

Employee Engagement, Job Satisfaction and Demographic Relationship: An Empirical Study of Private Sector Bank Managers

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Abstract

The purpose of the study is to analyse how enhancing engagement could create a compelling competitive advantage for organizations creating quality workforce and further, research attempts to find, whether there exist differences among employee engagement dimensions. The study was administered on 88 Managers who were representatives of 4 private sector banks in Delhi/NCR. Variables in the study were assessed using a validated Instrument. Descriptive Statistics, One-Way Anova, Independent t-test and Regression was used for data analysis. Indian banking sector has undergone remarkable change in its operations in the last few decades. Due to extremely competitive scenario; it is pertinent to note that banks need to differentiate themselves from each other. They need to have employees who have zeal to work and strive to take their organization to greater heights. The concept of engagement has achieved widespread attention internationally, as when employees are engaged at work they exhibit greater workplace performance. The results of the study revealed that there exists a statistically significant relation between employee engagement and job satisfaction. Also, demographic variables do not statistically significant impact over employee engagement and job satisfaction.

Keywords

Employee Engagement, Job Satisfaction, Demographic Relations, Managers, Private Sector Banks

Introduction

Indian Banking sector has undergone remarkable change in its operations in the last few decades. Due to extremely competitive scenario; it is pertinent to note that banks need to differentiate themselves from each other. They need to have employees who have zeal to work and strive to take their organization to greater heights. The concept of engagement has achieved widespread attention internationally, as when employees are engaged at work they exhibit greater workplace performance.

Employee engagement has been defined as “an individual employee’s cognitive, emotional, and behavioral state directed toward desired organizational outcomes” (Shuck & Wollard 2010). Employee engagement comprises of enduring emotional involvement and is an antecedent job commitment and job satisfaction, which are more temporary generality of employee sentiments.

Rich, LePine & Crawford 2010; Saks, 2006; Harter, Schmidt & Hayes, 2002; Kahn 1990, all have conceptualized employee engagement as a positive state of employee motivation, researched that employee engagement contributes to having a vital relation with organizational outcome variables such as organizational citizenship behaviours, productivity and overall job performance. Momentous strides have been made by researchers in investigating the probable relations between employee

engagement and performance-related outcome variables, so as to advocate that enhancing engagement could create an enthralling competitive advantage for the organizations across the globe.

The research attempts to find whether there exist differences in employee engagement among Bank employees due to demographic variables. The study involves surveying a sample of 88 bank employees at different levels in the organizational hierarchy from Delhi/NCR.

Purpose of Study

The purpose of the present study is to find out Employee Engagement, Job Satisfaction and Demographic Relationship.

Employee Engagement

Alexander (356 BC – 323 BC), according to the historical records about 2300 years ago, was able to lead and conquer the unknown lands by battling for years across continents, only because he had an engaged army that was willing to abide by him. He spent considerable time with his men, ensured on time payment of salary, listened to and addressed their grievances, which ensured that he had an engaged army. Moreover, he used to dress like his army and most prominently he lead from front.

Jack Welch, the former CEO General Electric rightly said that, "Any company trying to compete, must figure out a way to engage the mind of every employee". 'Employee engagement' has been a new paradigm in HR corridors. More and more organizations are recognizing that discontended or disengaged employees are more damaging for any workplace. And thus, it is being recognized as a new paradigm and augmented emphasis is seen now days in HR corridors. The term 'employee engagement' refers to 'commitment' and drive to go beyond the call of duty towards the organization's goals, whereas employee satisfaction refers to 'contentment'.

Research has proven that employee engagement can influence the levels of absenteeism, employee turnover and their attitudes tremendously. Various studies have consistently shown the links between engagement and increased productivity, which indicates to a high correlation with individual, group and organizational performance. Employee engagement is a multifarious and vibrant process that illustrates each person's distinctive, personal association with work (Litten, Vaughan, & Wildermuth, 2011). It is an accomplishment that can be measured through the quality of customer loyalty and customer experience (Brooks, 2008). Durgin (2007) in their study found that organisations that have engaged employees had

28% increase in their earnings per share and 19% increase in their operating incomes every year. It was further stressed that organisations with augmented engagement levels tend to have reduced turnover, increased productivity, increased returns for shareholders and enhanced financial performance (Baumruk, 2006). Institute of Employment Studies (IES) conducted a study in 2003, involving 46 organisations, which found that engaged employees are individuals who demonstrate faith in their organisations, have an aspiration to work to make things improved, have an understanding of the organization's business, appreciates and values the 'bigger picture,' means show respect and facilitate their colleagues, have a zeal to 'go an extra mile' (Robinson, Perryman & Hayday, 2004). Based on this study, IES defined and developed an all-encompassing definition of engagement:

"Employee engagement is an optimistic outlook that employees have towards their organisation and its values. An engaged employee is conscious of the business circumstances and works with co-workers to augment the performance on the job, so as to promote the organisation further. Engagement is a two way relationship between employer and employee; Organisations must work to build up and foster engagement" (Robinson et al., 2004).

Job Satisfaction

Job attitude that is most extensively used in the field of organizational behaviour is Job Satisfaction. The level to which an employee's work-related expectations match his/her understanding and knowledge in the workplace is considered as job satisfaction (Islam, Rasul & Ullah, 2012). Job satisfaction for an employee is established by the absence of job discontent and presence of job pleasure. Job discontent and job pleasure are imperative constituents of job satisfaction (Jha & Bhattacharyya, 2012). Some researchers have defined job satisfaction as a direction of an employee towards his/her work goals (Wadhwa & Wadhwa, 2011). Bajpai & Srivastava (2010) consider job satisfaction as a review of the emotional experiences and job characteristics perceived by employees at the workplace. According to Spector (1997) and Davis (1992), job satisfaction considerably influences absenteeism, employee turnover, psychological distress and job performance. Factors of job satisfaction According to Davis (1992), the factors that have an impact on job satisfaction are: the structure of rewards offered, surroundings of workplace and family responsibilities of an employee. Job satisfaction is considered to be a constructive or gratifying state of emotion that results from the review of an employee's job or job experiences (Locke & Henne, 1986).

The result of an employee's insight of how well their job offers those things that they consider as imperative is job satisfaction. There are three by and large acknowledged elements to job satisfaction. First, it is considered as an emotional reaction to one's work situation. Moreover, it cannot be witnessed but only be presumed. Second, it is frequently measured by how well the end results meets or surpasses the expectations. Third, it embodies numerous associated attitudes. Through the years researchers have concluded the six job dimensions symbolize the vital features of a job about which employees have an emotional response. These are the work itself, pay, promotion opportunities, immediate supervisor, co-workers and working conditions (Robbins; Judge; & Vohra, 2013).

Employee Engagement and Job Satisfaction

For the current study as per the research objective, Job Satisfaction is considered as a consequence of Employee Engagement. Saks (2006) did a study that aimed to test a model of the antecedents and consequences of job and organization engagement. One of the significant outcomes of Saks (2006) is job and organization engagements were significant predictors of four of the outcome variables (job satisfaction, organizational commitment, intention to quit, and OCBO (Fig.1).

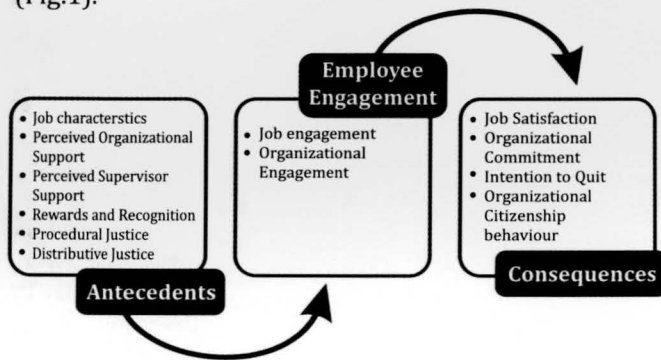


Figure 1 : Model of Antecedents and Consequences of Employee Engagement; Saks, A. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, 600-619

Employee Engagement and Other Related Constructs

Maslach, et al. (2001), in their paper "Job Burnout" established that engagement is distinctive

from other recognized constructs such as job satisfaction, organizational commitment or job involvement. According to them, job satisfaction is the extent to which work is a basis of need fulfilment and gratification or a means of emancipating employees from dissatisfiers; it does not include the individual's relationship with the work itself. Organizational commitment refers to an employee's faithfulness towards the organization that provides employment; the focus is on the organization, whereas in engagement focal point is the work itself. Job involvement is similar to involvement facet of engagement with work, but does not include the vigour and effectiveness aspects. Thus, engagement provides a more composite and comprehensive outlook on an individual's relationship with work.

Research Gap

Due to paucity of research in the banking sector with reference to employee engagement and job satisfaction of employees, the proposed research will be vital for Indian Banking Sector in general and Indian Private Banking Sector in specific. We were constrained in finding the research done over recent years in India. On the basis on the review of literature we came to the conclusion that employee engagement impacts job satisfaction but such research were either conducted in a different country or industry. The situation varies from country to country with respect to job market, growth rate, cultural differences, educational levels etc. Because of which we cannot generalize the results of these studies for Indian context. Therefore, out of research curiosity we wanted to test the hypothesis that Employee Engagement has an impact on Job Satisfaction that too specifically for Indian Private Banking Sector, where there is dearth of such research. Therefore, the present study will be useful in bringing out very clearly the impact of Employee Engagement on Job Satisfaction; Demographic variables and impact on Employee Engagement and Job Satisfaction.

Hypotheses Development

Based on the previous research the current study proposes following hypothetical research models:

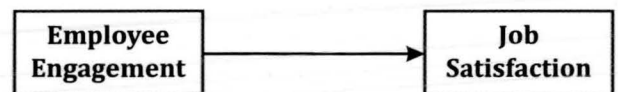


Figure 2 : Employee Engagement impacts Job Satisfaction

H1: Employee Engagement has an impact on Job Satisfaction

The employee engagement construct focuses on the cognitive-affective motivation at workplace for long periods. The main difference is that engagement stresses the cognitive aspect of involvement with job tasks; whereas job satisfaction focuses on affect. Engagement involves individual's energy on the job i.e. vigor, dedication to the work and level of absorption in the work (Schaufeli, et al., 2002). Although there are evidences of overlap in the definitions of employee engagement and job satisfaction, though theoretically they are distinct construct.

An employee can be satisfied with a job without being engaged in the job. Employee engagement is much more than being content with pay and the ability to leave workplace at 3 pm. That contentedness is merely job satisfaction and though satisfaction is generally enough to retain employees, it's not enough to ensure productivity. On the other hand, employee engagement does promote increased productivity.

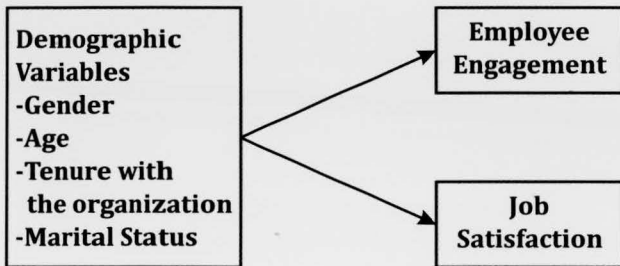


Figure 3 : Demographic Variables Impact Employee Engagement and Job Satisfaction

H2a: Gender has an impact on Employee Engagement

H3a: Tenure with the organization has an impact on Employee Engagement

H4a: Marital Status has an impact on Employee Engagement

H5a: Age has an impact on Employee Engagement

The results of Kong's study show that there exist differences in employee engagement between female and male employees in the organization (Kong, 2009). Similarly, in their national survey involving 2,000 employees across wide continuum of, both public and private sector CIPD (2006) found females were more

engaged than their male counterparts. Also they found that females are more satisfied with their work and have more positive views of their senior management than do males. This is in complete contrast to the NHS survey result which was conducted by IES and investigated by Robinson et al (2004), where it was found that there was no distinguishable difference between engagement levels between males and females. This variation may be due to the fact that the NHS study analyzed employees across the same organisation while CIPD (2006) surveyed employees from different industries and organisations. Female employees value their jobs more than male counterparts. Srivastava (2012) also, concluded in her research on public and private sector managers, that female managers score high on all the dimensions of employee management than their male counterparts. Research has suggested that the level of employee engagement is affected by the work place, demographic characteristics and job demand (Schaufeli & Bakker, 2004; Kahn, 1990).

H2b: Gender has an impact on Job Satisfaction

H3b: Tenure with the organization has an impact on Job Satisfaction

H4b: Marital Status has an impact on Job Satisfaction

H5b: Age has an impact on Job Satisfaction

In a study of the managers in the oil industry in Kuwait, it was found that the level of job satisfaction was affected by the age of managers (Al-Ajmi, 2001). Al-Ajmi further concluded that young managers might have a view that their expertise is not appreciated, whereas senior managers have almost a complete monopoly on the vital jobs. According to Sinacore (1998), demographic variables such as employment status, age, and race have been found as critical factors that determine the level of job satisfaction. Similarly, in other studies too, gender, age, designation, education, marital status and numbers of years in organization of the employees have been found vital in determining the satisfaction levels (Asadi, Fadak, Khoshnodifar, Hashemi, & Hosseininia, 2008; Eker, Anbar, & Dirbiyik, 2007; Chughtai & Zafar, 2006; Shah & Jalees, 2004; Rocca & Konstanski, 2001; Stacey, 1998). Aged managers expressed more job satisfaction than their younger managers Falcon (1991). Rhodes (1983) supported a positive linear relationship between job satisfaction and age.

Method

Out of 100 questionnaires, 88 usable responses were obtained from the middle-level managers belonging to Private Sector Banks were the sample for the present study. The employees were both males and females and. As we know India is a diverse country, we collected the data from Private Banks in Delhi NCR.

Instrumentation

Two instruments were used in the study to assess Employee Engagement, Job Satisfaction and Demographic Variables relationship. Employee Engagement was conceptualized as independent variable, whereas Job Satisfaction as dependent variable. The following instruments used in the current study are taken from the original source.

Employee Engagement Questionnaire

The Utrecht Work Engagement scale employed in the present study was developed by Schaufeli & Bakker (2003) consists of 17 statements, and involves three independent aspects of the employee engagement: Vigour (6 items), Dedication (5 items) and Absorption (6 items), that ranges from strongly agree (6) to strongly disagree (1) were used in the current study. Examples of the items of the scale are: (1) at my work, I feel bursting with energy, (2) I can continue working for very long periods at a time. A satisfactory reliability was found for this scale (Schaufeli & Bakker, 2003). The Cronbach alpha was found to be .93 for this scale.

Job Satisfaction Survey (JSS)

This scale developed by Spector (1994) consists of 36 items, and involves nine independent aspects of job satisfaction: Pay (4 items), Promotion (4 items), Supervision (4 items), Fringe Benefits (4 items), Contingent rewards (4 items), Operating conditions (4 items), Coworkers (4 items), Nature of work (4 items), Communication (4 items) has range agree very much (6) to disagree very much (1) were used in the current study. For instance some of the items of the scale are: (1) I feel I am being paid a fair amount for the work I do; (2) Communications seem good within this organization. A satisfactory reliability was found for this scale (Spector, 1994). The Cronbach alpha was found to be .84 for this scale.

The reliability of scale indicates that the study is free from random error. Reliability is measured in this research using Cronbach's coefficient alpha, (α). Table 1 indicates the result of analysis of the Cronbach's alpha scale for Employee Engagement and Job Satisfaction

(diagonally) where its value is more than 0.7. This indicates that the instrument used is reliable tool to measure the two constructs consistently (Nunnally, 1978).

Results

Descriptive Statistics and Correlation Analysis

Table 1 : Mean, Standard Deviations, Reliabilities and Correlations

S. No.	Variables	Mean	SD	1	2	3	4
1	Tenure with the Organization	4.70	1.383	1	.579**	-.189	-.152
2	Age	3.01	.536	.579**	1	-.246*	-.175
3	Job Satisfaction	130.47	17.74	.84	-.246*	1	.516**
4	Employee Engagement	69.69	14.56	-.152	-.175	.516**	1

Source : Developed by the author on the basis of data collected for the present study.

N=88, **Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed)

The result shows that there is a positive relationship between employee engagement and job satisfaction. Thus, Hypothesis 1, which states that employee engagement and job satisfaction have a significant relationship, is accepted. Hypothesis 3a and 3b, which states that tenure with the organization, has a significant impact on employee engagement and job satisfaction is not accepted, as results in Table 1 shows there is no significant relationship between the variables. Moreover, results show that tenure with the organization has negative correlation with employee engagement and job satisfaction. Hypothesis 5a, which states that age, has a significant impact on employee engagement is not accepted, as there is no significant relationship between the two variables. Hypothesis 5b, which states that age, has a significant impact on job satisfaction is accepted, as results show that there is significant relationship between the two variables. Moreover, there is negative relationship between age and job satisfaction, which means as an employee's age increases job satisfaction levels decline.

Regression Analysis

Table 2 : Regression Analysis of Employee Engagement and Job Satisfaction

Variables	Coefficient	t-statistics	p-value
EE	.678**	6.238	.000
R Square	.293		
N	88		

Source : Developed by the author on the basis of data collected for the present study

**Significant at the 0.01 level (2-tailed); Dependent Variable is Job Satisfaction (JS)

Independent Sample t-test

Table 3 : Independent Sample t-test on Employee Engagement, Job Satisfaction, Gender and Marital Status for Total Sample (N=88)

S. No.	Variables	N	Mean	SD	t Value	df	Sig. (2-tailed)
1	Employee Engagement						
	Gender						
	Male	65	69.4769	14.39304	-2.33	86	.816
	Female	23	70.3043	15.33100	-2.26	36.637	.822
	Marital Status						
2	Job Satisfaction						
	Gender						
	Male	65	130.4769	17.43031	.000	86	1.000
	Female	23	130.4783	18.99251	.000	35.969	1.000
	Marital Status						
	Married	56	130.0179	16.61379	-.320	86	.750
	Unmarried	32	131.2813	19.81077	-.305	55.840	.762

Source : Developed by the author on the basis of data collected for the present study at .05 significance level

Table 4 : One way Anova for Employee Engagement, Job Satisfaction and Demographic Variables

S. No.	Variables	t Value	df	Sig.
1	Employee Engagement			
	Gender	.054	87	.816
	Marital Status	.003	87	.954
	Tenure with the Organization	.481	87	.790
	Age	1.632	87	.202
2	Job Satisfaction			
	Gender	.000	87	1.00
	Marital Status	.102	87	.750
	Tenure with the Organization	1.149	87	.342
	Age	2.821	87	.065

Source : Developed by the author on the basis of data collected for the present study

To further analyse the effect of employee engagement on job satisfaction, regression analysis is employed, which depicted that 29.3 % change in job satisfaction is because of employee engagement. This further emphasises on the acceptance of Hypothesis 1, that there is statistically significant relation between employee engagement and job satisfaction (on the basis of correlation analysis in Table 1). A unit increase in Employee Engagement (EE), Job Satisfaction (JS) increases by .678 units.

Furthermore, an independent sample t-test was employed to find out the whether there lies any difference in employee engagement and job satisfaction levels on the basis on demographic variables i.e. gender and marital status. In Table 2, above we can see that the p value (.605>.05) is more and thus we can conclude that, it is statistically not significant, means there is no difference in engagement levels of males and females. For marital status and employee engagement too p value (.725>.05) is more, which further verifies that there is no significant difference of marital status on engagement levels of employees. Therefore, Hypothesis 2a and 4a are not accepted.

Independent sample t-test for gender and job satisfaction reveals that, there is no significant difference between gender and job satisfaction levels, as p value (.758>.05) is more and therefore, Hypothesis 2b is not accepted. For marital status and job satisfaction, where p value (.444>.05) is more, which concludes that there is no significant difference in the job satisfaction based on the marital status of employees. Therefore, Hypothesis 4 b is not accepted.

One way anova between gender (.816>.05), marital status (.954>.05), tenure with the organization (.790>.05), age (.202>.05) and employee engagement, reveals p values are more than the critical value. Thus, relation between demographic variables and employee engagement is not significant and Hypothesis 2a, 3a, 4a and 5a are not accepted.

For relation between gender (.202>.05), marital status (1.00>.05), tenure with the organization (.750>.05), age (.065>.05) and job satisfaction, p values are also more than the critical value. Thus, relation between demographic variables and job satisfaction is not statistically significant and thus Hypothesis 2b, 3b, 4b and 5b are not accepted.

Discussion and Conclusion

More and more organizations are recognizing that the best employees in terms of loyalty and productivity are not necessarily satisfied employees. An emotionally and intellectually employee bounded with the organization can only be an engaged employee. An engaged employee is the one who is enthusiastic and fully committed towards organizational goals and its values. And is thus motivated to go an extra mile for his/her task. It is being considered as an influential retention strategy as engaged employees give their 100 percent towards the goals assigned to them. Employees form an emotional connection with their organizations when they are effectively and optimistically engaged. It indicates the association of an employee with the organization and building the zeal among employees to let them go beyond the call of duty. Thakur (2014) conclude in a research in IT sector that there is a positive relationship between employee engagement and job satisfaction.

The present research among private sector bank managers proves that there the demographic variables – age, tenure with the organization and gender have no impact on employee engagement levels. Albdour & Altarawneh (2014) in their study on bank employees in Jordan suggested that there is no statistically significant mean difference on employee engagement across the sample profile (age, marital status, organizational tenure and education level). Mishra, Kapse & Bavad (2013) also concluded that for the demographic features like gender and marital status showed no statistically significant differences. Mani (2011) concluded in a study on banking and insurance software organizations that there is no significant difference in employee engagement based on gender and age.

As is evident, from the results above, that there is no significant difference between males and female managers with respect to employee engagement and job satisfaction. Srivastava (2012) in a related study in public and private sector organizations also concluded that there exists no statistically significant difference between female and male managers with respect to job satisfaction. Matin, Kalali & Anvari (2012) studied the role of demographic variables as moderators of

relationship between job burnout and organizational consequences i.e. organizational commitment, job satisfaction and intention to leave. The result demonstrated that demographic variables of gender, age, marital status and educational level do not influence the relationship between job burnout and organizational commitment, job satisfaction and intention to leave. Also, according to some previous studies there was no significant difference found in job satisfaction based on gender differences (Soleman, 2005; Collins & Helen, 2013). There is no correlation between job satisfaction and gender according to two meta-analyses (Nye & Witt, 1992; Moch & Brush, 1987).

The results of the present study are in congruence with that of Paul & Phua (2011) conducted in Singapore on lecturers, which demonstrates that there is significant difference in job satisfaction and demographic variables – gender, length of employment and marital status. Demographic variables like qualification, length of service, department/subject, and marital status have been found as having no impact on the job satisfaction of respondents in satisfaction in their research on Academicians in Universities of NWFP, Pakistan (Saif-ud-Din, Khair-uz-Zaman & Allah Nawaz, 2010). In the results above in the current study too, there were no significant relations found between marital status and job satisfaction. Gaziglou & Tansel (2006) also observed that the relationship between age and job satisfaction is non-linear. And they concluded that this U shaped relationship and squabbled that either very young or old aged groups are the most satisfied. This conclusion is consistent with other studies, that there are no statistically significant relationships between age and the job satisfaction constructs. Also, no statistically significant relationships were found between marital status and the job satisfaction constructs as well (Scott, Swartzel & Taylor, 2005). Many aspects of job satisfaction have been studied by various researchers with respect to age (Saul & Hunt, 1975; Clark, 1996) and it was found that there exists a U-shaped relationship between age and job satisfaction.

Contribution of the Current Study

The present study will be accumulating to researcher's efforts to understand the employee engagement, job satisfaction & demographic relationship in the Indian Private Sector Banks. The study contributes new directions in the research of management by opening up a debate on the triviality of demographic variables on employee engagement and job satisfaction. The fact that statistically significant

correlations results indicate and thrust upon that employee engagement has a significant impact on job satisfaction.

Although in previous studies the impact of demographic variables are comprehensively reported as the statistically significant predictors of the employee engagement and job satisfaction. The current study however, gives astonishing results, which are quite divergent to the hypothesized models. Moreover there is no need to implement different set of engagement and job satisfaction strategies for males and females, for different age group employees, marital status and tenure with the organization, as it is evident from the results above that demographic variables have no significant impact on employee engagement and job satisfaction. But it is also essential to note that age has significant but negative correlation with job satisfaction, which means organizations should design and implement strategies to enhance the satisfaction levels of employees of different age groups.

Managerial Implications

The study gives a view that Employee Engagement has a significant impact on Job Satisfaction. Therefore, the management needs to realize that while employee satisfaction and employee engagement are both vital to uphold productive and happy workforce, attaining satisfaction without engagement will have considerably less impact on business results. After all, engaged employees demonstrate initiative, expend more discretionary effects and are emotionally committed to working hard. They align strategic priorities to take the organizations forward. Higher workforce productivity, customer satisfaction, lower absenteeism and turnover are always associated with enhanced employee engagement. However, it should be noted that the results of the present study represent a rather small sample of private sector bank managers, so they should be carefully interpreted.

Limitations of the Study

The study reviewed the previous literature but some limitations are bound to occur. The sample size of middle level managers considered for the present study was 88, which is not a sufficient representation of the private sector banks in the context of employee engagement. Future studies could increase the sample so that representation of private sector bank managers could be increased. Due to limitation of resources the method of sampling used in the present study was convenience sampling method which might have

increased the chance of biasness in selecting the sample. Future studies having sufficient availability of resources can use other sampling techniques so as to reduce the levels of biasness. Moreover, a comparative study could be undertaken between managers of Public and Private sector banks should have given a better insight of employee engagement, job satisfaction and demographic relationship.

Directions for Future Research

Future research efforts should acquire a more representative sample from more banks in the Indian Private sector. Effect of individual dimensions of employee engagement and job satisfaction can be used to assess the relevance in the future research studies. Furthermore, research can be done to understand and evaluate only gender differences for the stated study variables.

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