience for Present Bank <—> Salary of Bank Employees.
<b>H0<sub>8</sub>:</b> There is no significant association between the city of learning of Bank Employees and the demographic factors of the Bank Employees.	There is a significant association between City of Learning <—> Gender of Bank Employees, City of Learning for Present Bank <—> Age of Bank Employees, City of Learning for Present Bank <—> Marital Status of Bank Employees of Bank Employees

b. For IT Employees

Hypothesis	Findings of the Study
<b>H0<sub>6</sub>:</b> There is no significant association between the parameters of IT Employees and the demographic factors of the IT Employees.	There is a significant association between Tenure for Present IT <—> Age of IT Employee, Tenure for Present IT <—> Marital Status of IT Employee, Tenure in Present Company of IT Company Employee <----> Educational Qualification of IT Employees and Tenure for Present IT <—> Salary of IT Employee.
<b>H0<sub>7</sub>:</b> There is no significant association between the work experience of IT Employees and the demographic factors of the IT Employees.	There is a significant association between Work Experience <—> Gender of IT Employee, Work Experience for Present IT <—> Age of IT Employee, Work Experience for Present IT <—> Marital Status of IT Employee and Work Experience for Present IT <—> Salary of IT Employee.
<b>H0<sub>8</sub>:</b> There is no significant association between the city of learning of IT Employees and the demographic factors of the IT Employees.	There is a significant association between City of Residence for IT Company Employee < ----> Marital Status of IT Employees, City of Residence for IT Company Employee < ----> Educational Qualification of IT Employees and City of Residence for IT Company Employee < ----> Salary of IT Employees.

**9.5 To find out the factors for the Employees Engagement for the Bank and IT company employees.**

To find out the significant factors that are having the impact on the employee engagements for the two industries that have been covered under this study are mentioned below:

a. For Bank Employees

Factor 1: Pay and Recognition Support

Factor 2: Management Support to Employees

Factor 3: Organizational Justice

Factor 4: Career Development

Factor 5: Intention to Stay

Factor 6: Dedication towards Work

b. For IT Employees

Factor 1: Fair Reward and Recognition System

Factor 2: Employee Retention

Factor 3: Support from Organization

Factor 4: Job Involvement

Factor 5: Job Commitment

Factor 6: Passionate at Work

**9.6 To establish the Significant relationship between the different factors affecting the Employees Engagement in the opinion of Banking Employees.**

a. For Bank Employees

There is a significant model fit among the factors that are responsible for the employee engagements that have been taken under this study from the selected cities of Gujarat State i.e., Ahmedabad, Vadodara, Rajkot, and Surat in the case of Bank Employees.

b. For IT Employees

There is no significant model fit among the factors that are responsible for the employee engagements that have been taken under this study from the selected cities of Gujarat State i.e., Ahmedabad, Vadodara, Rajkot, and Surat in the case of IT Employees.

**9.7 To find out the significant difference of opinion among the different demographic profile of the Bank and IT Companies Employees towards the Factors responsible for the Employees Engagement.**

<b>Hypothesis</b>	<b>Conclusions for the Significant Difference of Opinion for the Factors Responsible for the Employee Engagement</b>
<b>H0<sub>1</sub>:</b> There is no significant difference of opinion among the gender of IT employees towards the factors responsible for their engagement in the organization.	<p><b><u>For Bank Employees</u></b></p> <p>Female employees are making significant difference of opinion for the factors for the Intention to Stay and Dedication towards Work.</p> <p><b><u>For IT Employees</u></b></p> <p>No significant difference of opinion among the any factors for the Employee Engagement among the IT Employees.</p>
<b>H0<sub>2</sub>:</b> There is no significant difference of opinion among the age of IT employees towards the factors responsible for their engagement in the organization.	<p><b><u>For Bank Employees</u></b></p> <p>Below 25 Years of employees are making significant difference of opinion for the factors for the Fair Reward and Recognition System.</p> <p><b><u>For IT Employees</u></b></p> <p>Below 25 Years of employees are making significant difference of opinion for the factors for the Intention to Stay.</p>
<b>H0<sub>3</sub>:</b> There is no significant difference of opinion among the marital status of IT employees towards the factors responsible for their engagement in the organization.	<p><b><u>For Bank Employees</u></b></p> <p>Single of employees are making significant difference of opinion for the factors for the Fair Reward and Recognition System.</p> <p><b><u>For IT Employees</u></b></p> <p>Married of employees are making significant difference of opinion for the factors for the Intention to Stay and Dedication towards Work.</p>
<b>H0<sub>4</sub>:</b> There is no significant difference of opinion among the educational qualification of IT employees	<b><u>For Bank Employees</u></b>

towards the factors responsible for their engagement in the organization.	<p>Graduate employees are making significant difference of opinion for the factors for the Career Development.</p> <p><b><u>For IT Employees</u></b></p> <p>No significant difference of opinion among the any factors for the Employee Engagement among the IT Employees.</p>
<b>H0<sub>5</sub>:</b> There is no significant difference of opinion among the salary level of IT employees towards the factors responsible for their engagement in the organization.	<p><b><u>For Bank Employees</u></b></p> <p>No significant difference of opinion among the any factors for the Employee Engagement among the Bank Employees.</p> <p><b><u>For IT Employees</u></b></p> <p>No significant difference of opinion among the any factors for the Employee Engagement among the IT Employees.</p>

**9.08 To find out the Significant association between working parameters for the current job (Tenure for Present Bank, Work Experience of Bank and IT Companies Employees and City of learning for Bank Employees) towards the demographic profile of Employees.**

<b>Hypothesis</b>	<b>Conclusions for the Significant Association</b>
<b>H0<sub>6</sub>:</b> There is no significant association between the parameters of Bank Employees and the demographic factors of the Bank Employees.	<p><b><u>For Bank Employees</u></b></p> <p>Gender of Bank Employees, Age of Bank Employees, Marital Status of Bank Employees and Salary of Bank Employees are having the significant association with the Tenure of Present bank in which the employees are working.</p> <p><b><u>For IT Employees</u></b></p> <p>Age of IT Company Employees, Marital Status of IT Company Employees and Tenure in Present IT company Employees are having the significant association with the Tenure of Present bank in which the employees are working.</p>
<b>H0<sub>7</sub>:</b> There is no significant association between the work	<b><u>For Bank Employees</u></b>

experience of Bank Employees and the demographic factors of the Bank Employees.	<p>Gender of Bank Employees, Age of Bank Employees, Work Experience of Bank Employees, Marital Status of Bank Employees and Salary of Bank Employees are having the significant association with the Tenure of Present bank in which the employees are working.</p> <p><b><u>For IT Employees</u></b></p> <p>Gender of IT Company Employees, Age of IT Company Employees, Marital Status of IT Company Employees and Salary of IT company Employees are having the significant association with the Tenure of Present bank in which the employees are working.</p>
<b>H0<sub>8</sub>:</b> There is no significant association between the city of learning of Bank Employees and the demographic factors of the Bank Employees.	<p><b><u>For Bank Employees</u></b></p> <p>Gender of Bank Employees, Age of Bank Employees and Marital Status of Bank Employees are having the significant association with the Tenure of Present bank in which the employees are working.</p> <p><b><u>For IT Employees</u></b></p> <p>Marital Status of IT Company Employees, Educational Qualification of IT Company Employees and Salary of IT company Employees are having the significant association with the Tenure of Present bank in which the employees are working.</p>

## 10. Conclusion

Human Resource are complicated and difficult to understand. It can be greatly impacting the success or failure of an organization. Retaining employees is crucial for long-term growth and reputation of an organisation.

### 1. For Private Bank of Gujarat

Here in this study, the researcher had tried to identify the factors for the employee's engagement in the private banks that are operating their business in the selected cities of Gujarat State i.e., Ahmedabad, Vadodara, Rajkot, and Surat. Out of which it has been noted from the study out of these four major cities responses that, for the employee engagement

factors are total six i.e., Pay and Recognition Support, Management Support to Employees, Organizational Justice, Career Development, Intention to Stay and Dedication towards Work. Out of these six factors the researcher had tried to establish the moderation and mediation among these factors to see their relationship with each other on the performance of the employee's performance and it has been noted that there is a significant model fit for the factors that are having the significant impact on the long-term sustainability of the bank employees in the organization from the selected cities of Gujarat state. Further to proceed with the checking of significant difference of opinion among the bank employees for the impact factors for the employee engagement on their overall performance, it has been noted that for the factors called "Intention to Stay in the Organization" is having the difference on majority of the profile of the bank employees i.e., Gender, Age, Marital Status. For the factors called "Dedication towards the Work" is having the significant difference of opinion among the profile of Gender and Marital status.

## **2. For IT companies of Gujarat**

Here in this study, the researcher had tried to identify the factors for the employee's engagement in the private ITs that are operating their business in the selected cities of Gujarat State i.e., Ahmedabad, Vadodara, Rajkot and Surat. Out of which it has been noted from the study out of these four major cities responses that, for the employee engagement factors are total six i.e., Fair Reward and Recognition System, Employee Retention, Support from Organization, Job Involvement, Job Commitment and Passionate at Work. Out of these six factors the researcher had tried to establish the moderation and mediation among these factors to see their relationship with each other on the performance of the employee's performance and it has been noted that there is no significant model fit for the factors that are having the significant impact on the long-term sustainability of the IT employees in the organization from the selected cities of Gujarat state. Further to proceed with the checking of significant difference of opinion among the IT employees for the impact factors for the employee engagement on their overall performance, it has been noted that for the factors called "Intention to Stay in the Organization" is having the difference on majority of the profile of the IT employees i.e., Age and Marital Status. For the factors called "Dedication towards the Work" is having the significant difference of opinion among the profile of Marital status of IT company employees.

## 11. Copies of the paper Published.

UGC Care Listed Journal

- **"A Research Study on Antecedents of Employee Engagement: IT Companies"**  
Shodh Sarita Journal of Arts, Humanities and Social Sciences, Vol. 7, Issue (28), 2020.  
ISSN 2348-2397
- **"A Research Study on the Effect of perceived organizational support on Employee Engagement"** Shodh Prabha Journal of Arts, Humanities Vol. 77, Issue (01), 2022.  
ISSN 0974-8946

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