

## **A review study on Employee engagement affecting employee performance**

**Rajesh Kumar**

Research scholar, MBA, UGC-NET

**Dr. Rashi Kesh**

Sr. Assistant professor, Department of H.R.D.  
Veer Bahadur Singh Purvanchal University  
Jaunpur , U P , India

### **Abstract:**

An employee's engagement in the workplace is how they act while working. It reveals several aspects of the company that affect its development and the happiness of its workers. As a result of globalisation and advances in technology, today's workplace has undergone significant transformation, presenting workers with novel options on a regular basis. Job satisfaction relates to how an individual feels about their work and how they see their organisation as a whole. The mentality of the educator is the single most crucial factor in the success or failure of any given classroom.

**Keywords:** Employee engagement, Job Satisfaction, performance, Bank

### **Introduction:**

A person's attitude in the workplace describes how they feel about their work and the activities they engage in while at work. Workplace satisfaction is a multifaceted concept that includes an individual's mental, emotional, and social reactions to his or her job and the extent to which such reactions are justified. How satisfied an employee feels with his or her work depends on how effectively their expectations were met. Environmental elements (such as job content, occupational level, pay and promotion, work group and supervision, and supervisory style), and individual factors (such as motivation, personality type, and values), can each play a role (like Age, Sex, Educational level, marital status and Experience). Attitude at work is influenced by both environmental and psychological variables (outlook of an employee, thinking pattern, reacting behavior). "Employee's attitude is very important to the management for achieving the desired goal for the welfare of organization:

1. Provides the determinants of work place attitude and effect of these determinants on work place attitude of individual.

2. Provides a comparative study consisting of determinants of work place attitude in government and private sector.
3. Provides the comparisons made on the basis of comparative study.
4. Includes the conclusion for overall survey, and the suggestions which can be made to enhance the positive work place attitude in organization.”

### **Banking sector**

Among the world's leading economies, India stands out for the diversity and significance of its many different industries, such as those involved in textiles, sports goods, agriculture, services, and more. Private banking in India, in particular, is growing at a phenomenal rate, maintaining the banking industry's preeminent position among service industries. It wasn't until the liberalisation measures of 1991 that India's banking sector changed from stagnant and unproductive to vibrant and competitive. The banking sector is growing and adding many new positions, but the sector has not given much attention to its employees' emotional intelligence or the psychological challenges they face, such as stress, strain, and worry. Many workers in the banking profession face challenges such working more than 12 hours a day, commuting long distances, and worrying about losing their jobs, contracts, and other employment-related issues, according to empirical study. There's a lot of tension at the bank as a result, and a lot of people have become sick as a result. While many initiatives in India aim to boost financial performance, invent new products, enhance building infrastructure, promote modern methods, etc., we have yet to launch any reform programme that is directly applicable to workers' psychological difficulties. This study investigated the new yet critically important topic of emotional intelligence in the banking business, which is important because banks are fundamental to any economy.

### **Private sector banks**

Banks in which private shareholders have a majority interest, as opposed to the government, are referred to as being in the "private sector." They were critical to the expansion of India's manufacturing sector and the development of the country's banking sector. Over the course of more than a century, private banking institutions have developed the whole arsenal of innovations, financial tools, and crisis management measures required to face the challenges of the present. They have a well-developed organisational structure, culture, and

management. They have been growing rapidly as a result in recent years. Private banks in India are well-known for their speedy responses to customers' inquiries. Many foreign financial institutions now operate branches in India, mostly as a result of globalisation. There are currently a number of multinational financial institutions that have made a concerted effort to provide 24/7/365 client support. Private Banks are the predominant type of Indian financial institution nowadays. Among these financial institutions are ICICI Bank, ING Vysya Bank, Jammu & Kashmir Bank, YES Bank, Nainital Bank, Axis Bank, etc. Private banks in India have superior technology capabilities and a wealth of specialised knowledge, both of which have contributed considerably to the growth of the sector.

### **Review of literature**

(Bano & Kumar Jha, 2012) studied “Organizational Role Stress Among Public and Private Sector Employees: A Comparative Study” found that, therefore the purpose of this research is to investigate whether or if there are significant distinctions in the levels of stress experienced on the job by workers in the public and private sectors, using a list of ten role stressors. Stress among government employees and private-sector workers are both studied, as is the impact of demographic factors. As part of our approach, we used a survey to collect data on occupational role stress from 182 public sector and 120 private sector workers in Uttar Pradesh, India. The literature study also serves as a source of secondary data used in our analysis. Convenience sampling was used to acquire the sample. Applying the t-test and the analysis of variance (ANOVA), we see that stress is about the same for those working in the public and private sectors. While there is little evidence to suggest that government or private sector workers experience significantly different levels of stress on the job as a whole, differences do emerge when comparing workers with similar levels of stress based on factors like their level of education and years in the field. The fact that the research was only done in one state, Uttar Pradesh, means that its findings may not generalise to other states where business cultures may be different.

(Kumari et al., 2017) studied “Organizational Commitment: A Comparative Study of Public and Private Sector Bank Managers” found that there was no comprehensive work measuring organisational commitment among banking sector managers, despite the growing body of research on the topic. When an employee has a strong sense of dedication to the company they work for, they are more likely to put in extra effort and plan to stay with the company for the long haul. Employee dedication to the company is influenced by many external influences.

This research was conducted to determine whether or not there is a correlation between employees' level of dedication to their bank and whether or not their bank is public or private. A survey was used to obtain information from 633 banking industry managers. It was determined using the Allen and Mayer (1990) Organizational Commitment Scale. The data was analysed using regression analysis, t-tests, and one-way analyses of variance. Findings from the study's t-test indicated that managers in the public sector bank were more dedicated to the institution than their private sector counterparts. Public sector bank managers had higher levels of affective, continual, and normative commitment than their private sector counterparts. The ANOVA test also showed that top-level managers were more dedicated to their company than their middle- and lower-level counterparts.

(Parveen & Khan, 2015) studied “Dynamics Influencing Job Satisfaction of Employees- A Study of Indian Banking Sector” identified, and his research endeavours to gauge the contentment of bank workers in the Western UP. In particular, it examines the value of various aspects of employment and how they contribute to workers' overall levels of contentment in their jobs. The effects of bank type, years of experience, age, and gender on opinions of job satisfaction are also explored. A questionnaire was prepared that explores the causes of dissatisfaction in the workplace and suggests strategies for boosting morale in the banking industry. An estimated 425 workers were used in the study's sample. This report is based solely on primary sources. Primary data, including participants' perspectives on the factors that contribute to job satisfaction and the significance of those factors, were gathered through interviews and observations using a pre-designed questionnaire. The primary purpose of the research was to evaluate how satisfied senior and entry-level bank executives were with their jobs.

(Journal et al., 2020) studied “Quality of Women Employees in Private Sector Banking Industry in Gobichettipalayam” results showed, and There are more promising work chances for women in banking. However, women in the banking industry confront obstacles in the form of work culture throughout their careers. They can be broken down into several categories, including: 50% of women suffer extra work, sexual harassment, and deprived of training to the workforce. There are still problems with promotions, and they have to do with things like relocation, unusual devotion, and reluctance to take on control. The pressure to act like a "real" manager, as defined by men, only serves to further complicate things. (Restructuring the workplace to provide for more flexible working hours, part-time work, jobs that can be done

in part from home, and job-sharing would all help women's employment prospects. The outcomes for women in Japan have been mixed. A workout plan could use this as a starting point. The purpose of this research is to determine if and how Quality of Work Life affects job satisfaction among women in the Erode District. Specifically, the state of Tamil Nadu.

### **Perception of Emotional Engagement:**

“To measure emotional intelligence among employees of private sector banks five dimensions are developed namely,

- Self-Awareness,
- Managing Emotions,
- Self-Motivation,
- Recognizing the Emotions of Others and
- Handling Relationship.”

This demonstrates how private sector bank employees generally rate the five factors that make up emotional intelligence. Business enterprises and educational establishments, both public and private, are social institutions that thrive under the direction of qualified administrators and teachers. That's why HR tactics are so important to them. The success of every business is directly proportional to the effort and commitment of its personnel. To attract and retain top talent, workplace happiness is crucial. In this context, "job satisfaction" refers to an employee's level of contentment with his or her employment and company. According to the reviewed literature, effective companies have leaders that create environments where workers may successfully juggle their professional and personal responsibilities. Companies and groups fail if their employees aren't happy and committed to their work.

Organizational dysfunction caused by dissatisfied workers has a negative impact on profits. The “American Psychological Association in Washington, DC”, found in a recent survey that job satisfaction and work-life balance are more significant to employees than perks and salary when determining whether or not to stay with their current employers. A company's dedication to a work-life balance policy is the bedrock of an enthusiastic and productive team. Not only is it crucial to have leaders with strong people skills who can motivate their teams and drive the company forward, but it's also important to have rules in place that encourage a healthy work-life balance. Improved workplace output is a direct result of policies that help employees

strike a healthy work-life balance by increasing their resilience and longevity. Greater job satisfaction and rapid business expansion have both been connected to policies that promote a reasonable balance between work and other important aspects of life.

Employees have gone in droves due to the company's ineffective policies on work-life balance and the ineptitude of its upper management in terms of interpersonal skills and making sound business decisions. Participants' satisfaction with their employers' attempts to work-life balance serves as a moderating factor. Job satisfaction is inextricably tied to an organization's policy on work-life balance, which in turn is a basic source of motivation and performance reward. The employee's commitment to the company's success will increase as a result. Motivated employees are less likely to look for new work elsewhere because of this perk. By enforcing policies that encourage a healthy work-life balance, employers can assist their employees in finding a happy medium between work and personal responsibilities. The sum of a worker's positive emotions and perceptions toward his or her employment exemplifies one definition of job satisfaction. Early discussions of "work life balance" emerged in the late 1960s in response to growing awareness of the negative effects of excessive time spent at the office. Prior to the mid-1970s, research suggests that most businesses prioritised improving workplace design and conditions. However, in the next decade of the 1980s, the idea of quality work life gained importance, and it incorporated topics that effect workers, such as job satisfaction, incentive systems, the physical work environment, employee involvement, rights, and esteem needs.

## **Conclusion**

This analysis of the relevant literature uncovered the fact that the idea of employee engagement has been construed in a great variety of ways. There is not a single definition that is universally accepted, and research has demonstrated that engagement, in whatever form it is understood, is a multi-faceted construct. Because there are many different conceptualizations, it is difficult to determine the state of knowledge regarding employee engagement. Furthermore, each piece of research is carried out in accordance with a different protocol, making use of a different measure of engagement while being subjected to a different set of circumstances.

## **References**

1. Bano, B., & Kumar Jha, R. (2012). Organizational Role Stress Among Public and Private Sector Employees: A Comparative Study. *Lahore Journal of Business*, 1(1), 23–36.

<https://doi.org/10.35536/ljb.2012.v1.i1.a2>

2. Journal, U. G. C. C., Jayachitra, T. A., & Jagannarayan, N. (2020). Quality of Women Employees in Private Sector Banking Industry in Gobichettipalayam. 75.
3. Parveen, S., & Khan, A. A. (2015). Dynamics Influencing Job Satisfaction of Employees- A Study of Indian Banking Sector. International Journal of Management and Commerce Innovations, 2(2), 212–224.
4. Kumari, P., Kangri Vishwavidyalaya, G., Patiraj Kumari, P., & Priya, B. (2017). Organizational Commitment: A Comparative Study of Public and Private Sector Bank Managers. International Journal of Business and Management Invention ISSN, 6(1), 38–47. <https://www.researchgate.net/publication/322223611>
5. Economics, A., & Library, D. (n.d.). This document is discoverable and free to researchers across the globe due to the work of AgEcon Search . Help ensure our sustainability . The State of Agricultural Extension Reforms in India :