

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

A Thesis Submitted to Gujarat Technological University
For the Award of

Doctor of Philosophy

In

MANAGEMENT

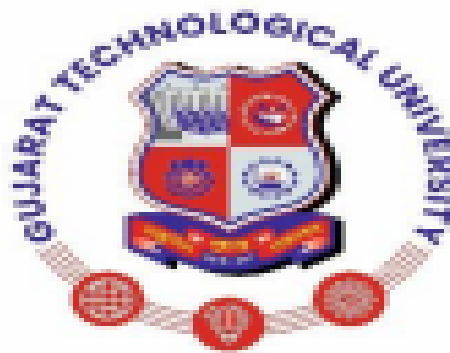
By

CHARU BHAVESH GOYAL

189999903008

Under the Supervision of

Dr. ANU GUPTA



GUJARAT TECHNOLOGICAL UNIVERSITY

AHMEDABAD

FEBRUARY- 2024

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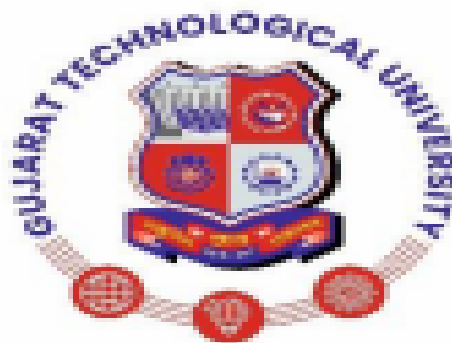
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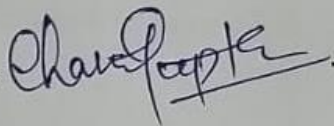
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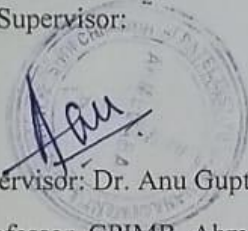
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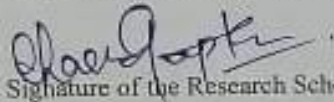
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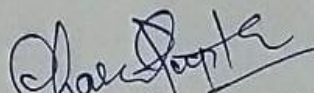
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ABSTRACT

Employee engagement is an important factor for the success of an organization. Employee engagement is the level of involvement and commitment of an employee to their organization and its values. The focus of the study is to determine the level of employee engagement in the private banking sector and IT-ITeS companies to identify the factors that contribute to employee engagement and to examine employee engagement and its impact on employee retention.

Employee engagement is referred to as a work-related state of mind. This can be categorized by 3 things – namely - vigor, dedication, and absorption. A quantitative method was used, and questionnaire was developed using the Utrecht Work Engagement Scale (UWES), which assesses the level of energy and mental resilience during work, as well as the sense of meaning, inspiration, pride, challenge and focus on work. 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.

The total samples which have been collected for this study were 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. 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. 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.

This thesis would be helpful for HR Professionals, Organizational leaders and managers, and Academic researchers. It would be helpful for them to make decisions, implement effective strategies, and contribute to the overall improvement of employee engagement in the private banking sector and IT-ITeS companies.

Keywords: work engagement, reward and recognition, supervisor support, equity, banking sector, IT-ITES sector, employee retention.

ACKNOWLEDGEMENT

In this remarkable journey of my PhD study, akin to an arduous Marathon, I wholeheartedly acknowledge that my success would have been unattainable without firm support and genuine care extended by numerous individuals. Their presence beside me throughout the extensive miles of this enduring marathon fills me with immense gratitude, as I recognize the unparalleled blessings bestowed upon me. The debt of gratitude I owe to every one of these remarkable individuals shall endure eternally.

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Charu Bhavesh Goyal

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LIST OF ABBREVIATIONS

Abbreviations	Full forms
YOY	Year-over-year
CAGR	Compound Annual Growth Rate
EoDB	Ease of Doing Business
EE	Employee Engagement
POS	Perceived Organisational Support
PSS	Perceived Supervisor Support
SPSS	Statistical Package for social sciences
GDP	Gross Domestic Product
IT-ITES	Information Technology (IT) and IT enabled services (ITeS)
CIPD	Chartered Institute of Personnel and Development
NASSOM	National Association of Software and Service Companies

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Thesis Body (Chapters)

- Chapter 1: The first chapter provides insights of the Banking industry and IT-ITES Companies aims and objectives to be achieved.
- Chapter 2: the second chapter provides insights of the research topic, information on employee engagement and Retention.
- Chapter 3: The Third chapter Provides insights of the basic literature and theories relating to employee engagement. It deals with the various factors, variables which is related to employee engagement in banking personnel. It provides critical emulation of previous studies done by the various researchers on employee engagement in Banking and IT companies. Chapter concludes with the research gap and conceptual research framework for the rest of the research.
- Chapter 4: The fourth chapter provides insights of the various research methodologies used in the present research. It provides information on research method, sampling techniques, sample size and various analysis tools which are applied for the present study.
- Chapter 5: The fifth chapter provides details statistical analysis on the data collected with the help of sales personnel of banking and employees of IT-ITES companies.
- Chapter 6: The sixth chapter deals with the key findings and discusses the result derived from the primary analysis.
- Chapter 7: It also provides major suggestions, future research direction. The key outcomes of the research are also concluded in this chapter.

CHAPTER: 1

INTRODUCTION

CHAPTER 1: INTRODUCTION TO SECTOR

1.1 OVERVIEW OF BANKING

Bank plays pivotal role financial institutions are the backbone of every economy. The banking sector is the mirror of any economy for which that country's financial health is forecast. Indian banks historically offered mass banking products such as current accounts, term deposits, saving funds, and loan products at rates fixed by the Reserve Bank of India. Remittance instruments were given in the form of drafts, cheques from banks, and internal transfer of funds and telegraphic transfers. The whole structure, however, changed in the 1990s and the revolution in information technology plays an important role in the banking sector's development. The banking sector has been deregulated, customer operations have been eased with the aid of information technology and new entrants have been stepping up competition. It resulted in faster communication and easier access to information, however, and on the other hand, it contributed to ever-increasing corporate targets and tighter timeframe. With the introduction of value-added and customized products, the market focus changed from mass banking products to class banking.

Over the last ten years, the banking sector underwent a complete restructuring. These days, various changes in the banking sector are evolving, for example in universal banking, virtual banking, etc. these changes also influence the way banks operate to gain profitability and these positions have addressed specific requirements for skills, but the HR role has not been given much focus to public sector organization.

In modern times, the banking industry faces many challenges such as retention of employees, high recruitment and training costs, increased competition, increased government regulation, and a high rate of technological growth, particularly the mobile phones now offering banking services, (Omollo, 2015). Overworked and demotivated employees are the major challenges faced by the banking industry (Omollo, 2015). Indian Banking industry is suffering the problem of a poor-quality workforce (Alam & Rizvi, 2012).

Many HR issues in the banking industry, high employee turnover rate is one of them. Budget cutting, layoffs, hiring freezes, and lack of development funds and opportunities are the initial causes of employee turnover in banking. The high turnover rate harms an organization's

performance. Factors such as Compensation, training, career development, work-life balance, and work environment (Tedla, 2018) play a significant role in employee turnover.

The World Economic Outlook (WEO) of January 2020 published by IMF has estimated that this year 2019 was a tough year for the global economy, with world production growth rising at its slowest rate of 2.9%, declining from 3.6% in 2018 and 3.8% in 2017. The global output growth in 2019 is estimated to be the slowest since the global financial crisis of 2009, arising from a geographically broad-based decline in manufacturing activity and trade (Economic Survey, 2019-20). India's GDP growth is expected to grow in the range of 6.0 to 6.5% in 2020-21.

India is facing unique challenges in the form of bursting of existing knowledge, a global economy with rapidly changing demand for goods, and a varied demanding population. Employee engagement, motivation, commitment, and spirituality can be considered important in achieving the desired goals because spirituality affects employee engagement.

However, employee engagement is very important for dealing with problems and the changing environment of the Banking sector. Bank employees spend 12 to 16 hours every day in the office so only engaged employees can do the work properly. Since employee commitment appears to be a dominant issue for the banking sector given the increased workload and stress, high employee turnover rate changes in social settings and increases competition at work.

An engaged employee works with colleagues to improve performance in the organization. Therefore, every organization must create and promote employee engagement within the organization. Many studies also suggest that the existence of a higher level of employee engagement significantly decreases turnover intent (Saks,2006) (Maslach et al.,2001). Therefore, it is important to understand the factors that increase the number of employees antecedents of employee engagement in the banking Industry.

1.1.1 Origin of the word 'Bank'

There appears to be no absolute and unified understanding concerning the origin of the word "bank", according to the economist and philosopher.

The word "bank" is said to be derived from the French word "bancas" or "Banque," which means "bench". When a banker failed, his 'banco' was broken up by the people and it was referred to as

'bankrupt'. McLeod, on the other hand, mocks this etymology, claiming that "The Italian money" charges were never named branchier in the Middle Ages¹

The word "bank" is supposed to have originated in Italy in the middle of the 12th century. The government at the time forced a citizen of the country to take out a loan to cover war expenses.

Such loans were known as 'compare' Minto etc. the most common name was "monte". In Germany, the word 'Monte' was name named as 'bank' or 'Banke'. It is also said that the word "banco" whatever be the origin of the word "bank" as professor Ran Chandra Rao Says, "It would trace the history of banking in Europe from the Middle Ages".²

It is interesting to trace the origin of the word bank in the modern sense to the German word "Bank" which means heap or joint stock fund the Italian word 'Banto' meaning heap of money was coined.

In short, the origin of the word bank can be traced as

- Bancas/Banque- French (Bench/chest a place where valuable is kept)
- Banco- Italian (heap of money)
- Banck- German (joint stock fund)
- Bank- English (Accepting money as a deposit for lending)

Today, the term "bank" refers to a group of institutions that engage in specific types of financial transactions. In practice, the term "bank" refers to a financial institution that borrows money from one group of people and then loans it to another group for profit.

1.1.2 Meaning and Definition of Bank

A bank is a financial entity that deals with money and credit. Banks also provide loans for the purchase of durable goods such as TV, Car, washing machines, and so on. They also facilitate money remittance by demand draft, mail transfer, telegraphic transfer, and so forth.

Banking is an industry that deals with credit, cash, and other forms of money. Banks provide a secure environment for storing excess cash and credit. Saving accounts, certificates of deposit, and

¹ A Present-Day Banking in India, 1st Edition, Rao Ram Chandra, Page no 88.

² Kaptan S.S (2003), 'Indian Banking in the Electronic Era'.

checking accounts are all available. These deposits are used by banks to provide loans. Home mortgages, business loans, and auto loans are all examples of these types of loans.

A bank is a type of financial institution that is allowed to accept deposits and provide loans. Commercial and investment banks are two of the most popular types of banks. A bank may offer a variety of financial services, ranging from safe deposit boxes and currency exchange to retirement and assets management, depending on its nature.

Definition of Bank

Indian Banking regulation Act 1949 section 5 (1) (b) of the Banking Regulation Act 1949 Banking is defined as:

“Accepting for the landing of investment of deposits of money from public repayable on demand or otherwise and withdraw able by cheques, draft order or otherwise” (Kaptan, 2003)

Oxford dictionary defines a bank as “Bank is an establishment for custody of money received from or on behalf of its customers. It’s essential to pay their draft unit. Its profit arises from the use of the money left employed them” (Vasant, 2005)

Sir Kinley, “A bank is an establishment which makes to individuals such activities money as may be required and to which individual entrust money when not required by them for use” (Singh, 2006)

1.1.3 History of the Indian Banking System

Banking is the ‘Backbone of a Nation’s Economy’. Indian Banking today is divided into commercial banks which are Private, Public Scheduled, and non- scheduled Banks, Regional and Rural, and cooperative Banks.

The Banking Companies Act of 1949 defined banking as accepting for lending or investment of depositing money from the public, repayable on demand or otherwise and withdrawable by cheque draft or otherwise.

The Banking sector in India has seen a lot of transitions and changes over the centuries. It can be broadly categorized into 3 sub-parts that are:

1. Pre- Independence (Before 1947)

2. II Phase (1947 to 1991)
3. III Phase (1991 and beyond)

The Pre-Independence Phase of Banking i.e., Before 1947

The presence of many banks' characteristics of this phase (more than 600). In India, the banking system began with the establishment of a few banks such as the Bank of Hindustan in Calcutta (now Kolkata) in 1770 which stopped operations in 1832.

Many banks came but none were successful like:

1. General Bank of India (1786-1791)
2. Oudh Commercial Bank (1881-1958)-India's First commercial bank

Whereas some are successful and continue to lead even now like:

1. Allahabad Bank (est. 1865)
2. Punjab National Bank (est. 1894 with HQ in Lahore (that time))
3. Bank of India (est.1906)
4. Bank of Baroda (est. 1908)
5. Central Bank of India (est. 1911)

Others, such as the Bank of Bengal (founded in 1806), the Bank of Bombay (founded in 1840), and the Bank of Madras (founded in 1843) combined in 1921 to become the imperial bank of India.

The Imperial Bank of India was renamed the state Bank of India in 1955. The Reserve Bank of India was established in April 1935, following the Hilton Young Commission's recommendation set up in 1926.

During this time, many banks were small and suffered from a high rate of failures. As a result, public confidence is low in these banks, and deposit mobilizations was also very slow. People continued to rely on the unorganized sector (money lenders and indigenous bankers)

The reasons why many major banks failed to survive during the pre-independence period, the following conclusion can be drawn:

- Indian account holders had become fraud prone.
- Lack of machined and technology

- Human errors and time-consuming fewer facilities
- Lack of proper management skills.

The Second Phase of Banking from 1947 to 1991

The main characteristic feature of this phase is the Nationalization of the bank. Following this, in the year 1949, 1st January the Reserve Bank of India was nationalized. The government took major steps in the Indian Banking Sector reform after independence, in 1955, it nationalized the Imperial Bank of India with extensive banking facilities on a large scale especially in rural and semi-urban areas. It formed the state bank of India to act as the principal agent of RBI and to handle banking transactions of the union and state governments all over the country.

Seven banks forming subsidiaries of the state bank of India were nationalized on 19th July 1959. In 1969, a major process of nationalization was carried out. It was the effort of the then Prime Minister of India, Mrs. Indira Gandhi 14 major commercial banks in the country were nationalized. The following banks are nationalized:

1. Central Bank of India
2. Bank of India
3. Punjab National bank
4. Bank of Baroda
5. United Commercial Bank
6. Canara Bank
7. Dena Bank
8. United Bank
9. Syndicate Bank
10. Allahabad Bank
11. Indian Bank
12. Union Bank of India
13. Bank of Maharashtra
14. Indian Overseas Bank

The second phase of nationalization in the Indian Banking Sector reform was carried out in 1980 with six more banks. These are mentioned below:

1. Andhra Bank
2. Corporation Bank
3. New Bank of India
4. Oriental Bank of Commerce
5. Punjab & Sindh Bank
6. Vijaya Bank

Meanwhile, on the recommendation of the Narasimha Committee, Regional Rural Banks (RRBs) were formed on October 2, 1975. The objective behind the formation of RRBs was to serve the large unserved population of rural areas and promote financial inclusion.

The Third Phase of Banking 1991 and Beyond

This phase has introduced new goods and services to the banking sector. Under the chairmanship of M Narasimha, a committee was setup by his name which worked for the liberalization of banking operations.

Foreign banks and ATMs are flooding the country. Efforts are being made to provide customers with satisfactory service. Phone banking and internet banking are now available. The system has become more user-friendly and efficient. Time is given more importance than money.

Considering this in 1991, the Narasimha committee gave its recommendation i.e., to allow the entry of private sector players into the banking system.

Following this, RBI gave licenses to 10 private entities, out of which few survived the market demands, which are ICICI, HDFC, Axis Bank, IndusInd Bank,

In 1998, the Narsimha committee again recommended the entry of more private players. As a result, RBI has a license for the following newbies:

- Kotak Mahindra Bank (2001)
- Yes Bank (2004)

1.1.4 Evolution of Banking

The Evolution of Banking is evolutionary. There is no single answer to the question: What is banking? Because a bank performs a wide range of operations and services that are difficult to

encompass in a single description. A bank means a warehouse of money, for a businessman it is an institution of finance and for a worker, it may be a depository for his saving. (Parameshwaran, 2012)

It may be described as “banking is what a bank does”. However, it is not clear enough to fully understand the subject. A bank, according to the Oxford Dictionary is “an establishment for the custody of money that it pays out on a customer’s order”. But this definition is also not enough, because it simply considers the deposit acceptance and repayment function only. The bank’s significance can only be understood by its functions, just as a tree can only be understood by its fruits. It, like every other subject, has its origin, growth, and development.

It is interesting to trace the origin of the word bank in the modern sense to the German word “Banck” which means “heap, mound, or joint stock fund”. The Italian word “Banco,” which means “a mound of money,” was coined.

1.1.5 History of Banking with Current Scenario

Banking began in India in the last Decade of the eighteenth century, with the establishment of the first bank in 1786. Banks were nationalized in 1969, and a liberalization Programme was implemented in 1991. Public and Private sector banks, regional rural banks, and cooperative banks make up the banking sector. According to K.V. Kamath, the banking sector in the economy functions as a mirror, representing the series of events that occurred in the past.

With a series of reforms going back to the 1990s, the banking sector has advanced significantly in the last decade, with cutting-edge products such as ATMs, SMS banking, Net banking, and mobile banking. As a result of technological improvements, banks are now offering a variety of loans and account choices as well as plastic money and money transfer services around the world.

The last decade experienced a complete reform in the financial and banking sector. ATMs, mobile banking, SMS Banking, and Net Banking are just a few examples of how technology has made banking easier, faster, and more accurate while also saving time. In today’s banking system, Customers demand bouquets of services. Different types of loans and accounts are facilitated by plastic money and money transfer across the globe. So, the HRM issues, VRS, training & development, empowerment, and career plan, etc. need to be considered to cope with the environment.

Banks have been an integral part of the economy of our country. Banks have been an essential basis for human civilization from the evolution of time. Banking institutions are no longer just money dealers in today's world, they also play a critical role in the growth of an economy.

Before 1640, there was no term 'banking' known to people. Saving and safekeeping were known to be practiced at the Babylonian temple around the year 2000 B.C. Chanakya listed a few commercial bankers in Artha shastra who oversaw taking deposits, advancing loans, and issuing hundis (Known as letters of credit now)

The Bank of Venice was the first bank in Italy, founded in 1157 to provide funds to the monarch during wartime. The bankers of Lombardy were well-known in England. With the help of English goldsmiths, modern banking gradually evolved around 1640.

Current Scenario of the Banking Sector in India

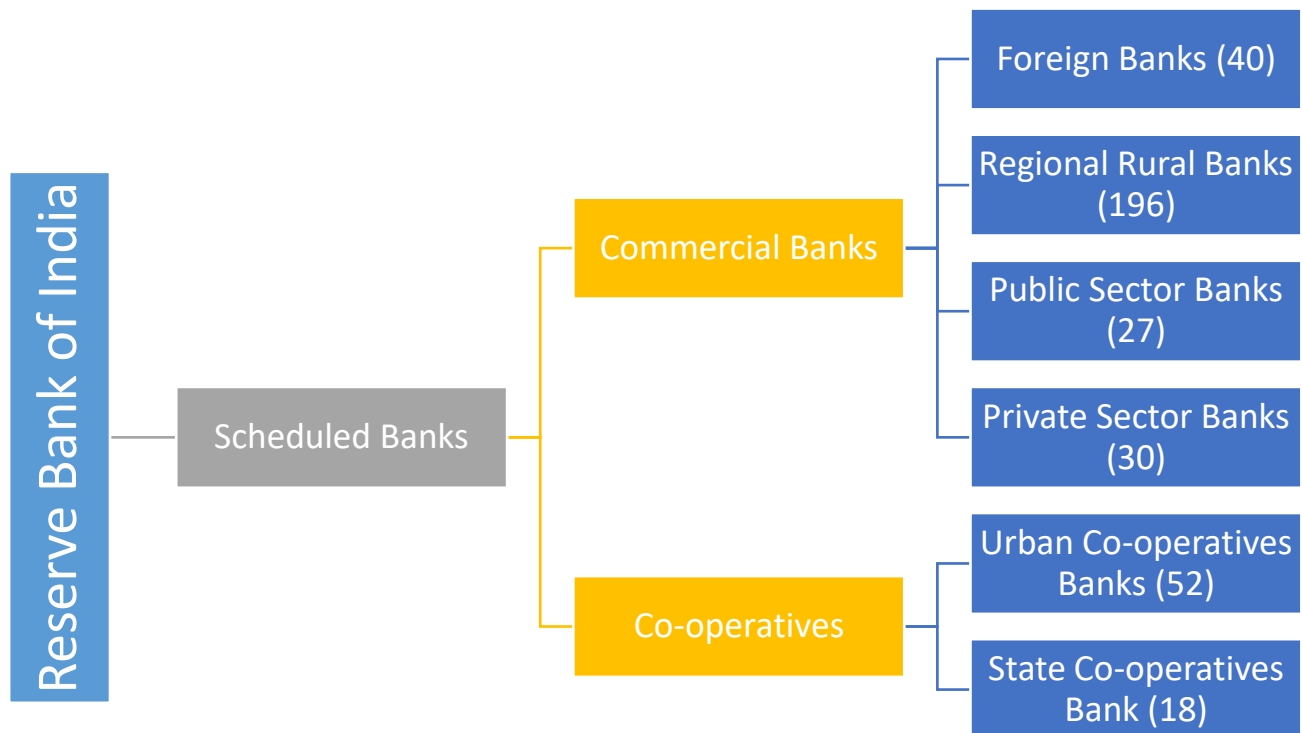


Figure: 1.1: Structure of the organized Banking Sector in India

Banking in India is currently considered mature in terms of supply, product range and reach-though reach in rural India remains a challenge for the private sector and foreign banks. Even in terms of asset quality and capital adequacy, Indian banks are thought to have clean, strong, and transparent

balance sheets when compared to other banks in comparable economies in the region. The Reserve Bank of India is an autonomous body, with minimal pressure from the government. The stated policy of the bank on the Indian Rupee is to manage volatility without any stated exchange rate and this has mostly been true.

The Indian banking industry has recently seen the introduction of innovative banking models such as payments and small finance banks. The RBI's new measures may go a long way toward assisting the domestic banking industry's restructuring.

India's digital payments system has advanced the most among the 25 countries, with India's Immediate Payment Services (IMPS) being the only system to reach level five on the Faster Payments Innovation Index (FPII). In addition to cooperative credit institutions, the Indian Banking system included 12 public sector banks, 22 private sector banks, 46 foreign banks, 56 regional rural banks, 1485 urban cooperative banks, and 96000 rural cooperative banks. The total number of ATMs in India was 213,145 as of September 2021. (IBEF, Banking Sector in India, 2021). Bank assets increased across sectors from FY18 to FY21. In FY21, total banking assets (including public and private sector banks) increased to US\$ 2.48 trillion. (IBEF, Banking Sector in India, 2021)

1.1.6 Brief Profile of Selected Banks Under Study

There is key four banks from private banks that have been selected under the current study. The names of these banks are HDFC Bank, ICICI Bank, Axis Bank, and YES Bank. The following is a short introduction to these banks.

1. HDFC Bank

HDFC Bank Limited is an Indian Banking and Financial services company headquartered in Mumbai. As of April 2021, it is India's largest private sector bank by assets and the world's tenth-largest bank by market capitalization. It is the third largest company on the Indian stock exchanges, with a market capitalization of \$122.50 billion. It is also the fifteenth largest employer in India with nearly 120,000 employees. The bank was promoted by the Housing Development Finance Corporation, a premier housing finance company (set up in 1977) in India.

HDFC is India's premier housing finance company, with a good track record in both domestic and global markets. Since its inception in 1977, the corporation has maintained consistent and healthy

growth in its operations to remain the mortgage market leader. Its remarkable loan portfolio contains well over a million dwelling units.

HDFC has significant expertise in retail mortgage loans to various market segments, as well as a large corporate client base for its housing-related credit facilities. With its financial market experience, strong market reputation, large shareholder base, and unique consumer franchisee, HDFC was well-positioned to promote a bank in the Indian market.

The products and services offered by HDFC Bank include wholesale banking, retail banking, treasury, auto loans, two-wheeler loans, personal loans, loans against property, consumer durable loans, lifestyle loans, and credit cards. Payzapp and Smart BUY are two additional digital products. (HDFC Bank, 2015)

Times Bank Limited (another new private sector bank promoted by Bennett, Coleman & Co. Times Group) was merged with HDFC Bank Ltd. On February 26, 2000, in a landmark transaction in the Indian Banking Industry. In the new Generation of Private sector Banks, this was the first merger of two private banks. According to the amalgamation scheme approved by both banks' shareholders and the Reserve Bank of India, shareholders of Times Bank received one share of HDFC Bank for every 5.75 shares of Times Bank. (HDFC Bank Ltd., 2022)

HDFC Bank provides wholesale and retail customers with a wide range of commercial and transactional banking services, as well as treasury products. The bank has 3 key business segments:

1. Wholesale Banking Services- The Bank's target market ranges from large, blue-chip manufacturing companies in the Indian corporate to small and mid-sized corporates and Agri-based businesses.
2. Retail Banking Services- The Retail Bank's goal is to provide its target market customers with a comprehensive range of financial products and banking services, providing the customer with a one-stop shop for all his or her banking needs.
3. Treasury- The bank's three main product areas within this business are foreign exchange and derivatives, local currency Money Market & Debt Securities, and Equities. The Treasury Department oversees managing the investment portfolio's return and market risk.

Services offered by HDFC Bank:

Personal Banking

- Accounts & Deposits
- Loans
- Cards Forex
- Investment & Insurance

NRI Banking

- Accounts & Deposits
- Remittances
- Investment & Insurance Loans

Wholesale Banking

- Corporate
- Small & Medium enterprises
- Financial Institutions & Trust

Operations

As of September 30, 2013, HDFC Bank had 3,251 branches and 11,177 ATMs in 2,022 cities across India, with all branches linked in real-time online. Bahrain and Hong Kong are the Bank's overseas branches.

HDFC Bank has two subsidiaries:

HDB Financial Services Limited (hereinafter referred to as 'HDBFS'): HDBFS is a retail asset financing company. It is a non-bank finance company that does not accept deposits (NBFC). Apart from lending to individuals, the company also makes loans to micro, small & medium-sized businesses. It also operates call centers for the collection of HDFC Bank's retail loan products. HDFC Bank owns 97.4% of FIDBFS. During FY 2012-13, HDBFS had a turnover of INR 9.6 billion and a profit after tax of INR 1 billion. It has 6,404 employees as of 31 March 2013.

HDFC Securities Limited (HSL): FISL is engaged in stock broking. As of March 31, 2013, HDBFS has 194 branches across 150 cities. HDFC Bank has a 62.1% shareholding in FISL. During FY 2012-13, HSL has a turnover of INR 2.3 billion and a profit after tax of INR 668

million. During the year, the company received the “Best e-Brokerage Award-2021” in the Outlook Money Awards in the runner-up category.

2. ICICI Bank

ICICI Bank was established by the Industrial Credit and Investment Corporation of India (ICICI) a financial institution, as a wholly owned subsidiary in 1994. The parent company was formed in 1955 as a joint-venture of the world bank, India’s public-sector banks, and public-sector insurance companies to provide financing to the Indian Industry. The Bank was initially known as the Industrial Credit and Investment Corporation of India Bank before it changed its name to the abbreviated ICICI Bank. The parent company was later merged with the bank.

ICICI Bank launched Internet banking operations in 1998. Through a public offering of shares in India in 1998, followed by an equity offering in the form of American Depositary Receipts on the NYSE in 2000, ICICI’s shareholding in ICICI Bank was reduced to 46 percent. In 2001, ICICI Bank acquired the Bank of Madura Limited in an all-Stock transaction and sold additional stakes to institutional investors in 2001-02.

In the 1990s, ICICI transformed its business from a development financial institution offering only project finance to a diversified financial services group, offering a wide variety of products and services, both directly and through many subsidiaries and affiliates like ICICI Bank. ICICI became the first Indian company and the first non-Japan Asian bank or financial institution to be listed on the NYSE in 1999.

ICICI Bank became the first Indian bank to list on the New York Stock Exchange in 2000, with a demand book 13 times the offer size for its five million American depository shares issue.

ICICI Bank is a renowned private sector bank in India that provides a wide range of financial products and services to its customers. The bank has an extensive network of branches and ATMs across India and several other countries, including the United States, the United Kingdom, Canada, Singapore, and Hong Kong (ICICI Bank, n.d.). The bank has also been recognized for its excellent performance and customer service, winning numerous awards, including being named "Best Retail Bank in India" by The Asian Banker in 2020 (Banker, 2020)

Services offered by ICICI Bank:

ICICI Bank is a leading private sector bank in India that offers a broad range of financial products and services to cater to the needs of its customers. These services include personal banking, corporate banking, investment banking, wealth management, NRI services, and digital banking.

In terms of personal banking, ICICI Bank provides savings accounts, current accounts, fixed deposits, credit cards, debit cards, personal loans, home loans, car loans, and various types of insurance products.

For corporate banking, the bank offers cash management, trade finance, treasury services, corporate finance, and forex services to meet the financial requirements of businesses.

ICICI Bank has a strong presence in the investment banking space, offering services such as mergers and acquisitions, equity and debt capital markets, and project financing. The bank also provides customized investment solutions, portfolio management services, and other advisory services to cater to the financial planning needs of high-net-worth individuals.

Additionally, ICICI Bank offers various services to Non-Resident Indians (NRIs) such as NRI savings accounts, NRI fixed deposits, NRI loans, and various types of remittance services. The bank provides a range of digital banking services including mobile banking, internet banking, phone banking, and SMS banking to provide customers with convenient and easy access to their accounts.

Overall, ICICI Bank offers a comprehensive suite of financial services to cater to the diverse needs of its customers.

3. YES Bank

Yes Bank is a prominent Indian private sector bank that operates on a nationwide scale. It was founded in 2004 by Rana Kapoor and Ashok Kapoor. The bank is headquartered in Mumbai, Maharashtra. Yes Bank offers a wide range of financial products and services, including retail banking, corporate banking, and wealth management. It caters to both individual customers and businesses, providing services such as savings accounts, loans, credit cards, insurance, and investment solutions.

Yes Bank initially experienced rapid growth and emerged as one of the fastest-growing banks in India. However, it faced significant challenges in recent years due to issues related to asset quality

and governance, leading to regulatory interventions by the Reserve Bank of India (RBI) in 2020. The RBI implemented a reconstruction plan to stabilize and restructure the bank's operations.

Through the reconstruction plan, YES Bank received financial support from a consortium of banks and financial institutions, including State Bank of India and Life Insurance Corporation of India. This injection of capital helped revive the bank's operations and restore confidence among its customers and stakeholders.

YES Bank has since been working towards strengthening its financial position, enhancing corporate governance practices, and regaining the trust of its customers. The bank continues to focus on providing innovative banking solutions and expanding its customer base. The Bank's registered office is located at YES Bank Tower, Nehru Centre, 9th Floor, Discovery of India, Dr. A.B. Road, Worli, Mumbai, Maharashtra, India. The chairman of the board of directors is Mr. Sunil Mehta and Managing director & CEO is Mr. Prashant Kumar. YES Bank offers a range of products and services including credit cards, consumer banking, corporate banking, finance and insurance, mortgage loans, private banking, wealth management, and investment banking. The number of employees at YES Bank in 2021 was reported to be approximately 23,800.

4. Axis Bank

Axis Bank is one of the prominent private-sector banks in India. It offers a broad range of financial services to customers, including large and mid-corporate banking, SME banking, agriculture banking, and retail banking. As of December 31, 2021, the bank operates through a network of 4,415 branches and extension counters, and 17,460 ATMs across India. The bank also has a global presence in countries such as Singapore, Hong Kong, Shanghai, Colombo, Dubai, DIFC - Dubai, and Abu Dhabi, with a total of 9 international offices.

Axis Bank was established in 1993 and started its operations in 1994. The bank was jointly promoted by several entities, including the Specified Undertaking of Unit Trust of India (SUUTI), Life Insurance Corporation of India (LIC), General Insurance Corporation of India (GIC), National Insurance Company Ltd., The New India Assurance Company Ltd., The Oriental Insurance Company Ltd., and United India Insurance Company Ltd. With a balance sheet size of Rs. 10,72,687 crores as of March 31, 2021, Axis Bank is one of the largest banks in India. The bank has maintained steady growth and stable asset quality with a 5-year CAGR (2016-21) of 16% in

Total Assets, 14% in Total Deposits, 16% in Total Advances, and 21% in Net Profit. (Axis Bank, Annual report, 2020-21)

As of 2021, Axis Bank operates a vast network of over 4,800 branches and more than 13,000 ATMs throughout India. The bank has established a strong presence in major cities, towns, as well as rural and semi-urban areas, which enables it to serve a diverse range of customers. Additionally, Axis Bank offers various digital banking services such as Internet banking, mobile banking, and phone banking that provide customers with convenient and flexible options to manage their finances. These services have become increasingly popular among customers in recent years.

Axis Bank offers various benefits to its customers as a financial institution. Firstly, it provides a wide range of financial products and services, including loans, credit cards, insurance, investment products, savings, and current accounts, to cater to different financial needs and goals. Additionally, Axis Bank has a significant presence in India with a strong network of branches and ATMs, making it easy for customers to access their accounts and conduct transactions. The bank also offers digital banking services, such as Internet banking, mobile banking, and phone banking, which provide customers with more flexibility in managing their finances. Moreover, the bank is known for its high-quality customer service provided by knowledgeable and helpful staff at its branches and call centers. Lastly, Axis Bank has a strong financial performance, with a consistently strong balance sheet and profits. Overall, these benefits make Axis Bank a reliable and convenient choice for customers. (Axis Bank, 2021)

Overall, Axis Bank is a top-tier private sector bank in India with a wide range of financial products and services that cater to the needs of its customers. Its strong network of branches, extensive ATM coverage, and digital banking services make it a popular choice among customers.

1.1.7 Employee Engagement in Banking Sector

Employees who are engaged express themselves in terms of emotional, physical, and cognitive aspects, which leads to the success of the organization ((Kahn, 1990) (May, 2004)

Engaged employees drive success in the financial industry because they enhance profitably and are more productive (Gruman & Saks, 2011) (Markos & Sridevi, 2010)

Organizations can achieve excellent individual performance, especially in the banking Industry, if employees are engaged in their work. Employees who are engaged are defined as highly productive

and reliable. Employee engagement is critical for banks to achieve sustainability in a competitive environment. Employees that interact with customers regularly should be highly engaged to provide the finest service possible (Gruman & Saks, 2011)

The Banking Sector was chosen for the study because of the great dynamism and huge challenges that it has witnessed in recent years. This is mainly due to the changing and growing needs of customers, as well as immense competition in the banking sector.

Banking is an important sector and acts as a backbone of economic progress. The banks render vital services to the masses belonging to the various sectors of the economy like agriculture and industry whether small-scale or large-scale. The banking system is one of the few institutions that impinge on the economy and affect its performance for better or worse. They act as a development agency and are the source of hope and aspiration for the masses.

Nowadays banks are in a competitive situation, employee engagement is very crucial for longer sustainability. This study arises from the need to manage the human resources of the bank more effectively. Having an engaged workforce with it is important because it helps banks to reap the benefits of sustainability, productivity, and increased efficacy.

To maintain these challenges, it is essential to have committed employees. The engaged employees will remain with the banks, promote their services, and contribute to business success. They will be motivated to perform better. Since there is a significant link between employee engagement and profitability, they will help their organizations to overcome both short- and long-term challenges. They will form an emotional connection with their respective banks, which in turn will impact their attitude toward customers and improve customer satisfaction and service levels. By increasing passion, commitment, and alignment with the organization's strategies and objectives, they will enable their organizations to reach new heights of excellence. Engaged employees will demonstrate greater trust in their organization and promote a sense of loyalty in a competitive environment. There will be a positive high-energy working environment in banks through engaged employees which will drive business growth and provide them with a competitive advantage.

Immense pressure on the banking sector has affected the work-life balance of each bank employee. This compulsion, which is a result of loss of finance in the bank, affected the training and

development practices given to the bankers, the rewards and recognition given by the bank, and indeed the total support given by the bank to its staff members.

In this scenario, a study about employee engagement levels in banks is veritably important. It is also important to estimate the present engagement strategies adopted by the banks to come forward with revised engagement strategies.

There is a paradigm shift in human resource and management practices from job satisfaction, job selection, selection, and recruitment process. To employee engagement and employee involvement. Employee engagement is relatively new. The traditional concept of employee retention has made a shift to employee engagement. The purpose of human resource practices is now focusing on employee engagement and involvement through job satisfaction and organizational commitment toward retaining employees. Therefore, employee engagement is about building a great relationship with the workforce.

1.2 OVERVIEW OF IT-ITES INDUSTRY

Information and Communication Technology (ICT) plays a crucial role in driving societal changes. As technology becomes more sophisticated and affordable, the range of services provided to society also expands, impacting lifestyle, business, education, politics, and social values. The emergence of the Indian IT industry in the 1970s was followed by significant growth during the economic reforms of the 1990s. This was aided by favorable socio-political and business conditions, lower telecommunication costs, world-class logistics, and high-quality, yet affordable labor. Today, India is recognized as a prime source of world-class IT manpower, with many multinational companies having their research centers or software development in the country.

The IT industry in India is predominantly export-oriented, with Indian companies executing projects outsourced by Western clients. The industry has played a significant role in transforming India from a rural and agriculture-based economy to a knowledge-based one. It has gained a brand identity as a knowledge industry, primarily due to its IT services and IT-supported business process outsourcing. Despite occasional challenges, the Indian IT industry continues to be a major contributor to the country's economic growth (Upadhya & Vasavi, 2006)

1.2.1 World Scenario of IT-ITES Industry

The IT-ITES industry is a major contributor to the global economy, with a projected market size of USD 5.2 trillion by 2023, growing at a CAGR of 6.4% from 2018 to 2023.

The industry has witnessed significant growth in emerging economies like India, China, and the Philippines, which are becoming popular outsourcing destinations due to their large pool of skilled workers and cost-effectiveness. The services offered by the industry include application development and maintenance, system integration, infrastructure management, consulting, and BPO services. Emerging trends such as cloud computing, big data analytics, and artificial intelligence (AI) are transforming the industry. The COVID-19 pandemic has accelerated digital transformation, leading to an increased demand for remote work, e-commerce, and telehealth services, creating new opportunities for the industry. However, the industry faces challenges such as cybersecurity threats, skills shortages, and increasing regulations (Market Research Future, 2021)

1.2.2 Indian Scenario of IT-ITES Industry

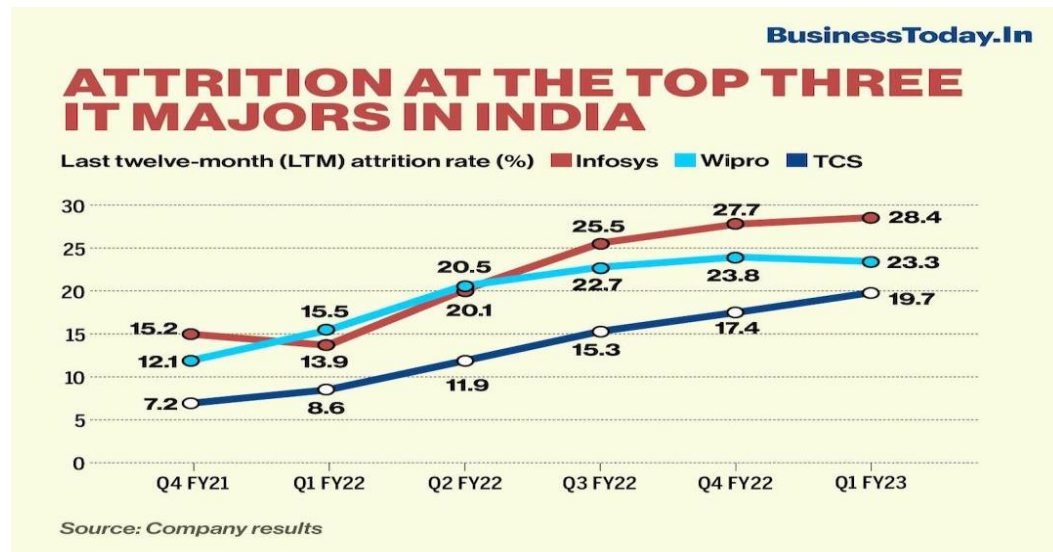
India is recognized as the largest source of IT services worldwide, accounting for about two-thirds of the market, with a worth of US \$ 124-130 billion. India is widely recognized for its strength in the knowledge industry and is a major driving force behind the global popularity of IT. The country's economy heavily relies on this sector, which plays a significant role in both the GDP and the general well-being of the nation. It is expected that the IT sector's contribution to India's GDP will increase to 10% by 2025 up from 8% in 2020.

According to (NASSCOM, 2022), the Indian IT sector sales increased by 15.5% YOY to reach US\$227 billion, with approximately 4.45 lakh workers being added to the sector. This sector has evolved significantly since the 1980s thanks to the government's introduction of new initiatives and relaxed regulations. Today, the IT industry offers high-end services to organizations worldwide, including cloud computing, digital payment infrastructure, cybersecurity, IT strategy, and consultancy.

The IT-ITES industry is a significant contributor to the global economy, providing numerous opportunities for businesses to improve their operations and productivity through the integration of technology. The industry encompasses various services, including software development, hardware and software maintenance, network design, and database demonstration. The IT-ITES industry is known for its innovation and flexibility, which enables businesses to adapt to changing market conditions and customer needs. With the rapid growth of the internet and increasing demand for digital services, the IT-ITES industry is expected to continue to play a crucial role in the global economy. However, India's intellectual capital is also gaining recognition, with several global IT firms establishing their innovation centers in India.

Indian IT companies TCS, Infosys, and Wipro have experienced high attrition rates leading to record-high net hirings of over 50,000 in the first quarter of the financial year 2022-23. The attrition rates at Infosys, Wipro, and Tech Mahindra were reported to be 28.4%, 23.3%, and 22%, respectively. The high attrition rates are attributed to rapid expansion in the industry, causing cost overloads and margin pressures. Rajesh Gopinathan, TCS CEO, expects the attrition rate to start flattening in the coming quarters. The CEO of Tech Mahindra, CP Gurnani, attributed the high

attrition rates to the rapid expansions in the industry, stating that the shock stage is now coming down (Business Today, 2022)



Source: (Business Today, 2022)

Figure 1.2: Attrition Rate of IT in India

The IT-ITES industry is a crucial part of the Indian economy. This industry encompasses various sectors, including IT services, Business Process Outsourcing (BPO), Knowledge Process Outsourcing (KPO), and Legal Process Outsourcing (LPO). The Indian IT industry started in 1967 with the partnership between Tata Group and Burroughs in the SEEPZ special export zone in Mumbai, and since then, it has experienced tremendous growth. Within two decades, the industry's contribution to the country's GDP increased from 4% in 1988 to 25% in 2012. Cities like Bangalore, Hyderabad, Chennai, Mumbai, Delhi, and Kolkata are the primary contributors to the industry, accounting for about 90% of the sector's exports. Bangalore is known as the Silicon Valley of India, being the foremost exporter of IT services. Popular Indian IT companies like HCL, TCS, Wipro, and Infosys provide services in various fields such as operations, remote maintenance, accounting, public call centers, medical transcription, and insurance claims among others.

Organizations have come to understand that in today's constantly changing business scenario, the most valuable resource that desires to be leveraged is human resources. This means not just attracting the retaining them but keeping them encouraged and dedicated to achieving the

organization's goal. Employee engagement is a business buzzword that has conducted research and steam since the new economy service industries like IT (Information Technology) have taken off, the origins of engagement are as old as mankind itself, we will try to decode and define employee engagement as used and carried out by organization today via searching at the very origins of engagement practices. With its quick expansion and cutting-edge competitors, the information technology industry is transforming the structure of Indian business quality. IT services, BPM, hardware and software products, and engineering services are the four key segments of the Indian IT and ITeS Industry. The Indian IT industry is a critical aspect of the country's economic transition and has helped it reclaim a key role in the global economy. Several major IT corporations have established innovation centers in India, recognizing the quantity of cost-effective eminent talents and market opportunities, gaining the country recognition in terms of intellectual property as well. The industry's growth has an impact on the Indian education sector also & it has created enormous demand for courses like engineering, Computer science, etc. External challenges include talent shortages, cultural influences on performance, disengaged employees, and rising employee insecurity leading to trade unions, all of which threaten the Indian IT industry's internal stability. Employee engagement is growing rapidly as a concept and practice because companies are focusing more on building their internal environment by implementing effective engagement strategies regularly to retain a highly motivated workforce.

1.2.3 Contribution of India's IT Industry to GDP

IT industry plays a crucial role in enhancing productivity and facilitating business processes for organizations in today's competitive world. It has not only contributed to the economic growth of India but also made the government more accessible and efficient. With the help of IT, access to government services and information has become more affordable and easier. The sector has also made the management and delivery of various government services, such as healthcare, education, consumer rights, and services more transparent and efficient. IT industry is an essential contributor to the Indian economy, and it has the potential to generate millions of job opportunities. According to a report by market research future, the Indian IT and business services market is expected to reach US \$19.93 billion by 2025. Furthermore, the sector has attracted significant foreign investment, with cumulative foreign direct investment (FDI) inflows of US\$ 74.12 billion between

April 2000 and June 2021 in the computer software and hardware sector alone. The DPIIT's data rank the sector second in FDI inflows (Department for Promotion of Industry and internal trade, 2021) (FDI equity inflows (in million US\$) in India by sectors, 2021)

Growth of the IT Industry

The exponential growth of IT companies in India over the past two decades has been instrumental in changing how the world views India (NASSCOM, IT-BPM sector in India: Strategic review 2021, 2021). Liberalization policies, including the reduction of trade barriers and elimination of import duties on technology products by the Indian government, have facilitated the evolution of the IT industry in the country (KPMG, 2021). During the COVID-19 pandemic, the IT industry has played a critical role in enabling businesses and activities to move online, providing unrelenting support (EY, 2020)

Impact of the IT Industry on India's Growth:

India's economy is one of the fastest growing in the world, and the IT industry has been a key factor in its growth. After the liberalization policies of the 1990s, the Indian IT industry began to boom, and it has since become a significant contributor to the country's GDP. The impact of the IT industry on India's growth, including its contribution to employment, GDP, export earnings, technology development, and infrastructural development.

1. **Employment Generation:** IT industry in India in India has generated numerous employment opportunities, both directly and indirectly. According to the National Association of Software and Services Companies (NASSCOM, 2021), the IT industry employs over 4.36 million people in India, with an expected increase to 7.5 million by 2022. The industry has provided job opportunities for individuals with varying levels of education and skills.
2. **Contribution to GDP:** IT industry has played a significant role in India's economic growth, contributing to 8% of India's GDP, according to the (Ministry of Electronics and Information Technology, 2021). It is projected that the IT industry's contribution to GDP will increase to 10% by 2025.
3. **Export Earning:** IT industry has also played a crucial role in India's foreign exchange earnings. The Reserve Bank of India states that the IT industry contributes to 45% of India's total service exports. In 2020, India's software exports amounted to \$147 billion.

4. **Technology Development:** The IT industry has helped in the development of technology in India. India has become an innovation hub for IT, with many companies establishing research and development centers in the country. This has led to the creation of modern technologies that have contributed to the industry's growth.
5. **Infrastructural Development:** The growth of the IT industry has also led to infrastructural development in India. Numerous IT parks and Special Economic Zones (SEZs) have been established, leading to the development of better infrastructure. This has benefited not only the IT industry but also other sectors dependent on it.

1.2.4 Gujarat Scenario of IT-ITES Industry:

Gujarat has recognized the growing trend of the IT-ITES sector and has started to establish itself in this field. Cities like Ahmedabad, Gandhinagar, Vadodara, and Surat have emerged as IT destinations in the state. The IT-ITES industry in Gujarat currently stands with a market value of 1000 crore and is expected to reach 1500 crore with the presence of approximately 400 BPOs and KPOs. Currently, there are 1000 active companies in Gujarat with 127 new companies being registered. The state has planned 14 special economic zones specifically for IT-ITES development (The Economic Times, 2015)

The Gujarat IT-ITES industry has shown significant growth, with exports worth USD 400 million and over 1500 registered companies in 2015-16, (Department of Science and Technology). To promote the industry, the state is providing state-of-the-art infrastructure facilities at Garima Park Gandhinagar, GNFC Info Tower, Astron IT Tech Park in Ahmedabad, and L&T Technology Park in Vadodara. In addition, the Ahmedabad- Gandhinagar stretch is being developed as a Knowledge Corridor, and several centers of excellence are investing in the region. The government is also revisiting the IT policy (2014-19) to make it more attractive and entrepreneur-friendly (GESIA, 2018).

Gujarat, an industrial state in India, has implemented several steps of Ease of Doing Business (EoDB) programs and cutting-edge infrastructural facilities, resulting in recognition on a national and international level for providing a favorable business environment. To promote hiring local talent for IT- ITES, the government introduced a new policy offering special incentives (Business Standard, 2022). The IT/ ITES policy 2022-27 provides capital and operational support to IT firms

making investments in Gujarat and promises to generate one lakh direct employment. (The Economic Time, 2022)The strategy is expected to lead to an eight-fold increase in IT exports from Rs.3101 crore to Rs. 25000 crores. The government has planned to offer 15% OPEX support and 25% CAPEX assistance up to a total of Rs.50 crore for capital projects under Rs.250 crore over the five-year policy period. The policy also offers compensation for hiring and retaining local employees and reimbursement on the employer's statutory contributions under the Employee's provident fund. The government is also funding IT office space development in an IT city or township with CAPEX support worth Rs. 1000 crore.

1.2.5 Challenges Faced by IT &ITeS sector.

The IT-ITES sector faces various challenges that affect its operations and profitability. Some of the major challenges faced by his sector are discussed below:

1. **Rapid technological changes:** one of the major challenges faced by IT-ITeS companies is the constant evolution of technology. The sector is characterized by fast-paced technological changes, which makes it challenging for companies to keep up and remain competitive. Organizations that fail to adapt to modern technologies risk becoming obsolete in the marketplaces. Therefore, IT-ITeS companies must invest in research and development to keep up with the latest technological trends and stay ahead of the competition.
2. **Talent acquisition and retention:** IT-ITeS companies require skilled professionals, and there is a constant need to attract and retain talent. This has become a bigger challenge with the emergence of modern technologies like AI and blockchain, which require specialized skills.
3. **Cybersecurity:** IT-ITeS companies are vulnerable to cyber-attacks which can lead to data breaches and loss of sensitive information. Ensuring cybersecurity is a critical challenge for the sector.
4. **Automation:** automation is a double-edged sword for IT-ITeS companies. On one hand, it offers opportunities for efficiency and cost savings. On the other hand, it can also result in job losses and skill gaps.
5. **Changing regulatory environment:** IT-ITeS companies are subject to changing regulations and policies, which can impact business operations and require companies to adapt quickly.

Companies need to stay informed about the latest regulatory changes and ensure compliance with all relevant regulations.

6. Increasing competition: IT-ITeS companies are becoming more competitive, with inexperienced players entering the market and existing players expanding their offerings. This makes it difficult for companies to maintain their market position. Organizations need to continuously innovate and offer unique services to stay ahead of the competition.
7. Infrastructure: the IT-ITeS sector requires reliable and robust infrastructure, including high speed, internet connectivity, power back-up, and secure data centres. In many countries, the infrastructure is still inadequate, which can affect the sector's operations.

1.2.6 Recent Trends of the IT-ITeS Sector in India:

The IT-ITeS sector in India has undergone significant changes in recent years, with several emerging trends. One trend is the emphasis on digital transformation, with companies investing in cutting-edge technologies like Artificial Intelligence, Machine Learning, and Blockchain to enhance their service offerings and increase efficiency. Another trend is the increased focus on cybersecurity, with companies prioritizing measures to protect sensitive data from cyber threats.

The COVID-19 pandemic has accelerated the trend of remote work in the IT-ITeS sector. Companies are leveraging digital technologies to enable their employees to work remotely and maintain productivity. The sector has also seen a rise in the number of startups leveraging technology to disrupt traditional business models and offer innovative solutions.

Automation is becoming more prevalent in the IT-ITeS sector, with companies using Robotic Process Automation (RPA) and other automation technologies to streamline their operations and reduce costs. Data analytics is another trend in the sector, with companies leveraging data to gain insights into customer behavior and market trends.

To meet the growing demand for talent in emerging technologies, the IT-ITeS sector in India is investing heavily in skill development initiatives. The sector is also focusing on sustainability, with companies adopting environmentally friendly practices to reduce their carbon footprint.

Finally, the increasing adoption of social media and mobile technologies is changing the way companies in the IT-ITeS sector engage with customers. Companies are leveraging social media platforms and mobile apps to offer personalized experiences and reach a wider audience.

Overall, the IT-ITeS sector in India is witnessing several significant trends that are shaping the industry's future. Companies that can adapt to these trends and leverage technology to their advantage will be well-positioned to succeed in the years ahead.

1.2.7 Employee Engagement Activities in the IT-ITeS Sector

Employee engagement activities are crucial in the IT-ITeS sector to promote a positive and productive work environment. Engaged employees tend to be more motivated, committed, and satisfied with their jobs, resulting in better performance, and reduced turnover rates.

1. Training and Development Programs:

One effective approach is to offer training and development programs to employees. These programs provide opportunities for employees to acquire new skills and advance their careers, fostering a sense of growth and development. A study (Islam, 2020) found that training and development programs were positively associated with employee engagement in the IT-ITeS sector in Bangladesh.

2. Employee Recognition Programs:

Implementing employee recognition programs is a great way to show appreciation for employees and recognize their valuable contributions. This can be done through various means, such as awards, certificates, or even a heartfelt thank-you note. Research conducted by (Khan, 2020) revealed that employee recognition had a positive correlation with employee engagement in the IT&ITeS sector in Pakistan.

3. Employee Wellness Program

Promoting employee wellness through programs like yoga classes, meditation sessions, or healthy eating initiatives can have a significant impact on employees' physical and mental health, ultimately leading to increased engagement. A study conducted (Mazumder, 2019) found that

employee wellness programs had a positive correlation with employee engagement in the IT&ITeS sector in India.

4. Team Building Activities:

Organizing team-building activities, such as group outings, team-building exercises, or casual team lunches, can help employees develop stronger relationships and foster a sense of unity. This, in turn, can lead to improved collaboration and communication, resulting in better team performance. Research conducted by (Arora, 2019) showed that team-building activities had a positive correlation with employee engagement in the IT -ITeS sector in India.

CHAPTER: 2
INTRODUCTION TO
TOPIC

2.1 EMPLOYEE ENGAGEMENT

The chapter “Employee Engagement and Employee Retention “has two folds. One is beginning with the introduction of employee engagement and employee retention. And another part contains the significance of employee engagement in the retention of talented employees in an organization with consideration of gender differences. The chapter deals with the ideology of employee engagement and the nature and importance of employee engagement. The chapter presents theories and models of employee engagement through its drivers of employee engagement.

2.1.1 Concept of Employee Engagement

The word “engagement” typically refers to involvement, commitment, passion, focus, and dedication. This topic is specifically centered around work engagement, which pertains to an employee’s relationship with their job. Although the terms “employee engagement” and “work engagement are often used interchangeably. Work engagement specifically focuses on the relationship between an employee and their work, whereas employee engagement can also include their relationship with the organization. According to Merriam- Webster, engagement can be defined as emotional involvement or commitment and being in gear.

The term ‘engagement’ was coined first by William Kahn, Professor of Organizational Behaviors at Boston University, back in 1990, it’s steadily moved up the business agenda. The first scholarly article on engagements at work was published by William Kahn in the early 1990s in the Academy of Management Journal. Before this, employee engagement was not widely discussed or studied in the literature, but after Kahn’s work, it gained increased attention and became a subject of interest in management practice. Employee engagement as a concept has been around since 1990, but before that, HR's focus was on employee satisfaction and commitment. The shift towards engagement was driven by increased global competition and changes in the economy.

The term has now become widespread in the workplace. (Kahn, 1990) identified three psychological conditions that contribute to employee engagement: meaningfulness, safety, and availability. Meaningfulness refers to the degree to which employees feel that their work is important and has a purpose, safety refers to the sense of security employees have in their work environment and with their colleagues, and availability refers to the degree to which employees feel that they have the resources and support they need to perform their jobs effectively. Despite

ongoing discussions over the value of focusing on employee engagement, recent research from the CIPD has found that the field of employee engagement, well as its practice has made a positive contribution to progressive people management. (Gifford & Young, 2021)

(Robinson, Perryman, & Hayday, 2004) argue that employee engagement is a widely used term, but most of the existing literature on the subject can be found in publications aimed at practitioners and is primarily based on practical knowledge rather than theoretical and empirical research. Despite its popularity, there has been a surprising lack of academic research on this topic. Therefore, it is suggested that employee engagement is not a novel concept but rather a trend that could be viewed as “old wine in a new bottle,” as described by (Saks, 2006)

(Peakon, 2020) research suggested that worldwide employee engagement levels increased by 2% in the early days of the Covid-19 Pandemic, however (Gallup, U.S. Employee Engagement Rises Following Wild 2020, 2021) data indicated a 2% decrease from 2019 to 2020. Covid-19 enforced a drastic change in the way we operate, which has been felt all around the world. The chance to refocus our people strategies, as well as update outdated leadership styles and methods of working, was one of the unexpected major benefits of the Covid-19 crisis. Covid-19 demanded new methods and practices. In this new environment, businesses must become comfortable working remotely and in a more flexible and agile manner. We have also witnessed a rise in the use of technology to connect employees and enhance working proactive methods. On the face, the Covid-19 pandemic looked to have facilitated these changes in our work, they were already happening, and the pandemic simply served to accelerate them.

According to a report from (McKinsey & Company, 2020) the way the organization is responding is having a tangible impact on employees. And a recent report from Microsoft indicated that the pandemic has increased the focus on employee engagement.

Employee engagement is an asset in a company’s connection with its employees. An ‘engaged employee ‘is committed to and enthusiastic about their work and thus takes proactive steps to improve the organization’s reputation and interests soon.

The study addresses further research to empirically examine the drivers of employee engagement in the banking sector and IT-ITeS sector. The researcher believes that the results of the study are likely to help to improve the professional standards related to employee engagement in the Indian

banking sector and IT-ITES sector. Some of the definitions given by various authors to understand employee engagement in a better context are mentioned below:

Table:1.1 Definitions of Employee Engagement

Authors	Definitions
(Kahn, 1990)	Employee engagement is defined as “harnessing of organization members’ selves to their work roles, people employ and express themselves cognitively, emotionally and physically during the role performance”
(Maslach & Schaufeli, 2001)	A persistent, positive affective-motivational state of fulfillment
(Schaufeli et al., 2002)	As a positive, fulfilling, work-related state of mind that is characterized by Vigor, dedication, and absorption
(Baumruk, 2004) (Rich, 2006)	Employee engagement is commonly characterized as an emotional and intellectual connection to the company.
(Robinson, 2006)	Engagement is ‘one step up from commitment’ hence, it has the appearance of being yet another trend, or what some might call ‘old wine in a new bottle
(Saks, 2006)	Employee engagement is the level to which an individual is observant and absorbed in the performance of their roles. Employees have positive feelings towards their jobs, and they also feel motivated in their job.
(Bakker & Demerouti, 2008)	Engaged employees have a sense of energy and effective connection with their work activities, and they see themselves as able to deal well with the demands of their jobs.
(Shimazu & Schaufeli, 2009)	A unique concept that is best predicted by job resources and personal resources and is predictive of psychological/ physical health, proactive organizational behaviors, and Job performance.

2.1.2 The Origins and Growth of Interest in Employee Engagement

It is generally acknowledged that (Kahn, 1990) presented the first academic paper about employee engagement. It outlined what Kahn defined as a behavioral perspective based on three components of physical, emotional, and cognitive engagement as a new approach to employee motivation. It did not initially attract a great deal of attention. From a different perspective, some experts on workplace stress and in particular burnout began to consider the opposite end of the continuum. Which they described as employee engagement (Maslach & Schaufeli, 2001). They viewed this as an attitudinal state comprising three sub-dimensions of vigor, dedication, and absorption. The

concept was further developed and importantly a measure of attitudinal engagement was designed and validated by a team at Utrecht University (Schaufeli, 2002). The Utrecht Work Engagement Scale (UWES) measure has been extensively used in many countries as the concept of employee engagement aided by the presence of this measure, has attracted increasing academic attention.

Consultants began to market the concept of employee engagement, along with their engagement measures, while academic interest in the subject increased. This activity was led by the Gallup organization. Their engagement survey, the Gallup Q12 (Harter, 2002) was statistically rather than conceptually derived leading to a problem in defining this version of organizational engagement. However, by providing evidence to show an association between a higher score on this measure and indicators of higher organizational performance, it had an immediate attraction for organizations. Several other consultancies that relied on standard survey instruments quickly developed and promoted their engagement measures.

The rapid rise in interest in engagement in academic and organizational circles raised the question of why it has gained prominence. (Schaufeli & Truss et al, 2014) uses two influences to explain the popularity of work engagement. The first is the individualization of work, which reflects a decline in collective activity. The second is the growing interest in positive psychology among psychologists in general. Including work and organizational psychologists as well as wider Western society.

The analysis of the reasons for employees' interest in engagement clearly shows an important distinction, previously highlighted by (Saks, 2006) and others, between the focus on work engagement and organizational engagement. The main outcome of work engagement is a concern for employee well-being. The main outcome of organizational engagement is a concern for organizational performance. It is a psychological theory that operates at the individual level of analysis and reflects what (Schaufeli & Truss et al, 2014) refers to as society's individualizing tendency. Work engagement, on the other hand, is primarily concerned with improving organizational performance.

2.1.3 Factors Influencing Employee Engagement

Research on the factors that predict employee engagement is scarce. However, some potential factors can be inferred from the models proposed by (Maslach & Schaufeli, 2001) and (Saks,

2006). Yet, the extent of the impact of this factor on employee engagement is not well-established. Therefore, the authors of this study conducted a review of the limited available literature on employee engagement to select the variables to investigate.

Research studies have listed many factors that influence employees' engagement with their organization. Some of them are as follows: -

1. Rewards and Recognition

Reward and Recognition are important factors that drive employee engagement in an organization. Employee engagement has been defined as the degree to which employees are committed to their work, motivated to do their best and have a sense of ownership in the job (Bakker & Schaufeli, 2008). Rewards and recognition play a vital role in fostering employee engagement as they provide employees with a sense of accomplishment and appreciation, which, in turn, enhances their motivation, commitment, and job satisfaction.

Rewards and recognition have been identified as key drivers of employee engagement (Macey & Schneider, 2008). According to the expectancy theory, rewards motivate employees when they believe that their effort will lead to high performance, and high performance will lead to rewards (Vroom, 1964). Rewards can be intrinsic, such as job satisfaction and a sense of accomplishment, or extrinsic such as monetary bonuses, promotions, and awards (Deci & Ryan, 1985)

Empirical studies have shown that extrinsic rewards, such as bonuses and promotions, have a positive impact on employee engagement (Gerhart & Fang, 2014) (Kompaso & Sridevi, 2010). Intrinsic rewards, such as recognition and feedback, have also been found to be effective in enhancing employee engagement (Cameron & Quinn, 2011) (Deci & Ryan, 1985). Job resources, such as social support, feedback, and recognition, are positively related to employee engagement (Saks, 2006)

(Showkat, 2020) conducted a study to find out the impact of rewards and recognition, perceived organizational support, and work culture on employee engagement in IT Indian Industry. The researcher has collected 300 respondents working in the IT sector in Bangalore. They tested the hypothesis with the help of Structural equation modeling. The results found a positive relationship between R&R, WC, POS, and employee engagement.

2. Organization Justice

Organizational justice has been identified as a crucial factor in employee engagement. When employees perceive that their organization is fair, they are more likely to be engaged and committed to their work. Organizational Justice refers to how an organization treats its employees in a fair and ethical manner. Organizational justice is defined by the Oxford Dictionary as “the attribute of being just or fair, fairness.” In general, justice refers to righteous behavior. However, it is the process that is ethical, it entails being fair as viewed by the employees.

Generally, each organization sets their own rules and regulations, and they implement those rules and regulations on their employees. Various social and psychological studies have emphasized the need to treat others fairly.

Organizational justice is defined as an action, event or decision that is viewed as fair or unjust based on an individual’s attitude towards the choice and his associated value system.

The various types of organizational justice are:

- Distributive Justice: Fairness of outcome distribution
- Procedural Justice: Fairness of Decision- making Processes.

Literature suggests that there are two distinct kinds of justice: distributive and procedural. The classification is not comprehensive, but nevertheless, it can assist in understanding the characteristics which include behavior and attitude connected to the perception of justice. Furthermore, by categorizing justice, some foundations exist for this study’s hypotheses to be developed.

The Job demands-resources model (JD-R model) is one of the primary theories that explain the link between organizational justice and employee engagement. The JD-R model suggests that job resources such as autonomy, support, and feedback can lead to positive outcomes, including engagement and job satisfaction (Bakker & Demerouti, 2007). Organizational justice has been recognized as a job resource that can foster engagement by creating a positive work environment where employees feel valued and respected (Bolton & Roy, 2015)

Distributive justice refers to the fairness of outcomes such as pay and promotions, while procedural justice pertains to the fairness of the procedures used to make decisions (Saks, 2006), Interactional justice refers to the fairness of interpersonal treatment such as respect and dignity (Bolton & Roy,

2015). Research shows that all three types of justice are positively associated with employee engagement (Bolton & Roy, 2015) (Saks, 2006)

For more than 30 years, experts have been interested in researching Organizational justice (Ambrose, 2002). Organizational justice is classified into two types: distributive justice and procedural justice. Distributive justice is concerned with the outcomes (what the judgements are) or the content of fairness, whereas procedural justice is concerned with the means by which those outcomes are reached (how decisions are made) or the process of fairness. It has been suggested that distributive justice predicts result satisfaction (i.e., pay satisfaction), whereas procedural justice impacts the organizations and its authority's judgement (i.e., trust in supervision and Organizational commitment) (Cropanzano, 1991)

Several studies have also investigated the role of organizational justice in mediating the relationship between other variables and employee engagement. (Kurtessis, et al., 2017) found that job satisfaction was positively related to employee engagement, and that this relationship was partially mediated by perceptions of distributive and procedural justice. (González-Romá, Schaufeli, Bakker, & Lloret, 2009). The study found that the relationship is mediated by perceptions of distributive and interactional justice.

(Saks, 2006) notes that employees who perceive their organization as just and fair are more inclined to exhibit fairness in their work and engage more fully in their roles. Conversely, employees who perceived a lack of fairness are likely to experience job dissatisfaction and may disengage from their work.

Employees who have a positive sense of justice in their workplace are more likely to feel obligated to be fair in how they conduct their jobs, resulting in higher levels of engagement. Employees who have low judgements of justice, on the other hand, are more prone to withdraw and disengage from their jobs. Previous study, on the other hand, hasn't looked at the link between fairness perceptions and employee engagement. Fairness and justice are also one of the work conditions in the (Maslach, 2001) engagement model. A lack of fairness can burn out, while positive perceptions of fairness can improve engagement (Maslach, 2001). Overall, the literature suggests that organizational justice is a critical factor in employee engagement. When employees perceive their organization as fair, they are more likely to be engaged and committed to their work.

3. Perceived Supervisor Support

Perceived Supervisor Support refers to the extent to which employees perceive their supervisors to value their contributions, care about their well-being, and help them to achieve their goals. (Eisenberger et al., 1986). Employee engagement, in contrast, involves positive and fulfilling work-related experiences, such as job satisfaction, motivation, and commitment to work (Saks, 2006). PSS is a significant predictor of employee engagement. Several studies have shown a positive relationship between PSS and employee engagement. For instance, (Bakker, Demerouti, & Schaufeli, 2005) found a positive correlation between PSS and employee engagement in healthcare workers. Similarly, (Rhoades & Eisenberger, 2002) discovered that PSS was positively associated with job satisfaction, organizational commitment, and engagement in a sample of sales representatives. These findings indicate that employees who perceive high levels of support from their supervisor are more likely to be engaged in their work. (Halbesleben & Buckley, 2004) found that the relationship between PSS and engagement was stronger for employees who faced high job demands, suggesting that PSS may be especially crucial for employees who experience significant job stressors. (Kivimäki et al., 2003) found that PSS positively has high levels of organizational justice, implying that PSS may be most effective in promoting engagement when employees feel that they are being treated fairly by the organization.

4. Perceived Organizational Support.

Perceived Organizational Support is the extent to which employees believe that their organization values and cares about them and has been found to have a significant positive impact on employee engagement. Employee engagement refers to the level of commitment, dedication, and involvement an employee has in their work and the organization. High levels of employee engagement have been linked to greater job satisfaction, productivity, and retention.

Empirical studies suggest that when employees perceive their organization to be supportive, they are more likely to be engaged in their work. (Eisenberger et al., 2001) found that employees who perceived high levels of support from their organization were more likely to engage in discretionary behaviors that go beyond their job requirements. (Rhoades & Eisenberger, 2002) reported that POS was positively associated with employee engagement, as measured by the extent of emotional attachment employees had towards their organization. (Kim et al., 2018) demonstrated that the positive relationship between POS and employee engagement was stronger

for employees with high levels of job autonomy, as they were able to use the support provided by their organization to pursue their own goals and interests. Conversely, the positive relationship between POS and employee engagement was weaker for employees experiencing high levels of work overload, as they may perceive that their organization’s support is insufficient to help them cope with their workload. (Bell & Menguc, 2002) found that service industry employees with higher levels of POS were more courteous, focused, and involved more in clients’ interests compared to other employees.

2.1.4 Models of Employee Engagement

After conducting a comprehensive literature review on employee engagement, including facets, antecedents, consequences, and employee retention, certain gaps in the existing literature were identified. Several researchers and consulting groups have developed various models of employee engagement. These studies have shown that there is not a universally applicable, fixed list of engagement drivers. Researchers have thrown light on studies conducted by HR professionals and HR consulting firms, which established employee engagement and employee retention. The following models were chosen for the research study.

1. Gallup Q12- Employee Engagement

This model was developed as a measurement and feedback system for employers that identifies engagement elements that are closely linked to the bottom line via a 12- question survey that identifies strong feelings of employee engagement. The survey questionnaire was designed with retention, customer loyalty, probability, productivity, and safety in mind.

Figure 1.3: Gallup Q12- Employee Engagement Model



2. Right Management's Employee Engagement Model

It has a two-construct model that used job engagement as the first construct and organization engagement as the second construct. The model consists of four major components that describe the behavioral and emotional aspects of engagement:

1. Commitment to the job and organization
2. Pride in the job and the organization.
3. Willingness to advocate the benefits and advantages of the job and organization.
4. Satisfaction with the job and organization

Figure 1.4: Right Management's Employee Engagement Model



3. Institute for Employment Studies (IES) Model of Drivers of Engagement

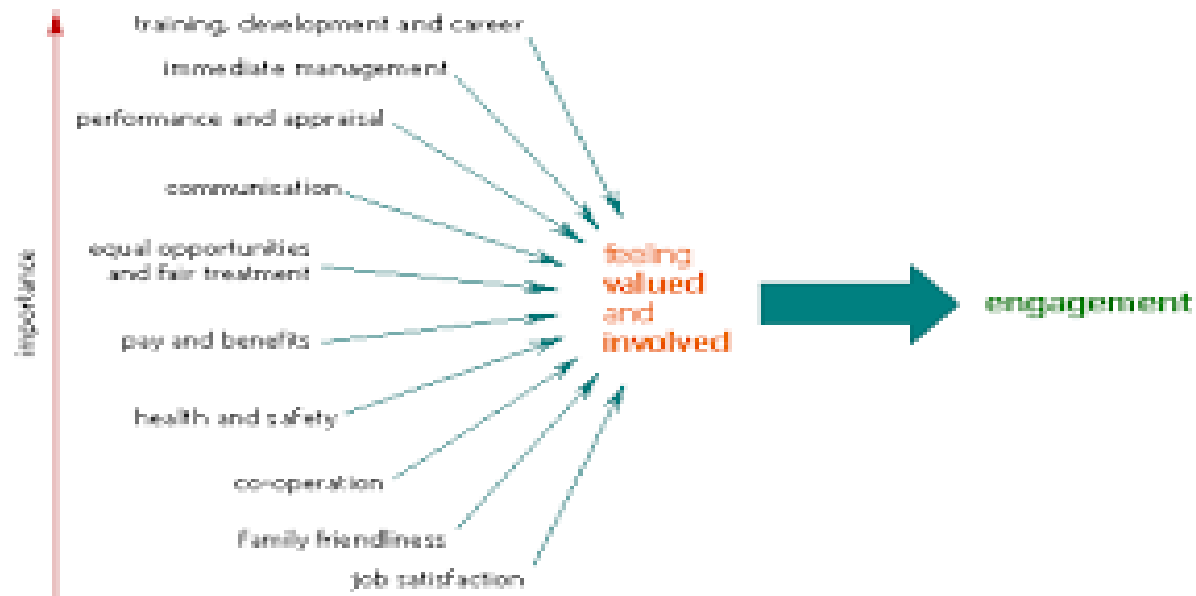
This model of engagement drivers is based on an attitude survey of fourteen organizations. The study concluded, based on the survey findings, that there is a strong link between feeling valued, involved, and engaged, which was also clearly illustrated in the model. The model is referred to by IES as a diagnostics tool that can be used to derive organization-specific drivers.

The first step in our research was to find out what HR professionals meant when they used the term "engagement". The following behavior was demonstrated by the engaged employee:

1. Belief in the organization
2. Desire to work to make things better.

3. Understanding of business context and the bigger picture
4. Respectful of and helpful to colleagues
5. Willingness to 'go the extra mile.'
6. Keeping up to date with developments in the field.

Figure 1.5: (IES) Model of Divers of Engagement



4. Aon Hewitt Employee Engagement Model

This employee engagement model looked at both employees' level of engagement and organizational antecedents. The research divided work experience into six major categories: the work people do, the people they work with, opportunities, total rewards, company practices, and overall quality of life. Individual behavioral and psychological states as well as engaged employees, consistently exhibited three general behaviors:

1. Say- Consistently speak positively about the organization to co-workers, potential employees, and customers.

2. Stay- has an intense desire to be a member of the organization despite opportunities to work elsewhere.
3. Strive- exert extra time, effort, and initiative to contribute to business success.

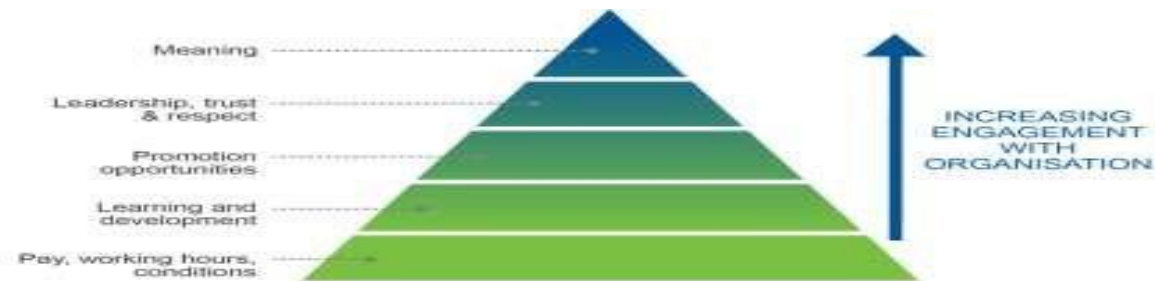
Figure 1.6: Aon Hewitt Employee Engagement Model



5. Penna’s Hierarchical Model of Engagement

It was a hierarchical model of engagement at different levels of management. As the model’s hierarchy rises the employers successfully meet engagement factors. The model emphasized that an organization’s workforce seeks meaning at work.

Figure 1.7: Penna’s Hierarchical Model of Engagement



The model also revealed that job engagement was fulfillment, and it was remarkably similar to Maslow’s hierarchy of needs theory with hygiene factors at the bottom of the triangles and satisfiers at the top as shown in the figure.

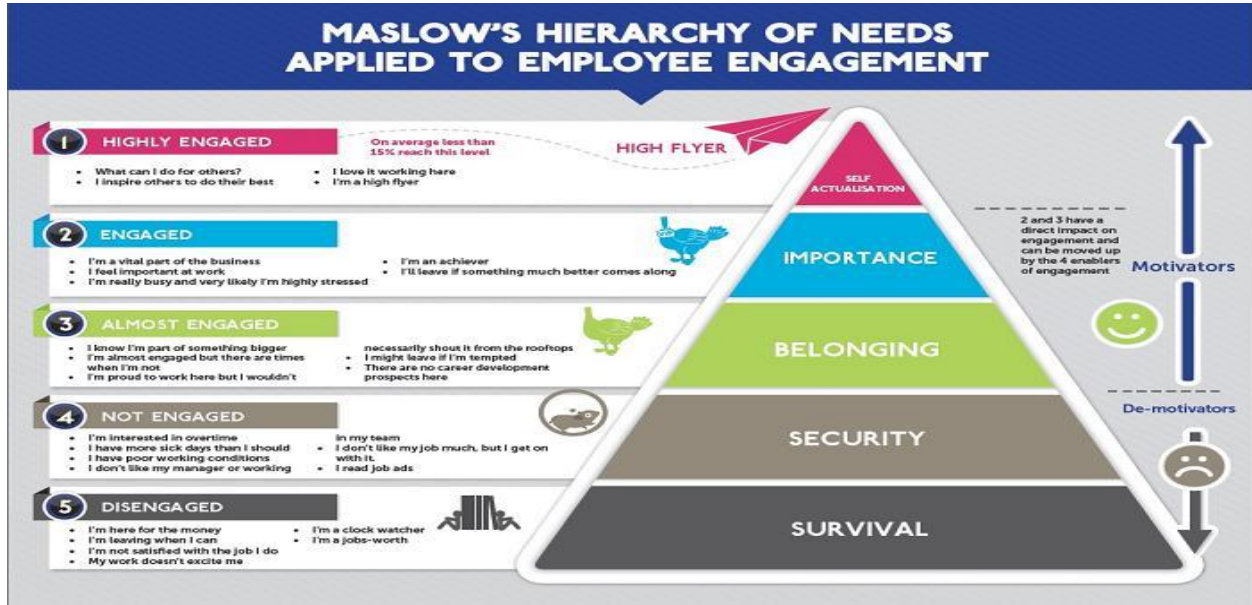


Table: 1.2 Inference of the Models Selected

Model of Employee Engagement	Inference
Gallup Q12- Employee Engagement	There is a strong link between high test scores and superior job performance.
Right Management’s Employee Engagement Model	When people have a positive evaluation of their job and organization, they engage in behaviors that improve both job and organizational performance
Institute for Employment Studies (IES) Model of Drivers of Engagement	Many drivers were common to almost all organizations, regardless of sector, and there is a strong link between feeling valued and involved and engagement.
Aon Hewitt Employee Engagement Model	The four key implications were that staying is still important striving is critical, enabling is not part of engagement, and engagement drivers are essential
Penna’s Hierarchical Model of Engagement	When an organization successfully meets each engagement factor, it is stated that the organization becomes more appealing to new potential employees and more engaging to its current staff. Engagement was job fulfillment, and it was also remarkably like Maslow’s hierarchy of needs theory with “hygiene” factors at the bottom and “satisfiers” at the top.

2.1.5 Theoretical Frameworks of Employee Engagement

Employee engagement has been explained using a variety of theoretical frameworks. In their empirical study, different researchers explain employee engagement from various theoretical views. In this review, needs-satisfaction frameworks, JD-R framework, and social exchange theory are discussed to explain employee engagement as follows (**Table 1.3**)

(Kahn, 1990) definition of engagement reflects the needs satisfaction framework for the first time.

Employees are more engaged in their work, according to (Kahn, 1990) when three psychological needs are satisfied: meaningfulness (sense of return on investments of self in role performance). Safety (sense of being able to show and employ self without fear of negative consequences to self-image, status, or career), availability (sense of possessing the physical, emotional, and psychological resources necessary for investing self in role performance).

When the organization fails to provide these resources, individuals are more likely to withdraw and defend themselves from their roles. Meaningfulness has an impact on the nature of the job, that is, its tasks, roles, and work interactions. Psychological safety is mainly influenced by the social environment; that is, by interpersonal relationships, group and intergroup dynamics, management style and process, and organizational norms. Finally, availability is determined by the personal resources that people can bring to their roles, such as physical energy, emotional energy, insecurity, and life outside of work.

Employee engagement is also affected by Job Demands- Resources Model (Salanova et al., 2005) (Bakker et al., 2005) (Hakanen et al., 2006) (Schaufeli et al., 2009) (Salminen et al., 2014). The job Demands- Resources model believes that different organizations may be confronted with different working environments, but the characteristics of these environments can always be classified into two general categories- job demands and job resources. Further, the model shows that when job resources are scarce and job requirements are high, factors such as stress and the chance of burnout increase. If the job resources and sufficiently available and the job requirements are high, the right factors such as involvement and performance levels are improved.

Job Requirements concern the physical, social, or emotional characteristics of the job and the work environment. This mainly concerns factors such as time pressure, work pressure, relationships, stressful environments, and leadership.

Job resources, also called positives, are the physical, organizational, or social factors that help the employee to achieve the established objectives and reduce stress.

Thus, the JD-R model can explain the assumption that employees are more likely to engage with their work when they get job-related resources from the organization.

Social Exchange theory provides a stronger theoretical rationale for explaining employee engagement (SET). According to (Levinson, 1965), employment is a transaction involving labor, loyalty, and actual interest as well as social rewards. To a certain extent, the relationship between employee and employer is suitable for reciprocity, in which a request for anything in return will benefit both parties, no matter who gains preferential treatment. (Masterson et al.,2000) proposed that one party expects a return in the future after contributing or providing services to the other party. At the same time, the person who receives something valuable will feel obliged to return it to the other party. Employees will aggressively give back to obtain additional rewards in the future. Many scholars used social exchange theory to examine the interaction between the organization and its members. Employees are loyal to the organization and work hard in exchange for financial and social benefits, establishing the organization-employee relationship. (Eisenberger et al., 1986) stated that high levels of perceived Organizational support create obligations within individuals to repay the organization and demonstrate attitudes and behaviors conducive to the organization. (Saks, 2006) argued that one way for individuals to repay their organization is through their levels of engagement. To put it another way, employees will choose to engage to varied degrees in reaction to the resources provided by their employer.

Table: 1.3 Theoretical Frameworks of employee engagement

Theories	Characteristics	Authors
Needs-Satisfaction Framework	Meaningfulness: Sense of return on investment of self in role performance	(Kahn, 1990)
	Safety: Sense of being able to show an employee self without fear of negative consequences to self-image, status, or career.	
	Availability: Sense of possessing the physical, emotional, and psychological resources necessary for investing self in role performance.	
	Job demands are those characteristics of a job that require continuous physical and /or psychological (cognitive and	

Job Demands-Resources Model	emotional) effort and so have physiological and/or psychological costs.	(Bakker & Demerouti, 2008)
	Job resources are the physical, psychological, social, and organizational aspects of the job that are either/or: 1) effective in attaining work goals; 2) reduce job demands and associated physiological and psychological costs; 3) stimulate personal growth and development.	
Social Exchange Theory	A return request will lead to beneficial results to both parties no matter who gains the preferential treatment.	(Levinson, 1965)
	Individuals with high levels of perceived organizational support feel obligated to repay the organization, demonstrating an attitude and behaviors that are beneficial to the organization.	(Eisenberger et al., 1986)
	One party expects a return in the future after contributing or delivering services to the other party. At the same time, the party who receives something valuable will feel obliged to return it to the other party.	(Masterson et al., 2000)
	Employees will choose to engage to varied degrees and in response to the resources provided by their organization (employer)	(Saks, 2006)

Employee engagement is a complex phenomenon that has been studied extensively by researchers from various disciplines, including psychology, management, and organizational behavior. Several theoretical frameworks have been proposed to explain employee engagement.

1. Job Demands-Resources (JD-R) model: This model proposes that job demands, and job resources interact to influence employee engagement. Job demands are aspects of the job that require physical, cognitive, or emotional effort and can lead to stress, burnout, and disengagement. Job resources are aspects of the job that facilitate the achievement of work goals, reduce job demands, and promote personal growth and development, which can lead to engagement. The JD-R model suggests that organizations can increase employee engagement by reducing job demands and increasing job resources.
2. Self-Determination Theory (SDT): This theory proposes that engagement arises when employees feel a sense of autonomy, competence, and relatedness. Autonomy refers to the degree to which employees have control over their work and can make decisions about how to perform their tasks. Competence refers to the sense of mastery and achievement that comes from performing tasks successfully. Relatedness refers to the sense of connection and belongingness that comes from working with others. The SDT model

suggests that organizations can increase employee engagement by providing opportunities for autonomy, competence, and relatedness.

3. **Social Exchange Theory (SET):** This theory proposes that engagement arises when employees perceive that they are receiving fair treatment from their organization and feel a sense of reciprocity in their relationship with their employer. When employees perceive that their organization is investing in them through training, development, and recognition, they are more likely to feel engaged and committed to their job. The SET model suggests that organizations can increase employee engagement by creating a positive exchange relationship with their employees.
4. **Job Characteristics Theory (JCT):** This theory proposes that engagement arises when jobs are designed to be challenging, and meaningful, and provide opportunities for skill variety, task identity, and task significance. When employees perceive that their job is important and provides opportunities for growth and development, they are more likely to feel engaged and committed to their job. The JCT model suggests that organizations can increase employee engagement by designing jobs that are intrinsically motivating.

These theoretical frameworks provide a useful starting point for understanding employee engagement and identifying strategies for increasing engagement in the workplace. However, it is important to remember that engagement is a complex phenomenon that can be influenced by many factors, including individual differences, organizational culture, and external factors such as economic conditions and technological change.

2.1.6 Categories of Employee Engagement

According to Gallup 2013, there are three categories of employees namely engaged, not engaged, and actively disengaged employees.

1. Engaged Employee

Engaged employees are highly involved in and enthusiastic about their work and workplace. They are more likely to stay with their organization. They have a clear understanding of their desired outcomes for their roles. They use their talent and strength every day at work and come up with innovations to improve the performance of the organizations. Engaged employees treat their colleagues with respect and help others to perform efficiently and effectively. (Robinson, 2006)

2. Not Engaged Employee

Non-engaged employees are psychologically unattached to their work and company. Because their engagement needs are not fully met, they are putting time but not energy into their work. They never volunteer for extra work or projects. The perceived nobody acknowledges their contribution and thus is emotionless towards their sense of achievement. They are disengaged because of a lack of promotion, career growth, and development, job dislike, and distrust in their management.

3. Actively Disengaged Employees.

Actively disengaged employees aren't just unhappy at work, they are resentful that their needs aren't being met and are acting out their unhappiness. They show negatively at every opportunity and always try to influence those around them. They are only physically present at work.

2.1.7 Status of Employee Engagement in India

In recent years, there has been a growing awareness among Indian companies of the importance of employee engagement for business success. Many Indian companies have recognized that a highly engaged workforce can help drive innovation, productivity, and growth, particularly in the face of the VUCA world.

However, as the Indian Council for Research on International Economic Relations noted, the rapid economic expansion in India has also brought new challenges for employee engagement. The high levels of workplace stress and the demand for work-life balance have become major concerns for Indian employees. As a result, organizations are increasingly focusing on creating a healthy work culture and promoting employee wellness to improve engagement and reduce turnover.

In addition, the competition for talent in the knowledge economy has intensified in India, and companies are realizing that employee engagement can be a key differentiator in attracting and retaining top talent. As a result, many companies are adopting innovative methods to increase engagement, such as flexible work arrangements, employee recognition programs, and opportunities for learning and development.

Overall, employee engagement has become a top priority for Indian companies, and they are investing in strategies to create a more engaged workforce in the face of a challenging business environment.

Why Organizations are Adopting Employee Engagement.?

Employee engagement has become an important concept for organizations because it offers a comprehensive framework that helps business leaders to connect their overall business strategy with their human resources strategy. (Federman Brad, 2009)

By adopting effective employee engagement programs, organizations can create a workplace culture that fosters commitment, productivity, and loyalty among employees. This, in turn, can provide a competitive advantage in terms of attracting and retaining top talent, improving performance, and enhancing customer satisfaction.

Employee engagement programs can also help to build stronger relationships between employers and employees, which can lead to higher levels of job satisfaction and morale, as well as reduced turnover and absenteeism. In addition, a workplace culture that prioritizes employee engagement can create a more meaningful and fulfilling work environment, which can improve the overall well-being and mental health of employees.

Overall, organizations are adopting employee engagement because it offers a roadmap for creating profits, optimizing performance, and increasing loyalty among employees. By investing in employee engagement programs, organizations can create a workplace that fosters commitment, productivity, and well-being among employees, which can ultimately lead to sustainable business success. (Federman Brad, 2009)

2.2 EMPLOYEE RETENTION- DEFINITION AND CONCEPT

Employees are a vital asset for any organization, whether it's a private or public one, and are necessary for the organization to survive in the marketplace. Without committed and loyal employees, no organization can sustain itself. Engaging employees in making critical decisions is one approach to making them feel valued and significant, rather than just a worker for the company. According to Narayana Murthy, "Our assets walk out of the door each evening. We have to make sure that they come back the next morning." Each employee is an invaluable resource who not only helps the organization achieve its objectives but also helps it thrive in a competitive environment. Every organization should adhere to the mantra of having the right people in the right positions. Retaining the best employees should be a top priority for companies in today's environment. From a manager's perspective, nothing is more rewarding than having a productive and happy workforce since the manager is responsible for the company's success.

The concept of employee retention became more prevalent in the 1970s and 1980s when organizations began to realize the cost of losing valuable employees and the impact it had on their bottom line. Before this period, there was a more traditional employer-employee relationship where employees were expected to stay with one employer for a long time, and job hopping was not common. Leaving a job voluntarily was seen as a significant change, and the focus was more on job security than on employee engagement and satisfaction. However, as the job market became more competitive and organizations recognized the importance of retaining top talent, the focus shifted to creating a work environment that would keep employees happy and engaged.

The software industry relies heavily on retaining talented employees, and research suggests that valuing employees as contributors is crucial to retaining them. Companies invest in training managers, offering competitive compensation packages, and improving employee benefits to ensure loyalty, yet high turnover rates and employee shortages remain common. To attract top talent, companies must establish themselves as the "best place to work," with high employee retention rates indicating that they are the employer of choice. Recruiting knowledgeable employees is essential, but retention is even more critical as talented individuals have many opportunities (Gill, 2017). While salary was once the most important factor, today's workforce considers other elements such as work environment, relationships, and work autonomy to be essential components (Huang, 2019)

Employee retention refers to practices, policies, and overall strategies designed to keep the best employees of a company, reducing turnover. The area of focus is the main responsibility of the company's HR department.

Employee retention is the process that ensures employees remain within the organization for maximum time. Employee retention is a process of retaining existing employees by implementing policies and practices. Employee retention is beneficial for both the employee and the organization.

In the long run, the retention of employees is vital to a firm's performance. If a firm is not able to retain its good employees, the human resources in that firm will not be capitalized.

In the words of Armstrong, "Employee retention is the ability of an organization to retain its best employees and hence maintain a lower turnover. An organization can achieve this by adopting various employee retention programs."

The average employee in the US changes five to six employers before retiring. Employee turnover is a serious problem for many companies.

Resources are spent on attracting the best talent to the company. When the employees stay longer with the company they become part of the team, which means when they leave the company loses a valuable employee.

Hiring an employee is only a first step but retaining them in the organization is very important. If the organization does not apply the best HR practices to retain its employees, this will increase the employee turnover ratio. A high turnover rate will put an additional financial burden on a company. A turnover in employees will result in loss of customers as well as damaged morale, in addition, the organization will have to bear the costs associated with screening, verifying credentials, interviewing, and hiring a new employee.

2.2.1 Role of Employee Engagement in Employee Retention

Employee engagement is important. It's a key factor in numerous aspects of your organization as productivity, performance, satisfaction, and retention.

The top workforce challenges are recruitment, engagement, and retention. These workforce challenges are linked. Recruitment and retention challenges are signs of low and disengaged employee engagement.

An engaged employee is satisfied with his job and would never consider quitting. He is the one who willingly accepts duties and responsibilities and looks forward to a long-term relationship with the company.

One of the main reasons why employees decide to leave is a lack of challenging work. For an individual to perform well, duties should be assigned to him based on his specialization and background. When an employee is doing something which he enjoys, he performs his career. When employees are frustrated and have nothing innovative to do, problems arise at his stage. To stay with a company for a longer period, an employee must perceive a bright future and higher growth chances. And the engaged employee is continually focused on his present assignment and does not look for opportunities. Why does an individual always look for challenges outside, why can't he improve the condition of his organization? Monotonous work demotivates an individual and encourages him to look for a change.

2.2.2 Importance of Employee Retention in the Service Sector:

Employee retention is crucial for the success of the service sector, which relies heavily on human capital and delivering quality service. There are several key reasons why retaining employees is so important in this industry:

Firstly, customer satisfaction is critical in the service sector, and long-serving employees are better equipped to provide excellent service and establish strong customer relationships.

Secondly, the specialized skills required in the service sector make employee training costly. High turnover rates increase training costs and may impact service quality.

Thirdly, brand reputation is closely tied to service quality. A stable and satisfied workforce can positively impact customer trust and recommendations.

Finally, long-serving employees are more productive and efficient due to their familiarity with the company's processes and procedures, requiring less supervision and ultimately increasing productivity.

Overall, retaining employees is essential in the service sector for improving customer satisfaction, reducing training costs, enhancing brand reputation, and increasing productivity.

2.2.3 Factors Influencing Employee Retention:

Employee retention is a critical factor in the success of businesses, particularly in industries that rely heavily on human capital. Several factors influence retention rates, including work-life balance, compensation and benefits, professional development, company culture, and management and leadership.

Work-life balance is an important consideration for many employees, as they seek to balance their personal and professional lives. Research has shown that employees who have a better work-life balance are more satisfied with their jobs and less likely to leave (Greenhaus & Powell, 2006). Similarly, a study by (Brough, 2005) found that work-family conflict was a significant predictor of intentions to leave an organization.

Employee Engagement refers to the level of emotional attachment and commitment an employee has towards their job and the organization. MNCs need to ensure that their employees are engaged in their work and have a sense of belongingness to the company. Engaged employees are more likely to remain with the organization and be more productive.

Compensation and benefits are also crucial factors in retention rates. Employees want to be fairly compensated for their work and have access to benefits such as health insurance, retirement plans, and paid time off. Research has shown that compensation and benefits are key factors in attracting and retaining employees (Perrin, 2003).

Professional development opportunities can also impact retention rates by keeping employees engaged and motivated. Employees want opportunities for career advancement and skill development, and organizations that invest in employee development are more likely to retain their employees (Bersin, 2014).

Company culture is another important consideration for employee retention. A positive company culture, characterized by clear communication, collaboration, and recognition, can enhance retention rates by making employees feel valued and supported (Denison, 1990). On the other hand, negative company culture can increase turnover rates (Schneider & Gunnarson, 1992).

Finally, management and leadership are critical factors in retention rates. Employees who feel supported and respected by their managers are more likely to stay (Eisenberger et al., 2002).

Similarly, research has shown that poor management and leadership are significant predictors of employee turnover.

Compensation and benefits: Employees often look for a competitive compensation package that includes fair salaries, health benefits, retirement plans, and other perks. Offering attractive compensation and benefits can help retain employees and increase job satisfaction. Research shows that compensation is a significant factor in employee retention (Boachie-Mensah, 2019)

Work-life balance: Maintaining a healthy work-life balance is becoming increasingly important for employees, especially with the rise of remote work. Employers who offer flexible working hours, remote work options, and paid time off for personal reasons are more likely to retain employees. A study by the Society for Human Resource Management (SHRM) found that work-life balance is a top factor for employee retention (Society for Human Resource Management, 2020)

Career development: Employees want to see a clear career path within the organization and opportunities for growth and development. Offering training programs, mentorship, and career advancement opportunities can increase employee retention. A study by Gallup found that employees who strongly agree that they have opportunities to learn and grow at work are 3.5 times more likely to stay with their current employer (Gallup, 2021)

Overall, businesses need to consider these factors when developing retention strategies. By addressing any issues related to work-life balance, compensation and benefits, professional development, company culture, and management and leadership, organizations can improve retention rates and build a more engaged and committed workforce.

2.2.4 Attrition on the rise in IT firms:

Employee turnover, commonly referred to as attrition, is a persistent problem across various industries. In recent years, the IT sector has been experiencing a significant increase in attrition rates. The highly competitive nature of the IT industry has always made it susceptible to high employee turnover due to reasons such as talent poaching by competitors, work-life imbalance, and inadequate employee engagement. However, the current spike in attrition rates has become a source of concern for IT firms, and they are taking various measures to address this issue.

According to a report by the National Association of Software and Services Companies (NASSCOM, 2020), the IT sector in India had a 20% attrition rate in 2020, which is a substantial increase from the 16% attrition rate recorded in the previous year. The report indicates that the primary reasons for the high attrition rates are a lack of growth opportunities, inadequate salary packages, and poor work-life balance.

Employee retention is a major challenge for organizations across various industries, particularly in the field of information technology where attrition rates tend to be the highest. Skilled and experienced employees often leave their organizations due to a variety of reasons beyond just their compensation. With plenty of opportunities available in the market, employees find it easy to switch jobs quickly when their expectations are not met. Expectations are mutual between the employer and the employee, with both parties seeking certain things from each other.

The COVID-19 pandemic has also contributed to the surge in attrition rates. The sudden shift to remote work has altered work dynamics, resulting in increased stress levels and burnout for employees. The lack of social interactions, combined with blurred work-life boundaries, has led employees to seek better work environments and career opportunities elsewhere.

To address the problem of attrition, IT firms are taking various measures. One of the primary strategies is to focus on employee engagement and wellness. Many IT companies are introducing employee wellness programs, mental health support, and flexible work arrangements to improve employee satisfaction and retention. Furthermore, companies are investing in employee development and training programs to provide growth opportunities and career advancement.

Another approach is to offer competitive compensation packages, including bonuses and stock options, to retain top talent. Companies are also introducing retention bonuses, referral bonuses, and other incentives to encourage employees to stay with the organization.

A recent report by (Aon India, 2021) indicates that high attrition rates are not limited to the IT industry in India but are prevalent across various industry segments. In H1-2022, the overall attrition rate in India was 20.3%, which is significantly higher than previous averages. This trend highlights the changing dynamics of the Indian job market and poses a challenge for businesses.

The high attrition rate indicates a shortage of qualified employees, leading to a competitive labor market. As a result, salaries are predicted to rise by 10.4% in FY23, following a steep 10.6%

increase in FY22. The increased attrition rate in FY23 is expected to create additional challenges for companies in retaining employees. Some IT companies are even tolerating moonlighting to keep employees, which is becoming a major issue. The rise in employee costs and attrition will be major challenges in FY23 and FY24.

Various factors have contributed to this attrition trend. First, there is greater demand for digital skills than supply, which has resulted in high attrition rates in this field. Second, employees have become more focused on achieving work-life balance since the COVID-19 pandemic, leading some to accept lower salaries. Additionally, work-from-home arrangements have proved to be more convenient for some employees, and some have declined job offers that require them to return to the office.

The high rate of attrition in India is driven by several factors, according to (Aon India, 2021). While leaving a job due to better pay or internal disparities has reduced, more employees are quitting their jobs due to a lack of growth opportunities, hostile managers, and unfavorable work environments. Interestingly, a significant number of employees are leaving their jobs to pursue higher education or acquire new skills. Job security concerns have also contributed to attrition, particularly due to the global recession. As a result, some individuals are finding consulting for multiple companies a viable alternative. The technology and digital sectors have the highest attrition rates, with e-commerce at 28.7%, high tech at 21.5%, and ITES at 21.4%. The highest expected pay hikes are also concentrated in these sectors. On the other hand, attrition is much lower in traditional sectors such as engineering, chemicals, automobiles, and metals and mining.

In conclusion, the increase in attrition rates is a significant concern for IT firms, and they are implementing various measures to address the issue. By prioritizing employee engagement, wellness, and development, while also offering competitive compensation packages and incentives, companies can enhance employee satisfaction and retention, ultimately leading to improved business outcomes.

CHAPTER: 3

LITERATURE REVIEW

Various studies on employee engagement and retention have been conducted across the world. This study examines several research papers that explain various factors influencing employee engagement and retention and presents suggestions for employee retention as follow:

3.1 Employee Engagement (well-adopted scale- UWES - Wilmar Schaufeli)

(Hallberg & Schaufeli, 2006) mentioned that the purpose of this study is to see if work engagement, as measured by the Utrecht Work Engagement Scale (UWES), can be objectively distinguished from job participation and organizational commitment. In addition, the Swedish UWES' psychometric features were studied. In a sample of 186 Information Communication Technology consultants, the discriminant validity of the UWES was tested through checking of latent covariation between constructs, confirmatory factor analyses, and patterns of correlations with other constructs i.e., health complaints, job and personal factors, and turnover intention. Work engagement, job participation, and organizational commitment are all factually distinct notions that represent various elements of work attachment. The Swedish UWES had a reasonable internal consistency, although the dimensionality was a little hazy.

(Meintjes & Hofmeyr, 2018) identified that accepting the influence of employee involvement in a competitive sales environment on resilience and perceived organizational support. The goal of this study was to determine if resilience and perceived organizational support had predictive value for employee engagement among pharmaceutical sales workers in a competitive sales environment. Only a little amount of study has been done on employee engagement as a component in professional sales. Sales organizations may use a greater knowledge of resilience and perceived organizational support to create an atmosphere where sales workers are more fully involved. The method utilized was a quantitative, exploratory, cross-sectional survey. The study enlisted the help of 125 sales professionals from a South African pharmaceutical company. The Utrecht Work Engagement Scale (UWES), the Brief Resilience Scale (BRS), and the Perceived Organizational Support Scale were used as measurement instruments (POS). Employee involvement in a competitive sales environment was influenced by perceived organizational support but not resilience. The interventions used by sales organizations to promote sales employee engagement should be centered on perceived organizational support. Each construct's specific role revealed information about the sales environment. The link between the constructs provided a new perspective on the factors that influence employee engagement in sales. By incorporating positive

psychology and organizational support into a model of employee engagement, this study adds to the sales literature.

(Kašpárková et al., 2018) mentioned that previous studies have found a link between resilience and work performance, but little is known about the nature of this association. The roles of two significant positive characteristics of work-related well-being, job satisfaction, and work engagement, are explored in this study. An online poll was used to obtain data from 360 Czech professionals in the assisting professions. Perseverance and job performance were found to be linked in a good way. The best-fitting model revealed partial mediation by work engagement using structural equation modeling; however, job satisfaction was not shown to be a mediator of this connection. Furthermore, the discovery that job performance is linked to work engagement rather than job satisfaction adds to the argument about the contemporaneous validity of working attitudes.

(Tezera, 2018) identified that the purpose of this article is to identify the factors that influence employee engagement at the Ethiopian Insurance Corporation. To determine if the drivers are influencing employee engagement, first analyses the degree of engagement using the appropriate measuring instrument, and then establishes the link between the drivers and the level of engagement. As a result, the researcher used the Utrecht Work Engagement Scale, a validated engagement assessment method (UWES). Data was gathered by sending questionnaires to 230 EIC workers. Participants were asked to rate their degree of agreement on a 5-point Likert scale. The variables that are expected to generate engagement are included in the engagement discussion: a) Training, advancement, and career opportunities; b) Immediate Management; c) Performance and Appraisal; d) Equal Opportunity and Fair Treatment; and e) Responsibility of the worker. The engagement measuring criteria developed by (Schaufeli& Baker, 2004), which includes three aspects: energy, devotion, and absorption, totaling 17 items, were assessed. The collected data was input into SPSS for statistical analysis using descriptive statistics, which includes percentage analysis, mean analysis, and association of independent and dependent variables. Additionally, the results of the engagement drivers suggest that EIC management needs to address issues such as training, development, and career opportunities, as well as performance management and assessment because employee ratings are considerably below reasonable standards. Because the regression analysis result indicates an R Square value of.77 and P.001, there will be an enhancement in employee engagement if the factors that determine engagement level are addressed. This suggests that the engagement variables account for 77% of the variance in

employee engagement, while other factors account for the remaining 23%. As a result of the significant association between the independent and dependent variables, the elements identified as drivers of employee engagement must be handled effectively if employee engagement is to be improved.

3.2 Employee Retention

(Garg et al., 2018) have proven that organizations are having difficulty keeping their brilliant personnel in today's changing economy. Although multiple studies have found a correlation between job happiness and work engagement, further research is needed to determine if intrinsic or extrinsic job satisfaction improves work engagement. This demonstrates that job happiness is the most important factor in employee engagement. The goal of this article is to investigate the degree of job happiness among managers in India's private sector banks at different hierarchical levels, as well as the link between job satisfaction and work engagement among managers at various levels. Information was collected from 148 managers at various hierarchical levels working in private sector banks in India using a standardized questionnaire developed by Minnesota and Schaufeli's Satisfaction Questionnaire, and information was collected from the 148 managers at numerous hierarchical levels operating in private sector banks in India using a descriptive survey design. Descriptive statistics and regression analysis were utilized to achieve the goals. The findings show that private sector bank managers are more satisfied with inherent job satisfaction than exogenous job satisfaction and that there is a significant relationship between job satisfaction and work engagement among supervisors at numerous hierarchy levels in India's private sector banks. The data for this study was obtained at a single moment in time, which is a restriction. Private sector bank managers at various levels of hierarchy and human resource managers of businesses with hierarchical management systems where leadership is linked to employee happiness and retention in the company are among the participants in this study. Other stakeholders include human resource consulting firms, research firms, and research academics, as the report will serve as a foundation for future study.

(Kumar et al., 2018) defined that the goal of this research is to examine the link between support for growth, work engagement (WE), job satisfaction (JS), and turnover intention using insights from social exchange theory, organizational support theory, and the JD-R model (TI). The association between management support for development (MSD) and total job satisfaction (TI)

was expected to be explained by organizational support for development (OSD), WE, and overall work satisfaction. A cross-sectional survey was conducted on a sample of 5,088 service industry personnel who were going through organizational transformation and operating in a company environment. IBM SPSS AMOS 20 was used to evaluate the responses. The results were following what had been predicted. The study revealed evidence for OSD, WE, and OJS mediating the MSD and TI connection, respectively. Likewise, OSD and WE were shown to be effective in mediating the MSD-OJS link. Furthermore, OSD mediated the association between MSD and WE, whereas WE and OJS mediated the interaction between OSD and TI, and WE mediated the relationship between OSD and OJS. Finally, OJS's mediation of the WE-TI connection was endorsed. As a result, the partial mediation model of MSD-OSD-WE-OJS-TI was supported. While the sample size ($n=5,088$) is high, the responders are all from one company's business unit, limiting generalizability. The study is further hampered by its cross-sectional nature. Furthermore, the study was limited by the non-quantitative evaluation of discretion/job demand and the adoption of perceptual measurements of study variables. The current study explored the roles of two sources of development support (organizational and managerial) and two job-related states (WE and JS) concerning TI using learnings from diverse theories. Surprisingly, all the predicted associations held in a setting indicate the organization's discretionary character. Furthermore, the results are bolstered by the testing of alternative models.

(Ugargol & Patrick, 2018) mentioned that while the sample size ($n=5,088$) is high, the responders are all from one company's business unit, limiting generalizability. The study is further hampered by its cross-sectional nature. Furthermore, the study was limited by the non-quantitative evaluation of discretion/job demand and the adoption of perceptual measurements of study variables. The current study explored the roles of two sources of development support (organizational and managerial) and two job-related states (WE and JS) concerning TI using learnings from diverse theories. Surprisingly, all the predicted associations held in a setting indicate the organization's discretionary character. Furthermore, the results are bolstered by the testing of alternative models.

(Khalid & Nawab, 2018) mentioned that the impact of several forms of employee engagement (delegative, consultative, worker director, and worker union) on employee retention and the moderation of employee remuneration is investigated in this study. In two key sectors of Pakistan ($n = 1,054$), the authors looked at four categories of employee involvement, retention, and

compensation: service (n = 535) and manufacturing (n = 519). First-line and middle-level personnel were given self-administered surveys. Following the validation of the scale's reliability and validity, descriptive statistics, correlation, univariate analysis, multiple regression analysis, and an independent-sample t-test were performed. In all industries, all sorts of employee engagement have a favorable impact on staff retention. The association between the kinds of employee engagement and employee retention was controlled by employee salary. In all sectors, delegated involvement had a greater impact on retention than other options. This is the first quantitative research to look at the impact of salary on employee retention in six Pakistani businesses i.e., Cement, Pharmaceuticals, Food and Beverages, Health Care, Banking, and Higher Education). The authors use comparative analytic methodologies to generalize the findings in South Asian companies, extending earlier research works.

(Zameer et al., 2018) stated in this article add to existing research by examining how employee involvement affects the business image and consumer happiness. The article reveals the significance of service quality in this shift, which has been overlooked in previous research. The conceptual model is experimentally evaluated, with survey data obtained from 261 consumers and 261 management workers, following a thorough literature review. The findings suggest that concentrating on staff engagement may lead to a positive company image as well as improved customer satisfaction. Second, the quality of service has a substantial impact on both customer satisfaction and business image. Third, the relationship between staff engagement, customer happiness, and the business image is favorably mediated by service quality. The paper finishes with a qualification of the study as well as some practical and theoretical consequences, as well as suggestions for further research.

(Motyka, 2018) stated that according to academics and practitioners, poor employee engagement at work is presently one of the most concerning worldwide economic issues. This tendency may have the unintended consequence of lowering work performance. As a result, it's critical to comprehend the notion of job engagement, its importance for employees, and its ramifications for employers. The article is a comprehensive assessment of the literature that presents the findings of studies on the relationship between employee engagement and several performance areas. The purpose of this work is to synthesize previous studies based on their ordering and categorization, highlight gaps in present knowledge, and develop a research plan. The paper synthesizes these data

and discusses the practical and academic consequences of the results. According to the findings of the research, a statistically significant relationship between employee engagement and a variety of performance themes and subthemes has been validated in most peer-reviewed articles.

(Mahmood et al., 2019) examined that in a particular developing environment, the goal of this research is to improve knowledge of the effect mechanisms of key HR practices factors — compensation, job stability, and job enrichment – on employee commitment, via the mediating function of work satisfaction. These are crucial indicators of employee dedication. With a sample of 263 employees from Pakistan's banking industry, the research examined three distinct HR practices. The approach used is structural equation modeling. According to the findings, pay techniques are linked to work satisfaction and employee commitment. This study discovered that work satisfaction only mediates the relationship between job satisfaction and employee commitment for non-monetary techniques. The fact that this is cross-sectional research means it may not be generalizable to longitudinal techniques. Another limitation is the study's focus on underdeveloped nations, which may not apply to certain wealthy countries. Maintaining the compensation structure from an HR standpoint is a never-ending problem. The suggested methodology proposes using satisfaction and commitment techniques as intermediary steps in managing employee commitment. The study provides a unique perspective from the perspective of a developing country like Pakistan. This is unique research that used the high-performance work practices approach to analyze the commitment of employees.

(Rai & Maheshwari, 2020) defined that the goal of this study was to examine a hypothesized model that establishes job features as an antecedent of work engagement leading to job satisfaction and organizational engagement among workers working for India's public sector banks (PSBs). The proposed mediation model was evaluated with SPSS macro using responses to a survey questionnaire from a sample of 622 Scale I workers of Indian PSBs. The hypotheses were tested, and it was discovered that job features have a favorable impact on work engagement, organizational engagement, and job satisfaction. Following evaluating mediation hypotheses, the full mediation by work engagement between the associations of job attributes with job satisfaction and organizational engagement is demonstrated. The goal of this study is to empirically examine a hypothesized model that establishes job features as an antecedent of work engagement leading to job satisfaction and organizational engagement among workers working for India's public sector

banks (PSBs). The proposed mediation model was evaluated with SPSS macro using responses to a survey questionnaire from a sample of 622 Scale I workers of Indian PSBs. The hypotheses were tested, and it was discovered that job features have a favorable impact on work engagement, organizational engagement, and job satisfaction. Following evaluating mediation hypotheses, the full mediation by work engagement between the associations of job attributes with job satisfaction and organizational engagement is demonstrated. The investigation of the connection between work engagement and organizational engagement is also a major contribution of this study. The link between these two types of involvement (work and organization) has been studied in the literature just a few times. Furthermore, this research aimed to construct a model that proposes work engagement as a mediator between job qualities and organizational engagement, which has not been researched previously.

(Sandhya & Sulphey, 2020) mentioned that the study's goal is to see how psychological empowerment, psychological contract, and employee engagement affect workers' voluntary turnover in the information technology business. A cross-sectional, quantitative research approach was adopted in this study. The study's findings are based on a survey of 392 Indian IT professionals. The data were analyzed using partial least square–structural equation modeling. The researchers discovered a link between turnover intentions, employee engagement, psychological contracts, and proactive personality in this study. According to the research authors, psychological contracts and psychological empowerment have a considerable beneficial impact on employee engagement. Employee engagement, in turn, has the power to impact whether people want to quit the company. Industry executives are more conscious than ever of the need to retain top performers. Organizations, on the other hand, have a history of failing in this area. The study was successful in establishing the complicated link between empowerment, psychological contract, employee engagement, and turnover intentions through empirical research. The study's findings are important and have practical relevance. Progressive management may utilize it to develop methods to decrease voluntary turnover.

(Rathee & Sharma, 2020) mentioned that organizations make engagement a buzzword, and most of them are not just devising plans, but also putting them into action to create a highly engaged workforce. Since 1990, William Kahn's ethnographic work has given rise to the concept of involvement. Only after 2006, when businesses realized the value of an engaged workforce, did

engagement research take off. The corporate world and academics have different interpretations of the phrase. This construct has been an issue in terms of definition from the beginning, and as a result, it suffers from the "jangle fallacy," in which it is assumed to be a new construct to be explored or an old wine in a new bottle. As a result, the goal of the research was to better grasp the concept of engagement from a definitional standpoint and to define its primary characteristics. Researchers were also able to identify and characterize the four primary components, "personal engagement, burnout vs engagement, job engagement, and staff engagement," which were consistent with previous studies. The studies also highlighted that Kahn's characteristics were immersive and still important from an HRD standpoint since they are critical for organizations to have engaged workers.

(Rotich, 2020) defined that in the organizational literature, the themes of optimism and employee engagement as strategies for boosting individual performance have been examined. Although there has been little research on optimism in the organization, there is evidence that the idea is linked to improved individual and organizational performance. The purpose of this study was to see how optimism affects job engagement among middle-level managers in Kenyan state corporations. Social learning theory was used to guide the research. The study used a cross-sectional quantitative survey approach to accomplish this. The target audience was middle-level managers in Kenyan state corporations. A total of 389 middle-level managers were surveyed, with self-administered questionnaires being distributed. Using SPSS computer software, the data was analyzed using descriptive and inferential statistics. Optimism predicts 0.036 (3.6 percent) of work engagement, according to a multiple regression model, which is negligible. As a result, there was no statistically significant influence of the predictor on Work involvement. The coefficients suggest that the relationship between optimism and work engagement is negligible ($t = 0.013, p > .01$). As a result, optimism was not shown to be a significant predictor of job engagement, albeit experimental constraints may have influenced this finding. This study suggests that government institutions in Kenya examine and identify optimistic people, as well as create an optimistic working atmosphere. Managers would encourage optimism by incorporating metrics and techniques into the company's operational systems that create a work environment that ensures employees' futures. Managers should keep their pledges, especially when it comes to situations involving employees. They should also be able to recognize and cultivate positive personnel, since this increases employee engagement and, as a result, improves organizational performance.

(Decuyper & Schaufeli, 2021) defined that the goal of this study is to examine and quantify the benefits of many well-known positive leadership styles in terms of employee job engagement in firms. ($k = 86$) We do both a quantitative and qualitative review. Transformational, genuine, empowering, ethical, and servant leadership all overlap in confidence and credibility intervals, and they may have the same effect on work engagement (generic $r = 0.47$), according to our (moderated) meta-analysis. Appropriate theory study revealed that these positive leadership styles share a similar basis, namely, having a moral stance as a leader, role-modeling behaviors, follower self-determination, and positive social exchanges with employees. They also construct an integrated research model with various types of mediators and moderators that have a well-established influence on work engagement based on the literature review in the sample. Follower qualities and team- and organizational-level moderators were the moderator categories. Psychological needs, trust, resources, and organizational-level characteristics were the mediator categories. The use of a meta-analysis in conjunction with a systematic review and research model can help continued studies and practitioners enhance management.

(Güzide, 2021) identified that the purpose of this study is to look at the factors that influence the link between perceived job stress and other professional accounting characteristics. The accountants who are practicing their profession in the Turkish Republic of North Cyprus were sampled using a non-probability sampling, purpose-based sampling approach. The demographic questionnaire, job stress scale, general self-efficacy scale, Minnesota job satisfaction scale, accounting education scale, accounting ethics scale, self-perceived employability scale, and employee engagement scale were all used to collect data (UWES).

(Joseph et al., 2021) have proven that rapid technological breakthroughs ushered in a paradigm change in education, redefining the teaching-learning process and teacher participation. This study examines how teachers' preparedness to accept educational technologies affects teacher engagement, based on various studies on job engagement models and technological readiness. Data was obtained from administrators, managers, students, and 122 faculty in this quantitative survey utilizing standardized instruments employing a stratified cluster sampling technique. Teachers interacted with students and colleagues in a variety of ways, depending on their experience and age. Technology-ready variables have a favorable influence on social interactions

between students and coworkers. As the use of educational technology grows at an exponential rate, more future study is required.

3.3 Perceived Organizational Support (POS)

(Rhoades et al., 2001) mentioned that workplace experiences, perceived organizational support (POS), emotional commitment (AC), and employee turnover were investigated in three research. Study 1 demonstrated that POS mediated favorable relationships of organizational incentives, procedural fairness, and supervisor support with AC, using a varied sample of 367 employees from a range of firms. Study 2 looked at changes in POS and AC in retail personnel during a two-year (N = 333) and three-year (N = 226) period. POS was found to be positively associated with changes in AC over time, implying that POS causes AC. In retail personnel (N = 1,124) and poultry- and feed-processing workers (N = 262), Study 3 discovered a negative association between POS and future voluntary employee turnover, which was mediated by AC. These findings show that good work circumstances boost AC through POS, which reduces employee withdrawal behavior.

(Eisenberger et al., 2002) identified that Staff perceptions of supervisor support (PSS), perceived organizational support (POS), and employee turnover were explored in three studies. PSS was positively connected to temporal change in POS in Study 1, which included 314 individuals from a range of firms, suggesting that PSS leads to POS. With 300 retail sales associates, Study 2 discovered that the PSS-POS connection improved with the perceived supervisor position in the firm. With 493 retail sales personnel, Study 3 discovered data that supported the theory that POS entirely mediated the negative link between PSS and employee turnover. These findings imply that supervisors contribute to POS and, eventually, job retention, to the extent that they are associated with the business.

(Mahmoud, 2008) proved that the goal of this study was to see if there was a link between nurses' job satisfaction and their organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and educational level. Rather than looking at these dimensions independently as in earlier research, this study looked at two unique approaches to work satisfaction, work engagement, and perceived organizational support. The predictive strength between work satisfaction and the independent variables: organizational commitment, perceived organizational support, transactional and transformational leadership behavior, and nurses' degree of education was determined using the multiple regression analytical approach.

From a total of 53 Health care certified nursing homes in Miami-Dade County, the researcher picked four nursing facilities at random. Each facility gave a list of nursing personnel, and the participants were picked at random. The Pearson product-moment correlation coefficient indicated that the dependent variable and the following independent variables had a positive connection. A multiple regression analysis revealed that organizational support was the most significantly associated with work satisfaction of the five independent variables. This study adds to prior studies on the significance of nurses' dedication and happiness to the efficacy and performance of firms.

(Kumar, 2014) studied that employees are a critical component of any organization, so efforts must be made to improve their perceptions of organizational support and organizational justice, as well as to increase their engagement and satisfaction, which signals a healthier organization and reduces employee turnover intentions, both of which are significant in deciding organizational effectiveness. In today's competitive environment, keeping key competent workers is a huge difficulty for any company looking to succeed in the real world. The aforesaid link is determined by management support having a direct influence on turnover intentions and intrinsic incentives. It was claimed that the organization must establish a positive atmosphere to preserve positive relationships. As a result, the purpose of this article is to examine perceived organizational support and organizational fairness as predictors of employee turnover intentions.

(Iqbal & Hashmi, 2015) defined that the purpose of this study is to look at the impact of perceived organizational support on employee retention in Pakistani higher educational institutions via the lens of psychological empowerment. A 31-item questionnaire is used, including eight measures measuring perceived organizational support, twelve scales measuring psychological empowerment, and eleven scales measuring employee retention. A total of 200 questionnaires were issued, with 170 being returned. The data is analyzed with the SPSS 18 version. The findings show that there is a significant and positive relationship between perceived organizational support and employee retention, which is partially mediated by psychological empowerment. This link is being explored for the first time in Pakistan. This research was conducted in Pakistan, where perceived organizational support and psychological empowerment have received little attention, and psychological empowerment has been completely overlooked.

(Shah & Asad, 2018) proved that employees have a critical part in an organization's success or failure. Employee retention is critical for the attainment of business goals in today's competitive

workplace. The study's goal is to find out how intrinsic and extrinsic motivation affect employee retention. In addition, the study looked at the function of perceived organizational support in mediating the motivation-retention link. Primary data was gathered from Lahore, Pakistan's commercial banks. A total of 342 banking industry personnel from commercial banks in Lahore, Pakistan, were chosen as the sample size. The data were analyzed using partial least squares structural equation modeling. Employee retention is influenced by both intrinsic and extrinsic motivation, according to the results, and perceived organizational support modulates the link between extrinsic and intrinsic drive and employee retention. The study contributed intellectually to Social Exchange Theory, Herzberg's Two Factor Theory, and Organizational Support Theory by empirically evaluating them.

(Jano et al., 2019) examined the turnover intention, which is a forerunner to staff turnover, as one of the issues faced by 21st-century businesses – and the aviation sector is no exception. The major purpose of this research was to investigate the links between perceived organizational support (POS), organizational commitment, and turnover intention at a specific aviation company. In the aviation industry, insufficient emphasis has been paid to assessing employees' POS and organizational commitment to turnover intention. Employee withdrawal behaviors are reduced because of e-AC. The study was conducted using a quantitative research design. The sample consisted of 240 employees from a multinational aviation company with offices in Cape Town, Brno, and Istanbul. Convenience sampling was used to choose the respondents. The Pearson correlation and multiple regression approaches were used to analyze the data. The scales employed in this investigation have a high level of dependability. The POS, organizational commitment, and turnover intention all had significant connections. Both organizational commitment and POS are significant predictors of turnover intention, according to linear regression analysis. This study's findings imply that POS and dedication are important factors in minimizing turnover intentions. Given the importance of staff retention and dedication in this business, employee assistance programs should be supplied as a cure for turnover intentions. Staff retention is a priority for the aviation sector, which invests in employee training and development. The study's contribution can help assure passenger safety and prevent airplane tragedies. The perception of organizational support is likely to increase employee engagement and prevent attrition.

(Sihag, 2020) mentioned that although the relevance of psychological capital (PsyCap) and perceived organizational support (POS) has been recognized throughout time, the underlying link between the two variables and various employee outcomes remains a study topic. The goal of this study is to see if POS may help mediate the impact of PsyCap on employee engagement (EE). Using online survey questionnaires, 420 samples (middle-level information technology (IT) professionals) were obtained from various IT industries in India. Regression analysis, factor analysis, structural equation modeling, reliability and validity analysis, mediation analysis, and model fit metrics analysis were used to further evaluate the acquired data. The current study's findings validated the entire mediating influence of POS on the PsyCap-EE connection, demonstrating that employees with a higher level of PsyCap contribute more favorably to the POS level, thus enhancing the employee's degree of workplace engagement. Because the current study's samples were confined to middle-level IT workers in India's IT industry, the study's findings had limited universal relevance. The current study's conclusions and findings are based only on inferential statistical analysis, with no descriptive analysis done on the data. Furthermore, the study did not look into the impact of time. This research would aid human resource practitioners in organizational growth by improving employees' positive attitudes and dedication to their studies. Furthermore, according to the findings of the current study, EE may be enhanced by increasing employee POS and PsyCap levels. For the first time, the current study investigates the mediating influence of POS on psychological capital and the EE connection.

(Abdulaziz et al., 2022) identified that the goal of this study is to see how work-life balance and work overload affect teachers' organizational commitment, with the function of job engagement as a mediator and the moderating effect of perceived organizational support as a moderator. To verify the study model, a random sample of 278 instructors from the Saudi Arabian province of Qassim was gathered. Work-life balance has a direct and substantial influence on organizational commitment, whereas work overload hurts organizational commitment, according to the data analysis utilizing structural equation modeling AMOS 26. Furthermore, this research found that job engagement helps to moderate the association between work-life balance and teachers' organizational commitment. The moderating impact of perceived organizational support, on the other hand, was minor. The conclusions of this study have potentially significant policy consequences.

3.4 Perceived Supervisor Support (PSS)

(Mahal, 2012) mentioned that globalization has aided firms in not just finding qualified people, but also in retaining those who are skilled, talented, and accomplished. As a result, the importance of HR policies in creating employee engagement, organizational practices in keeping personnel, and employee commitment cannot be overstated. Because few studies examine whether there is a positive or negative relationship between HR practices and employee retention in the Indian economy, the study's main goal is to examine, evaluate, and interpret the relationship between organizational HR practices and employee commitment, and see if they are positively or negatively correlated. There are around 100 employees from the Indian economy who are being considered. A questionnaire was used to collect both primary and secondary data, and the results were analyzed considering the current literature.

(Jose & Mampilly, 2015) examined the influence of perceived supervisor support and psychological empowerment on employee engagement and is investigated in this study. The relationship between these dimensions is explained using social exchange theory and the job demands-resources model of work engagement. 177 employees from three service sector firms in Central Kerala, South India, provided data for the sample. To test the hypotheses, regression analyses were used. Employee engagement was favorably impacted by perceived supervisor support, and psychological empowerment was positively influenced by perceived supervisor support, according to the findings. Psychological empowerment was also shown to entirely moderate the association between perceived supervisor support and employee engagement. This study contributes to the existing body of knowledge by examining the impact of perceived supervisor support and psychological empowerment on employee engagement in the setting of India.

(Patole, 2014) mentioned that by defining the problems of personnel management and retention, employee engagement is a vital factor for most firms. With a focus on employees in the Information Technology and Enabled Services (ITES) sector, the current study looked at the influence of perceived organizational support (POS) and perceived superior support (PSS) in predicting levels of employee engagement. Employee Engagement, Perceived Organizational Support, and Perceived Superior Support scales were filled out by 130 experts from an Indian IT firm. The male participants' employee involvement levels (Mean= 16.54, SD= 2.05) were

considerably higher ($t= 2.44$, $p 0.02$) than the female participants' (Mean= 15.6, SD= 2.35). Perceived Supervisors Support ($R = 0.36$, $p 2 0.01$) and Perceived Organizational Support emerged as positive predictors of Employee Engagement in a multiple regression analysis 2. The ramifications of the findings for employee management and talent management methods have been examined.

(Dajani & Zaki, 2015) defined that an organization's goal is to achieve success daily. Employees are the most important resource. Manpower is no longer viewed as a resource, but rather as a company's capital or asset. As a result, success is only feasible if the firm's personnel are invested in the organization. This research looks into a variety of characteristics of employee engagement. Descriptive research was conducted to identify the major drivers of engagement, as well as some of the concept's consequences, and a model as suggested as a result. The findings show that the major variables that promote commitment to the business are the reward system, job enrichment, effective leadership, scope of growth and self-development, employment security, a self-managed team, and decision-making power. Productivity gains, profitability, and lower staff turnover are just a few of the outcomes. A firm with engaged and pleased employees gives a positive market impression and attracts attention.

(Umamaheswari & Krishnan, 2016) identified that even though staff retention has become a hot concern in this career-tumultuous period, there has been virtually little empirical research in the fast-growing ceramic sector so far, and this study covers that gap in the literature. According to literature reviews, organization commitment is a key driver of retention and work environment, with supervisor support and training and development being the most significant antecedents for improving commitment to the organization. This research investigated the influence of the elements on organizational commitment, investigates the impacts of organizational commitment on retention, and validates the mediating effect of organizational commitment on the link between the aforementioned factors and retention. Four hundred and sixteen employees from five ceramic sanitary ware plants throughout India took part in the study. Data was collected using a questionnaire made up of items taken from prior studies. The respondents were chosen using a basic random sampling method. The conclusions show that organizational commitment has an impact on retention and that all the above criteria help to improve it. Furthermore, organizational commitment modulates the association between the identified characteristics and retention to some

extent. Training and development, on the other hand, had no discernible effect on retention, according to multiple regression analysis. This study was done in a specific nation and a specific manufacturing industry sector, limiting its generalizability. Other constraints include the possibility of bias towards their organization and the assumption that respondents are aware of their organization. This article advises HR managers, such as extending their assistance to the work environment, supervisor support, and training and development, to improve employee relations and lower the probability of them leaving the organization. This essay contributes significantly to the most high-turnover Indian workplace by outlining the critical variables that must be prioritized for staff retention.

(Rai et al., 2017) have proven that the Indian banking business is one of the country's largest service providers, with public sector banks (PSBs) accounting for most of the market. The goal of this study is to create a model that connects job characteristics (JC) and work engagement, with perceived organizational and supervisor support as contextual factors. This model was tested using data from 214 employees from 15 PSBs. Data analysis has revealed that assistance at work has a moderating impact on the connection between JC and work engagement. Employees who have a favorable view of organizational and supervisor support are more likely to respond favorably to JC and, as a result, are more likely to engage with their employment, according to the findings. A strong organizational climate characterized by support from supervisors and the organization, in addition to richer positions, is vital to establishing a pleasant atmosphere that would lead to better work engagement. Only a few studies have investigated the moderating influence of workplace assistance on JC and work engagement. As a result, the purpose of this study is to see if the interplay between JC and perceived organizational and supervisory support affects the job engagement of employees in Indian PSBs.

(Alkhateri et al., 2018) mentioned that the influence of perceived supervisor support (PSS), job satisfaction (JS), and affective organizational behaviors (AOC) on employee turnover intention (ETI) among teachers in the Ras-Al-Khaimah educational sector, UAE, was researched using leadership theory and social exchange theory. To evaluate the research's hypothesis, the current study used SEM. A random sample of 494 employees from the UAE's educational industry was chosen. A survey of this representative group was conducted to determine the level of PSS, JS, and AOC effect on ETI. All the study's hypotheses were found to be true. PSS is a strong predictor

of JS, JS is a strong predictor of AOC, and AOC is a strong predictor of employee turnover intention. Employee turnover intention is substantially predicted by JS and AOC. The suggested model was able to account for 40.6 percent of the variation in employee turnover intentions. Finally, the consequences for theory and management were examined.

(Pattnaik & Panda, 2020) proved that the purpose of this study is to look at the link between supervisor support, work engagement, and turnover intentions, with work engagement acting as a mediator. A questionnaire survey was used to obtain data from 386 Indian contact center personnel. The association was investigated using a range of statistical approaches, including confirmatory factor analysis, the Sobel test, and descriptive statistics. Work engagement was shown to partially moderate the association between supervisor support and turnover intentions in this study, validating the model expected for the study. Employee turnover and disengagement continue to rise in contact centers, but little study has been done on the relationship between supervisor support, work engagement, and turnover intentions. The limited study that has been done so far does not treat supervisor support as a one-dimensional phenomenon, masking its influence on job satisfaction and turnover intentions. Similarly, the findings on the association between job engagement and turnover intentions are contradictory, necessitating more research. Furthermore, most of the research to date has been conducted in Western settings. In the context of rising Asian business, the link has yet to be completely grasped.

(Kottke & Sharafinski, 1988) Employees form general views concerning the degree to which supervisors value their contribution and care about their well-being in the same way that they form a global perception about their valuation by the organization. PSS is described as employees' overall feelings about how much their bosses regard their efforts and care about their wellbeing. The positive feedback and benefits which employees receive from their supervisors because of their contribution are referred to as supervisory support.

(Eisenberger et al.,1986) Because supervisors act as agents of the organization, who have responsible for managing and evaluating subordinate's performance, employees would view their supervisor's favorable or unfavorable orientation towards them as indicative of the organization's support.

(Levinson, 1965) The strength of the relationship would depend on the degree to which employees identify the supervisor with the organization. Supervisors who appear to be highly valued and well-

treated by the organization are more likely to identify with the Organizational core values and so have a great influence on POS. The organization's mistaken perception of the supervisor's qualities may cause an employee to associate the supervisor with a high perceived status. Supervisors who appear to be highly valued by the organization are, overall, though to strongly represent the organization's character by workers.

According to Organizational support theory, PSS should decrease voluntary employee turnover by increasing POS. POS resulting from PSS strengthens employee commitment, increases organizational commitment, reduces turnover, and withdraw behaviors (**Eisenberger et al.,2001**) (**Eisenberger et al.,1986**) (**Shore & Shore, 1955**)

Supervisors are in excellent position to influence their subordinates work attitudes and behavior because they are visible and close to them (**Becker & Kernan, 2003**) (**Chen & Francesco, 2000**)

Several empirical studies (**Saks, 2006**) (**Fairlie, 2011**) (**Zacher & Winter, 2011**) (**Rurkkhum & Bartlett, 2012**) (**Biswas & Bhatnagar, 2013**) (**Poon, 2013**) have supported the positive association between PSS and engagement studies. PSS has also seem considered as an important predictor of employee engagement as lack of support from supervisors leads to burnout. (**Maslach et al.,2001**)

3.5 Distributive Justice

(**Gupta & Kumar, 2013**) defined that one of the most significant human resource management procedures is performance evaluation, which generates critical judgments that are crucial to various human resource activities and results. The goal of this study is to investigate the link between employee engagement and perceptions of fairness in performance appraisals in the Indian corporate sector. The research was split into two parts. The first section looked at the link between conceptions of justice and a one-dimensional understanding of engagement. The second section looked at the connection between views of justice and a three-dimensional understanding of involvement. Zero-order correlations and hierarchical regression analysis were used to examine the links between justice perceptions and engagement. Employee engagement appears to have a considerable positive relationship with distributive and informational justice aspects, according to the findings of the study. The characteristics of distributive justice and informational justice were shown to have a greater influence on employee engagement, which was viewed as the opposite of

burnout. Because the study was cross-sectional, any conclusions about causality are speculative. All responses on the engagement and justice scales are self-reported, and method variance is likely to have exaggerated the connections between these variables. Performance appraisal justice and engagement measures that are psychometrically valid have been created, as well as examinations of their linkages. According to the findings, employees' views of distributive and informational justice during a performance review session led to increased participation. In the Indian setting, the study investigates the link between performance appraisal fairness and employee engagement. Some performance appraisals, justice elements, and engagement have been found to have a substantial positive link. To the best of the authors' knowledge, this is the first research of its sort conducted in India.

(Ghosh et al.,2014) proved in an extending of Saks (2006)'s antecedents-consequences model, the purpose of this paper is to investigate as to if preconceptions of distributive, procedural, and interactional justice are related to employee engagement, as well as the possibility of inter-relationships between these 3 components of justice. A poll of 210 public sector bank workers in India included measures of job and organizational engagement (OE) established by Saks (2006), as well as Niehoff and Moorman's scale on distributive, procedural, and interactional fairness (1993). Correlations and hierarchical regression analysis were used to examine the links between justice views and engagement. The findings reveal that distributive, procedural, and interactional factors are all interconnected. Furthermore, in generating job engagement, distributive and interactional justice take priority over procedural justice, whereas distributive justice is the most essential factor in determining OE, followed by procedural and interactional justice. This study provides important insights into the underlying mechanisms via which job and OE might be improved through these interrelationships by identifying the interrelationships among the three elements of justice. The results also reveal that ideas like relative deprivation are being used in Indian public sector banks to boost staff engagement. This study contributes to the tiny number of research that has investigated the effect of interactional justice in improving employment and OEs outcomes. It also identified interconnections between the three elements of organizational justice and their respective responsibilities in shaping employment and OEs.

(Chandani et.al., 2016) defined that the purpose of this essay is to define employee engagement, explain why it is necessary, and highlight aspects that are vital to its successful implementation.

The review approach was employed by the researchers in this study. Researchers have identified distinct elements that are regularly addressed in these research papers after reviewing roughly thirty scholarly and popular research articles/literature about employee engagement. The goal of the review process is to improve the current material. The authors have taken the conclusions after considering all the components in each research article. Various aspects of engagements have been explored in this study work, both at the macro (organizational) and micro (individual) levels. Individual and work traits, gender diversity, cultural diversity, and other variables may cause these variances in components. Different employee engagement tactics for new workers are suggested in this study, including powerful induction programs, tough training and development programs, certification programs, and offering a realistic job preview. The conclusions of this study will be valuable to any organization, regardless of industry, in developing a robust employee engagement strategy that incorporates all these variables. Managers may modify work and policies based on the criteria discussed in this article, which will result in a happy workforce. This article will benefit anyone looking to gain a better grasp of employee engagement to enhance their company's success. The study's findings have implications for the future, such as reducing staff turnover and increasing productivity by integrating various engagement aspects.

(Kundu & Lata, 2017) identified that the goal of this study is to look at the role of organizational engagement as a mediating factor in the link between a supportive work environment (SWE) and employee retention. A total of 211 respondents from 67 organizations provided primary data, which was analyzed. The dimensionality and validity of research variables were assessed using confirmatory factor analysis. The hypothesized model was further put to the test using multiple regression analysis. SWE appears to be important in predicting employee retention, according to the data. The connection between SWE and employee retention is somewhat mediated by organizational engagement. Because the data was confined to an Indian environment and a cross-sectional design, it may not apply to other parts of the world. Furthermore, the sample size is less than average, but the results are unaffected. In India, the function of SWE in conjunction with organizational involvement is still understudied. The current research focuses on the role of organizational engagement as a mediating factor in the link between SWE and employee retention.

(Sahu et al.,2017) mentioned that the goal of this article is to provide the results of a study that looked at the link between transformational leadership and the desire to quit via the lens of

employee engagement, company branding, and psychological attachment. Empirical research based on a sample of 405 full-time employees working in information technology (IT) firms in India investigated transformational leadership, employee engagement, company branding, and psychological attachment. The data were evaluated using a structural and measurement model, which was gathered utilizing a Google doc and a printed questionnaire. The findings show that a transformative leadership style has a direct impact on employee propensity to depart. Employee engagement is a mediator between transformational leadership and corporate branding. Employer branding mediates the relationship between leadership and psychological attachment. The study's ramifications are critical for Indian IT businesses that have experienced considerable voluntary turnover in recent years. Employee engagement, corporate branding, and psychological connection are all enhanced by transformational leaders in teams. Giving team leaders transformational leadership training may help them develop a psychological attachment with their staff, which can go far toward. This study investigates the link between transformational leadership style, employee engagement, employer branding, and psychological attachment, which has never been investigated theoretically or practically in India.

(Kashif et al., 2017) examined that customer wrath with staff during service contact is prevalent, and it hurts employees' long-term loyalty to a firm. To reduce staff turnover, service businesses have made strenuous efforts but have failed. There are many studies on employee turnover, but those that integrate the effects of perceived fairness and organizational pride to explore the exhaustion-turnover path are few and far between. The goal of this study is to see how customer hostility affects the emotional tiredness and turnover intentions of frontline food service supervisors. The impacts of perceived distributive fairness and emotional organizational pride on moderating impacts are also looked at. In the city of Lahore, Pakistan, survey data was collected from 250 frontline staff of multinational fast-food chain locations. AMOS used structural equation modeling to examine the data. Customer hostility is linked to emotional tiredness, which lowers work satisfaction and increases the likelihood of turnover among frontline food service supervisors. Distributive justice's mitigating benefits on the customer aggressiveness to emotional tiredness path, as well as emotional organizational pride's mitigating effects on work satisfaction to turnover intents, have been proven. The findings show how critical it is to establish a supportive and justice-oriented workplace culture. Frontline personnel is rewarded, organizational triumphs are celebrated, and the emotional strain that unruly consumers inflict on employees is

acknowledged as a buffer against employee unhappiness and departure. For the first time, the impact of emotional tiredness produced by customer aggressiveness on turnover intentions in the worldwide fast-food business is investigated. In addition, this study is the first to include distributive justice and emotional organizational pride as cognitive and affective characteristics that mitigate the impacts of consumer anger on frontline workers.

(Belete, 2018) defined that the desire to quit one's employment or organization, also known as turnover intention, is a requirement for leaving. It is when employees consider and intend to leave their jobs and organizations for a variety of reasons. Because the purpose to quit one's work and organization is not stated, it is difficult to discern the circumstances that lead to leaving one's employment and organization. As a result, this conceptual article attempted to describe several aspects influencing employee turnover intentions that have been recognized by various scholars and researchers. Various empirical studies on the link between job satisfaction, job stress, organizational culture, organizational commitment, remuneration, organizational justice, promotional opportunity, demographic factors, leadership styles, and organizational climate were evaluated by the researcher.

(Zeidan & Itani, 2020) have proven that despite the rise in popularity of employee engagement over the last decade, businesses throughout the world continue to struggle with disengaged employees. The goal of this paper is to analyze and reflect on employee engagement issues and establish a basis that helps to explain the relationships between organizational climate, procedural justice, distributive justice, perceived organizational support, and employee engagement to foster higher levels of employee engagement in organizations. The study presents a comprehensive analysis of the literature on employee engagement, as well as evaluations from peer-reviewed publications on the issue that were published in English between 1985 and 2019. Employees that are involved, according to research, work harder, are ready to go the additional mile, and are more enthusiastic about the work they perform and the quality they deliver, resulting in greater results that drive corporate success. Organizations today, more than ever, recognize the value of their people and see them as their most asset. As a result, keeping staff dedicated and engaged has become a top priority for businesses. Previous research hasn't looked at a comprehensive model of employee engagement from the perspectives discussed in this study, nor has it been evaluated on a global or regional scale. This research adds to the body of knowledge on employee engagement

by presenting a conceptual framework through which businesses may gain valuable insights on how to engage their workforce. This study's conceptual framework will be critical for companies looking to boost employee engagement.

(Sharma & Kumar, 2020) have proven that workplace spirituality is a popular study topic right now, and it's gaining traction among business executives and academics. A sense of community, meaningful work, and corporate ideals are all examples of workplace spirituality. The goal of this study is to look at the connection between workplace spirituality and mental health, with employee engagement serving as a mediator. Furthermore, the function of employee engagement as a mediation factor in the link between organizational justice and mental health is investigated in this study. 344 information technology experts in India were polled for their opinions. The model fit of workplace spirituality and its link to employee engagement, organizational justice, and mental health was evaluated using structural equation modeling. Employee engagement, which is linked to employee mental health, is strongly and favorably predicted by workplace spirituality and organizational justice, according to the findings. Employee involvement also partially mediates the association between workplace spirituality with mental health, as well as the relationship between organizational justice and mental health, according to the findings. The findings of the study serve as guidance. Employee mental health problems may be handled by HR experts supporting workplace spirituality, enhancing employee engagement initiatives, and enacting seen fair organizational justice policies. This research contributes significantly to the existing literature on mental health difficulties in the IT industry. The results of this study add to the field of human resource management and employee engagement. Employee involvement as an intervening mechanism between organizational justice, workplace spirituality, and mental health is investigated in this study, which fills a vacuum in the existing literature.

5.6 Procedural Justice

(Agarwal et al., 2012) proved that the point of the study is to look at the connections between leader-member exchange (LMX), innovative work behavior (IWB), and quitting intention. The function of job engagement as a mediating factor in the link between LMX, IWB, and intention to quit is investigated. A study of 979 Indian management personnel working in six service sector organizations in India yielded the results. The hypothesized correlations were tested using structural equation modeling. The findings imply that the quality of interactions between

employees and their immediate managers has an impact on engagement. Work engagement has a positive relationship with creative work behavior and a negative relationship with quitting intentions. Work engagement partially impacts the desire to leave and modulates the association between LMX and creative work behavior. The study's limitations include a cross-sectional design and the use of self-reported questionnaire data. The results of this study should be viewed with caution because it solely concentrates on the service industry. In three ways, this research contributes to the field of theory. It analyses elements that impact employee engagement and its results in the realm of job engagement. It broadens the understanding of organizational resources that promote employee engagement. This study, for LMX, adds to current research by looking at employee engagement as a result. It also expands research in that arena by identifying LMX and job engagement as antecedents of creative work attitudes. Positioning work engagement as a strategy of linking job resources to employee results is a significant contribution. The research is also unique in the context of India.

(Biswas et al., 2013) mentioned that the key theoretical foundation of research relating justice perceptions to employee outcomes has been social exchange. Among 238 managers and executives from manufacturing and service sector organizations in India, we investigated a conceptual model relating distributive and procedural fairness to employee engagement through social exchange mediators, namely perceived organizational support (POS) and the psychological contract. According to the results, POS mediated the association between distributive justice and employee engagement, while POS and psychological contracts moderated the relationship between procedural justice and employee engagement. Organizational functions are explored in terms of their theoretical and practical ramifications.

(Mercy & Choudhary, 2019) proved that the growing tendency of a significant number of new institutes that have mushroomed in every nook and cranny of the country, resulting in declining standards of teaching quality, exemplifies the rapidly expanding Indian education system. They must investigate strategies to create an organizational environment that can exploit academics' abilities and competence while also keeping them engaged and encouraging their well-being to ensure long-term retention in the company. Though there are many studies investigating the origins of employee engagement in Indian sectors, or assessing the level of employee engagement in banking, manufacturing, and hospitals, there is hardly any research analyzing the role and

influence of organizational drivers affecting employee engagement in the education sector, particularly in private institutes. As a result, this article aims to investigate and comprehend the organizational factors/drivers influencing academics' participation in Faridabad's private colleges.

(Agarwal, 2014) defined that the goal of this study is to look at how contextual characteristics such as trust, and organizational justice (procedural justice, interactional justice, and psychological contract) affect job engagement. The paper presents the results of a quantitative survey of 323 managers from industrial and pharmaceutical companies in Western India. This research examines the function of trust as a mediator in the justice-engagement connection, using social exchange theory as a guide. The influence of job engagement on workers' creative work behavior is also investigated in the article. According to the findings, procedural justice, interactional justice, and psychological contract fulfillment are all positively connected to job engagement, with trust acting as a mediating factor. Employee engagement has a huge impact on their ability to innovate at work. Because the data was gathered cross-sectionally, causal conclusions must be drawn with caution. Furthermore, the information was gathered from a single source. Nonetheless, the findings have ramifications for the current leadership and organizational psychology research and practice in a new geographical setting. This is one of the few studies that investigate the impact of three justice factors and trust on job satisfaction. In addition, the study adds to its surroundings. With a rising number of foreign companies setting up shops in India, understanding employee motivation has become crucial. The level of engagement of Indian managing staff is investigated in this study.

(Kim & Park, 2017) mentioned that despite the significance of the human/social dimension of organizational sustainability, compared to the economic and environmental elements of sustainability, this field of academic endeavor has gotten very little attention. This study asserted that employee job engagement is a critical component for boosting human performance and ensuring organizational sustainability, based on social exchange theory. To accomplish so, it proposes that employee job engagement has a significant impact on the linkages between numerous organizational characteristics, such as organizational procedural fairness, knowledge sharing, and innovative work behaviors. For the goal of data analysis utilizing structural equation modeling, 400 complete replies from full-time employees in Korean firms were employed (SEM). Employee job engagement, information sharing, and innovative work behavior are all positively associated with organizational procedural fairness, according to the findings. Furthermore,

employee knowledge sharing, and innovative work behavior are enhanced by job engagement, and information sharing increases innovative work behavior. Work involvement and information exchange performed as important mediators in the mechanics of these partnerships. They made research conclusions and recommendations for future studies on sustainable organizations based on the results.

(Özer et.al., 2017) mentioned that work engagement is a term that displays a good way of thinking about one's organization's devotion and involvement, as well as one's passion and energy. A wide range of research focused on the relationship between job engagement and a set of factors may be found in the relevant literature. As a result, this study was carried out to investigate the impact of organizational justice on employee engagement. The data was acquired from 414 healthcare staff working in a state hospital in Turkey throughout the research's implementation stage. The connections between subdimensions of organizational justice and work engagement were positive and moderate, according to the results of the studies. According to the regression analysis used to determine the influence of subdimensions of organizational justice on work engagement, subdimensions of organizational justice perception together explained 33% of the total variation. As a result, it can be asserted that increasing corporate justice perception promotes employee job engagement in a statistically meaningful way. In terms of work engagement, procedural justice had the most significant impact, followed by distributive and interactional justice.

(Rubel et.al., 2017) defined that from the standpoint of social exchange theory, this study investigates the function of developing human resource management (HRM) in strengthening employee commitment to the firm. HRM roles are the means by which managers' actions, behaviors, and HRM processes affect workers' commitment to the organization in this interaction. Data was collected from a sample of 217 respondents who worked in front-line positions in private commercial banking institutions in Bangladesh using a self-administered questionnaire survey. The findings of structural equation analysis revealed that rising HRM responsibilities, such as procedural justice, organizational communication, empowerment, employee development, and participation, had a substantial and beneficial effect on employee engagement in the business. Employee engagement in the organization was shown to be positively related to the five-dimensional emerging HRM positions in this study. As a result, organizations and their top management should be interested in and nurture a supportive HRM environment, and they should

make HRM a high priority through which they can demonstrate their commitment to open communication, empowerment, participation, investment in employee development, and a somewhat environment to gain employee commitment in a long-term, high-quality dedication relationship.

(Cenkci et.al., 2020) have proven that the purpose of this research is to investigate the link between Inclusive Leadership (IL) and employee work engagement (WE), as well as the mediating influence of procedural justice (PJ) on this connection. Data was collected via an online, self-administered questionnaire. The survey included a total of 201 Turkish information technology (IT) workers. The data were analyzed using structural equation modeling by the authors. The authors next tested the hypothesized mediating link using a series of nested model comparisons. According to the findings, IL is favorably connected to PJ, whereas PJ is positively related to WE. In addition, PJ serves as a bridge between IL and WE. The findings emphasize the relevance of IL in leading IT personnel successfully. Organizational leaders may foster IL by displaying openness, availability, and responsiveness to their people, as well as by creating work settings that appreciate employees' ideas. Additionally, firms must ensure that their procedures and rules are clear and fair in terms of how choices are made to improve employee PJ impressions. Furthermore, firms might provide IL and PJ training to their IT managers. This study contributes to the small body of knowledge about IL. Furthermore, to the best of the researchers' knowledge, this is the first study to look at the link between IL and PJ. This is also the first research to look into the idea of IL in the setting of Turkey. Furthermore, the findings of this study may be useful in the formulation of future theories on IL in cross-cultural situations.

(Fasih et.al., 2021) proven the impact of exclusive personnel management on turnover intention, employee engagement, and perceived distributive justice is investigated in this study. Furthermore, the influence of distributive justice on employee engagement and intention to quit was investigated. We also look at how distributive justice and procedural justice play a mediating and moderating function. The data for the study was gathered through a survey questionnaire filled out by workers of commercial banks in Pakistan. Because it is the most developed services sector, the private bank environment is appropriate for the research. In the financial services industry, there is a lot of social contact between management, colleagues, and clients. Two hundred and eighty people completed the survey, and hypothesis testing was done using AMOS 24 and structural

equation modeling. For mediation/moderation analysis, we employed the bootstrapping approach. Exclusive personnel management, according to the study, replicates distributive fairness, employee engagement, and turnover intention. Our findings also suggest that distributive justice has an impact on employee engagement and inclinations to leave. They also discovered that distributive justice influences employee engagement but not the desire to leave. However, we found little evidence of procedural fairness playing a moderating influence. Other research may look at other industries, but this one focused on Pakistan's banking industry.

3.7 Reward and Recognition

(Bhatnagar, 2007) examined that with talent management becoming a significant topic in literature, the goal of this work is to use a mixed-method research design to explore talent management and its link with levels of commitment. The first part consisted of a Gallup q12 or Gallup Workplace Audit survey of 272 BPO/ITES employees. The causes of attrition and the difficulties of employee engagement were discussed in focus group interviews. The exit interview data from one of the BPO businesses from the phase I sample was evaluated using factor analysis and content analysis in the second stage. The results were in the predicted direction and met the present study's research objectives. Low factor tonnages at the start of the career and the end of 16 months with the company indicated low engagement ratings in the first phase. High factor loadings during intermediate periods of employment were associated with great levels of engagement, but the survey questionnaire revealed that this might also indicate high loyalty, but only for a limited period. Factor loadings in the second phase revealed three separate factors: corporate culture, career planning, incentives, and organizational support. The first two indicated a high rate of attrition. The small sample size of 272 responders constituted a flaw in the study's design. A few of the Gallup q12 subscales have poor Cronbach's alpha values. The data collection method, which was gathered using a mixed method approach, a survey, and unstructured focus group interviews, is the study's strength. The idea of employee engagement has theoretical consequences. Staff happiness, employee dedication, and employee participation appear to have contaminated the concept, which is outside the scope of this research. Future research in India might focus on this topic and develop an independent scale of employee engagement, concentrating on the antecedent factors and assessing them for underlying principles. In the ITES sector, the current study found that a high degree of engagement can lead to high retention, but only for a short period. The

analysis points to the need for a more rigorous employee engagement construct. The ramifications for sustainability in the BPO/ITES industry are discussed.

(Ram & Prabhakar, 2011) examined that as per a poll of 656 chief executive officers from across the world, one of the top five most critical problems for management is engaging people. Employee engagement has been a hot issue among consulting companies and the popular business press in recent years. Employee involvement, on the other hand, has received little scholarly attention. The antecedents and implications of employee involvement in the Jordanian industry were explored in this study. The study instrument was used to interview a snowball sample of 310 respondents from the Jordanian hotel business. Employees from various levels of management were included in the sample. Employee Engagement and Perceived Organizational Support are linked, according to the findings. Employee Engagement is also validated by Work Engagement, Intrinsic and Extrinsic Rewards, Perceived Supervisor Support, Perceptions of Procedural Justice, and Perceptions of Distributive Justice. The results from data acquired from a sample of respondents from Jordan's hotel business back up the assumptions explored in this study.

(Sarangi, 2012) defined that due to rising competition, technological advancements, and changing legislation, India's banking sector is undergoing significant changes. Foreign banks, Indian commercial banks, nationalized banks, and cooperative banks make up India's banking industry. Employee engagement is important for promoting consumer engagement and sparking innovation. It will assist these banks in reaching new heights of greatness. The numerous employee engagement efforts in the banking sector are examined in this article. These best practices will assist banking organizations in tailoring employee engagement efforts to their specific needs.

(Padhi et.al., 2015) studied that out of the various resources accessible to enterprises, human resource management in general, and employee engagement in the workplace, has become the most sensitive factor that plays a critical role in the success or failure of the business today. Dealing with employee engagement entails properly managing the employees' complicated sentiments, emotions, and psychological states of mind. While engaged personnel have a good attitude and self-commitment to offer better results for the organization's success, a mismatch in the 'effort-reward' or 'work-life' would essentially because more stress among the employees, potentially leading to burnout and increased staff turnover. The purpose of this study is to examine the meaning and relevance of employee engagement in the workplace. Furthermore, numerous

theories of employee engagement have been examined, as well as the variables that keep employees motivated and engaged. According to the findings, management should take care of their employees in such a way that they feel appreciated and invested in their work. Employee engagement should be defined by employees' emotional and psychological accessibility, as well as a friendly connection with their managers and colleagues.

(Abdallah et al., 2016) defined that the goal of this study is to look at how the three behavioral constructs of employee engagement, job satisfaction, and organizational commitment interact. As a result, a structural model is built to study the mediating influence of work satisfaction on the link between job participation and organizational commitment. A questionnaire-based study was conducted to test the model using a dataset of 315 workers from twelve of Jordan's twenty-six banks in Amman, the capital city. Structural equation modeling analysis was used to test the model and assumptions. Work participation has a favorable and substantial impact on job satisfaction and organizational commitment, according to the findings. Furthermore, work satisfaction was shown to be linked to organizational commitment. Moreover, work satisfaction moderated the association between job participation and organizational commitment positively and substantially.

(Osborne & Hammoud, 2017) proved that Employee disengagement costs American businesses an estimated \$350 billion every year. The goal of this case study was to look at the tactics used by several communication business owners to keep their personnel engaged. Four communication company executives in Jackson, Mississippi, were chosen as the target demographic because they had at least one year of effective employee engagement experience. The study's conceptual basis was the self-determination theory. Semi-structured interviews were performed, and the archival papers of the participating firm were acquired. A thorough method of data familiarization, data coding, and theme creation and modification was used to identify patterns. To guarantee that the findings were trustworthy, member-checking was done on the opinions. Thematically evaluating the data revealed key themes based on the methodological triangulation of the data collected: incentives and recognition, empowering workers, and developing a link among leaders and employees.

(Iqbal et.al., 2017) identified that this study aims to investigate employee engagement in the Pakistani business sector, as well as the causes and repercussions of employee engagement. A model was created to assess employee engagement, as well as its causes and repercussions. This

model is built on dependent and independent variables gathered from existing literature and theories relevant to current research. To collect data from the respondents in this study, a structured questionnaire was created. Data was collected using a self-administered questionnaire approach. The current study's hypothesis was tested using SPSS and AMOS software. Their results show that work qualities, incentives, and recognition are major antecedent determinants for employee engagement, however, training and coaching were not shown to be significant antecedent elements. Employee happiness, retention, and corporate citizenship behavior are all suggested as consequences of employee engagement, according to our research. This research looks at employee involvement in Pakistan's corporate sector. This research aims to highlight the importance of the business sector in the economy while also identifying ways to promote employee engagement.

(Kamalaveni et.al., 2019) mentioned that this study aims to add to a more comprehensive picture of the methods and tactics used by firms throughout the world to retain dedicated and talented employees. HR professionals face a difficult task in engaging and keeping employees in the twenty-first-century workforce in this competitive economy. Nearly every single firm was now driven by technology, yet human resources are required to carry out the tasks. As a result, human resources represent the organization's vital energy for survival, growth, and advancement. In a changing situation, it is an HR manager's task to keep personnel in a business for the long term. This is secondary research, which reviews various research articles in journals and books and attempts to explore the reviews on employee retention in various sectors, industries, etc., to understand the concept of retention, factors influencing retention, and the strategies to retain the employees in a better way.

(Baqir et.al., 2020) defined that employee engagement is critical to a company's success because it results in higher employee satisfaction, less employee turnover, stronger employee loyalty, better customer service, more sales, and higher profitability. The purpose of this study is to see how incentives and recognition, as well as perceived supervisor support, affect employee engagement. The quantity descriptive approach was employed in the investigation. To obtain data, we employed a questionnaire. Employees of the Muslim Commercial Bank and the National Bank of Pakistan made up the study's population. In Multan, data was obtained from 108 workers, however sadly, 08 questionnaires were discarded due to incomplete data. A Statically package for social science

was used to examine the data (SPSS Version 21). The findings demonstrate that reward and recognition, as well as supervisor assistance, may motivate people to perform better. As a result, via reward and recognition, as well as supervisor assistance, employee engagement may increase.

(Maslach, 2001) says that job engagement is associated with a workload, feeling to choose, appropriate recognition and reward, supportive work community, fairness and justice, and meaningful and valued work.

(Govender & Bussin, 2020) in their research paper, they selected 20 sample sizes of employees from various functions across all the levels within operations of FMCG organizations. It was found that a relationship exists between performance management and employee engagement. They have identified many key drivers of employee engagement, which include rewards and recognition, communication, nature of work, meaningful work, the opportunity for development, and improvement. The researcher has employed a cross-sectional research methodology which has exploratory. They have highlighted that rewards and recognition are key in employee engagement because employees want respect and a sense of achievement. The researcher has applied a semi-structured interview process.

(Chioma, 2020) conducted studies to examine the relationship between financial rewards and employee engagement of selected deposit money banks. The researcher has applied a cross-sectional survey method in their study. In this study, the primary data were collected using a questionnaire and 118 sample sizes were drawn from a population. The researcher has used the inferential statistical analysis using spearman's rank order correlation coefficient. The results found that reward systems have a significant & positive relationship with all measures of employee engagement.

3.8 Identification of Factors:

Studies have shown that some critical factors lead to employee engagement. Some of them are identified here. These factors are identified from recent literature between the years 2019 and 2011 and are presented in Table 1 below:

Table: 1.4 Summarize the Contributing factors, Authors & the results of the Review Journal.

Title	Variables	Findings of the Study	Reference
Employee Engagement Trends to Watch in 2019	<ol style="list-style-type: none"> 1. Flexible work schedule 2. Going above Engagement to focus on overall employee experience. <ul style="list-style-type: none"> • Opportunities for development • Company culture • Programs for recognizing and rewarding achievements. • Career paths • Relationships among teams. 3. Opportunities for professional and personal development 4. Programs focused on mental and physical wellness. 	<p>- Attaining high levels of employee engagement continues to be a ongoing struggle for organizations. The key influencers in engagement are leaders and immediate supervisors. To improve engagement, organizations can implement strategies such as regular measurement, better employee recognition, increased opportunities for career growth, and enhanced involvement from HR. It is widely acknowledged that employee engagement is closely tied to overall company performance.</p>	(Carrizales, 2019)
Drivers of Employee Engagement: A case study of Private Banks in Ethiopia	Job Importance, Job Expectation, Career Advancement, Communication and co-operation, Interpersonal Relationship, Organisational Culture.	Cross-sectional survey research method was employed to collect data from 245 employees. It was founded that there were strong significant relationships between factors considered as engagement drivers.	(Tadesse, 2019)

Factors That Determine Employee Engagement (The Case of Commercial Bank of Ethiopia)	Motivation, Rewards and Recognition, Organization justice, Job Characteristics, Work-life balance.	the study can be further increased and enriched to include more variables under the theoretical framework in future studies like personal factors. The study can be further broadened to increase various views of employee engagement like job engagement and organizational engagement	(Esayas, May 2019)
The Study on Factors Affecting Employee Engagement	Work Environment, Image of the organization, Incentives and Pay, Supervisor and Co-worker relationship, Decision making, Training and Development, Policies and Procedures	There is a positive relationship between the work environment, the image of the organization, supervisor, and co-worker relationship, training, and development of employee engagement. Decision-making has no significant influence on employee engagement.	(Dr. P. Nagesh, June 2019)
Employee Engagement Determinants and Employee Retention: A Study among Generation Y Employees in Malaysia	Work environment, leadership, team and co-workers, Training and Career Development, Compensation, organizational Policies, Workplace well-being.		(Daud, 2018)
Employee Engagement & Retention:	Appraisal of Performance, Health and Safety,	After the analysis of various studies on employee retention& engagement, some points might be	(Munish, 2017)

A Review of Literature	Reward, Recognition & compensation Structure, Autonomy, Career Development Opportunities, Training	consider for retention & engagement of employees as under: <ul style="list-style-type: none"> • Actively promote organizational effectiveness, reputation, and values & ethics • Clear paths to advancements • Ongoing Training & Education • Offer the Rights Benefits 	
Factors Determining Employee Retention in the Banking Sector: A Case Study of Agricultural Bank of Sudan	<p>Training</p> <ul style="list-style-type: none"> • Acquired skills • Experience and knowledge. <p>Working environment</p> <ul style="list-style-type: none"> • Good co-workers' relationship • Adequate physical facilities <p>Intervening variable Employee satisfaction</p>	It was found that the working environment influences employee retention as was supported by the majority of employees who agreed that training plays an important role in retaining employees	(Mohamed & Mulili, 2017)
The Relationship between Antecedents of Employee Engagement and Employee Engagement in the Banking Sector	Employee communication Employee Development Reward and recognition Extended employee care	The outcome reveals a noteworthy correlation between factors including employee communication, employee growth, acknowledgment and rewards, and enhanced employee support. Among these factors, employee growth emerges as the most substantial factor. The information was directly gathered from employees employed in different banking institutions within Aqaba, Jordan. It offers firsthand insights	(Basbous & Malkawi, 2017)

		into the link between factors and staff involvement.	
Analysis of determinants of Employee Engagement in credit-only Micro Finance Institutions in Mount Kenya Region.	Compensation, Leadership, Communication, Career Development Opportunity	This study considered four variables, namely compensation, leadership, communication, and career advancement opportunity. Future researchers should also focus on other determinants of employee engagement	(Nkatha, 2017)
Workplace Productivity Through Employee Workforce Engagement	Co-worker Relationship -Rewards & Recognition -Working conditions Work-role fit -Career Advancement -Job Satisfaction	Findings: The result concluded that Employee Training & Development, Supervisor's support, Team & Co-worker Relationship, Rewards & recognition, Working conditions, Work role fit	(Alshammari, 2015)
A Culture of Employee Engagement: A Strategic Perspective for Global Managers	Promote involvement in the organization. Focus on customers. Democratize the workforce. Support work-life balance Reward employees	Employee engagement is crucial for long-term sustainability in international markets. It helps manage and retain talented employees through global mobility, training, rewards, communication, leadership, and development. Creating a culture of engagement attracts and retains quality employees in a competitive market. Engaged employees are committed, connected to organizational success, and believe in its values. Boundaryless organizations pose a	(Taneja, 2015)

		challenge to maintaining employee engagement.	
Employee Engagement: A Review Paper on Factors Affecting Employee Engagement	<ul style="list-style-type: none"> - Career Development - Leadership - Clarity of Company - Values, Policies, and Practices - Respectful Treatment of Employees 	The study identified the various factors which are responsible for employee retention like: individual and job characteristics, gender diversity; ethnic diversity strong induction programs.	(Arti Chandani, 2016)
A study on the drivers of employee engagement impacting employee performance	<ul style="list-style-type: none"> -Work-life balance -Leadership -Communication 	It was suggested that organizations use appropriate training programs to ensure supervisors build a supportive environment to empower their subordinates	(Bedarkar, 2014)
Determinants of Employee Engagement in the Banking Industry in Kenya: the case of cooperative bank	Performance management system, workplace recreation, remuneration Package, Personal development, and growth opportunities	Transparent working environment, conduct appraisals based on individual participation and team effort and listen to the voice of employees.ie, enhance two-way communication, employers should solicit feedback regularly.	(Kipyegon, 2014)
The Antecedents affecting employee engagement and	<ul style="list-style-type: none"> Employee communication Employee development Reward and recognition Extended employee care 	High employee turnover due to skilled labor shortage highlights the importance of employee engagement. A lack of research exists on the antecedents of high employee engagement in the food	(Som, 2013)

organizational performance		and beverage departments of the service industry. This paper examines the impact of employee communication, development, rewards, recognition, and extended care on engagement. The study finds that employee development has the greatest influence.	
Factorial Dimensions of employee engagement in Public and private sector banks	Commitment, salary and benefits, and job satisfaction Demographic variables: gender, age, marital status, educational qualification, monthly income, years of experience, designation	further extended by considering other factors that induce employee engagement, corporate culture, and communication, work environment, relationship with others, and training and development.	(Mariammal, 2012)
Individual Factors and Work Outcomes of Employee Engagement	-Employee Communication -Employee Development -Organization Commitment -Peer Support	The findings of this study supported that social exchange theory (SET) can be used as a theoretical framework in understanding the construct of employee engagement and retention.	(Ologbo C. Andrewa, 2012)
Driving Employee Engagement in Nationalized Banks in India	organizational culture and communication	The impact of demographic variables on employee engagement can be undertaken in future studies. Differences in employee engagement across different managerial levels may also be investigated to suggest more pertinent recommendations for banks.	(Srivastava, 2012)
Employee engagement-	Training Foundation (Mitchell et al 2010) cite the Employee engagement:	employee engagement is critical to other organizations as well, and	(Aralelimath, 2012)

<p>a study of employees Of DCCBS of Maharashtra State</p>	<ul style="list-style-type: none"> • senior leadership communication and visibility • good-quality line management • clear vision/line of sight • voice- the opportunity to share ideas and opinions and input into decision-making. • development opportunities • being ethical - treating individuals with respect, and fairness and showing integrity • Organization demonstrating care and concern for employee well-being. 	<p>understanding their relationship with other organizations is surely a good subject for research.</p>	
<p>Drivers of Employee Engagement in Indian Organisation</p>	<p>Drivers of Executive's Engagement:</p> <p>Job Content- Autonomy, Challenging Opportunities for Learning.</p> <p>Compensation/ Monetary Benefits: Attractive salary vis-à-vis Qualification and responsibility.</p> <p>Work-life balance: appreciative of personal needs, able to spend time with family.</p> <p>Top management Employee relations: Equality in treatment, respecting the views of subordinates, providing an environment of working together.</p> <p>Scope for advancement and career growth: Well-designed policy, adequate opportunities for career growth and advancement.</p> <p>Team orientation/ Teamwork</p>	<p>-</p>	<p>(Sodhi, 2011)</p>
<p>Analysis of Employee</p>	<p>employee welfare,</p>	<p>employees felt that promotions are not handled fairly, management</p>	<p>(Mani, 2011)</p>

Engagement and its Predictors	empowerment, employee growth, and interpersonal relationships	<p>should find out the cause for such an opinion among employees and rectify it.</p> <p>Managers should involve their subordinates in the decision-making process while taking decisions that affect their work</p>	
Job Satisfaction and Work Engagement: A study using Private Sector Bank Managers	Pay, Promotion, Work engagement	Managers are satisfied with their job and there is a positive relationship between job satisfaction and work engagement among managers at various hierarchical levels.	(Kanika Garg, 2018)
The Predictors of Employee Engagement: A Study in a Ferro Alloys Company of India	Age, leadership, career opportunities, learning and development, work-life balance, physical work environment, and performance assessment.	Results revealed that all the variables are positively associated with employee engagement	(Mohanty, 2016)
Competing Through Employee Engagement: A Proposed Framework	Organizational culture, leadership, teamwork, and perceived organizational support	Find out the linkage among leader, team, perceived organizational support and is being mediated by motivation	(Singh, 2016)

After exploring these factors, the study found that there are similarities as well redundancies between one factor and another. It has also been discovered that some literature balances life and the work environment, although it has been stated that it is important to engage employees.

Drivers	Authors	Year
Job Importance	(Tadesse, 2019)	2019
Job Expectation	(Tadesse, 2019)	2019
Career Advancement & Career Development	(Tadesse, 2019)	2019
	(Daud, 2018)	2018
	(Munish, 2017)	2017
	(Nkatha, 2017)	2017
	(Alshammari, 2015)	2015
	(Arti Chandani, 2016)	2016
	(Kipyegon, 2014),	2014
	(Sodhi, 2011)	2011
Communication and Co-operation	(Tadesse, 2019)	2019
	(Nkatha, 2017)	2017
	(Basbous & Malkawi, 2017)	2017
	(Bedarkar, 2014)	2014
	(Som, 2013)	2013
	(Ologbo C. Andrewa, 2012)	2012
	(Srivastava, 2012)	2012
Interpersonal Relationship, supervisor and co-worker, team and co-worker, peer support	(Tadesse, 2019)	2019
	(Dr. P. Nagesh, June 2019)	2019
	(Mohamed & Mulili, 2017)	2017
	(Alshammari, 2015)	2015
	(Ologbo C. Andrewa, 2012)	2012
	(Daud, 2018)	2018
Organisational Culture.	(Tadesse, 2019)	2019
	(Srivastava, 2012)	2012

Motivation	(Tadesse, 2019)	2019
Rewards and Recognition	(Tadesse, 2019)	2019
	(Munish, 2017)	2017
	(Basbous & Malkawi, 2017)	2017
	(Alshammari, 2015)	2015
	(Taneja, 2015)	2015
	(Som, 2013)	2013
Organization justice	(Tadesse, 2019)	2019
Job characteristics, work role fit	(Tadesse, 2019)	2019
	(Alshammari, 2015)	2015
Work-life balance.	(Tadesse, 2019)	2019
	(Taneja, 2015)	2015
	(Bedarkar, 2014)	2014
	(Sodhi, 2011)	2011
Work Environment, Workplace well-being, Working Conditions, Extended employee care	(Dr. P. Nagesh, 2019)	2019
	(Daud, 2018)	2018
	(Mohamed & Mulili, 2017)	2017
	(Basbous & Malkawi, 2017)	2017
	(Alshammari, 2015)	2015
	(Kipyegon, 2014)	2014
	(Som, 2013)	2013
(Sodhi, 2011)	2011	
Image of the organization	(Dr. P. Nagesh, 2019)	2019
Incentives and Pay, Compensation,	(Dr. P. Nagesh, 2019)	2019
	(Daud, 2018)	2018
	(Munish, 2017)	2017
Decision making	(Nkatha, 2017)	2017
	(Mariammal, 2012)	2012
	(Sodhi, 2011)	2011
	(Dr. P. Nagesh, 2019)	2019
Training and Development, employee development	(Dr. P. Nagesh, 2019)	2019
	(Basbous & Malkawi, 2017)	2017

	(Daud, 2018)	2018
	(Som, 2013)	2013
	(Ologbo C. Andrewa, 2012)	2012
	(Munish, 2017)	2017
	(Mohamed & Mulili, 2017)	2019
Policies and Procedures	(Dr. P. Nagesh, 2019)	2019
	(Daud, 2018)	2018
	(Arti Chandani, 2016)	2016
	(Sodhi, 2011)	2011
Leadership	(Daud, 2018)	2018
	(Nkatha, 2017)	2017
	(Arti Chandani, 2016)	2016
	(Bedarkar, 2014)	2014
Job autonomy	(Sodhi, 2011)	2011
Appraisal of Performance,	(Munish, 2017)	2017
Health and Safety,	(Munish, 2017)	2017
Respectful treatment of employees	(Arti Chandani, 2016)	2016
	(Sodhi, 2011)	2011
workplace recreation	(Kipyegon, 2014)	2014

Table: 1.6 Represent the key variables or factors that the author discusses in relation to employee engagement.

Title of the book	Author	Year	Variables / Factors	Reference
Armstrong's Handbook of Human Resource Management Practice	Michael Armstrong And Stephen Taylor	13 th edition -2014	<ul style="list-style-type: none"> ● Job challenge – this takes place when the scope of jobs is broad, job responsibility is high and there is a high workload. It enhances engagement because it creates potential for accomplishment and personal growth. ● Autonomy – the freedom, independence, and discretion allowed to employees in scheduling their work and determining the procedures 	(Taylor, 2014)

			<p>for carrying it out. It provides a sense of ownership and control over work outcomes.</p> <ul style="list-style-type: none"> ● Variety – jobs that allow individuals to perform many different activities or use many different skills. ● Feedback – providing employees with direct and clear information about the effectiveness of their performance. ● Fit – the existence of compatibility between an individual and a work environment (eg, job, organization, manager, co-workers) which allows individuals to behave in a manner consistent with how they see or want to see themselves. ● development opportunities – these make work meaningful because they provide pathways for employee growth and fulfilment. ● Rewards and recognition – these represent both direct and indirect returns on the personal investment of one’s time in acting out a work role 	
Employee Engagement in Theory and Practice	Catherine Truss, Rick Delbridge, Kerstin Alfes, Amanda Shantz, and Emma Soane	2014	<p><u>Psychological meaningfulness antecedents</u> (Meaningfulness refers to an individual’s connection to his or her role and purpose at the organization. When individuals experience meaningfulness, “they feel worthwhile, useful, and valuable” (Saks & Gruman, 2014).</p> <ul style="list-style-type: none"> • Job challenge-high workload-the extent to which a job is multifaceted and difficult to perform-the extent to which a job requires innovative solutions or innovative ideas. • Autonomy- • Variety • Feedback • Fit • Opportunities for development • Rewards and recognition <p><u>Psychological safety antecedent</u> Safety pertains to the ability to share oneself openly, including one’s values and ideas, without fear of repercussions or conflict.</p>	

			<ul style="list-style-type: none"> • Social support • Transformational leadership • Leader-member exchange • Workplace climate • Organizational justice • Job security <p><u>Psychological availability antecedents</u> Availability involves the physical, emotional, and cognitive resources an individual possesses to invest in his or her work.</p> <ul style="list-style-type: none"> • Role overload • Work-role conflict. • Family–work conflict • Resource inadequacies • Time urgency • Off-work recovery 	
Employee Engagement A Review of current thinking	Gemma Robertson-Smith and Carl Markwick	2009	<ul style="list-style-type: none"> • Nature of work • Meaningful and purposeful work • Development opportunities • Recognition and rewards • Affective and assertive relationship • Quality communication • Inspiring leadership. 	(Markwick, 2009)
Engagement and Disengagement at Work: Drivers and Organisational Practices to Sustain	Barbara Imperatori	2017	<ul style="list-style-type: none"> • Work flexibility. • Autonomy and meaningful purpose • Personal development • Work-life balance. 	(Barbara, 2017)

Employee Passion and Performance				
Carrot and Sticks Don't Work- Build a Culture of Employee Engagement with the Principles of RESPECT	Paul L.Marciano,	2010	<ul style="list-style-type: none"> • Recognition-recognize team members rewarded based on work performance. • Empowerment-autonomy provides training and initiative to communicate. • Supportive feedback-provide timely feedback. • Partnering-Employee development and growth, communicate and share information. • Expectation- goals, objectives, and priorities are established. • Consideration-supervisors, managers, and team member's support • Trust 	(Marciano, 2010)

3.9 Proposed Research Model

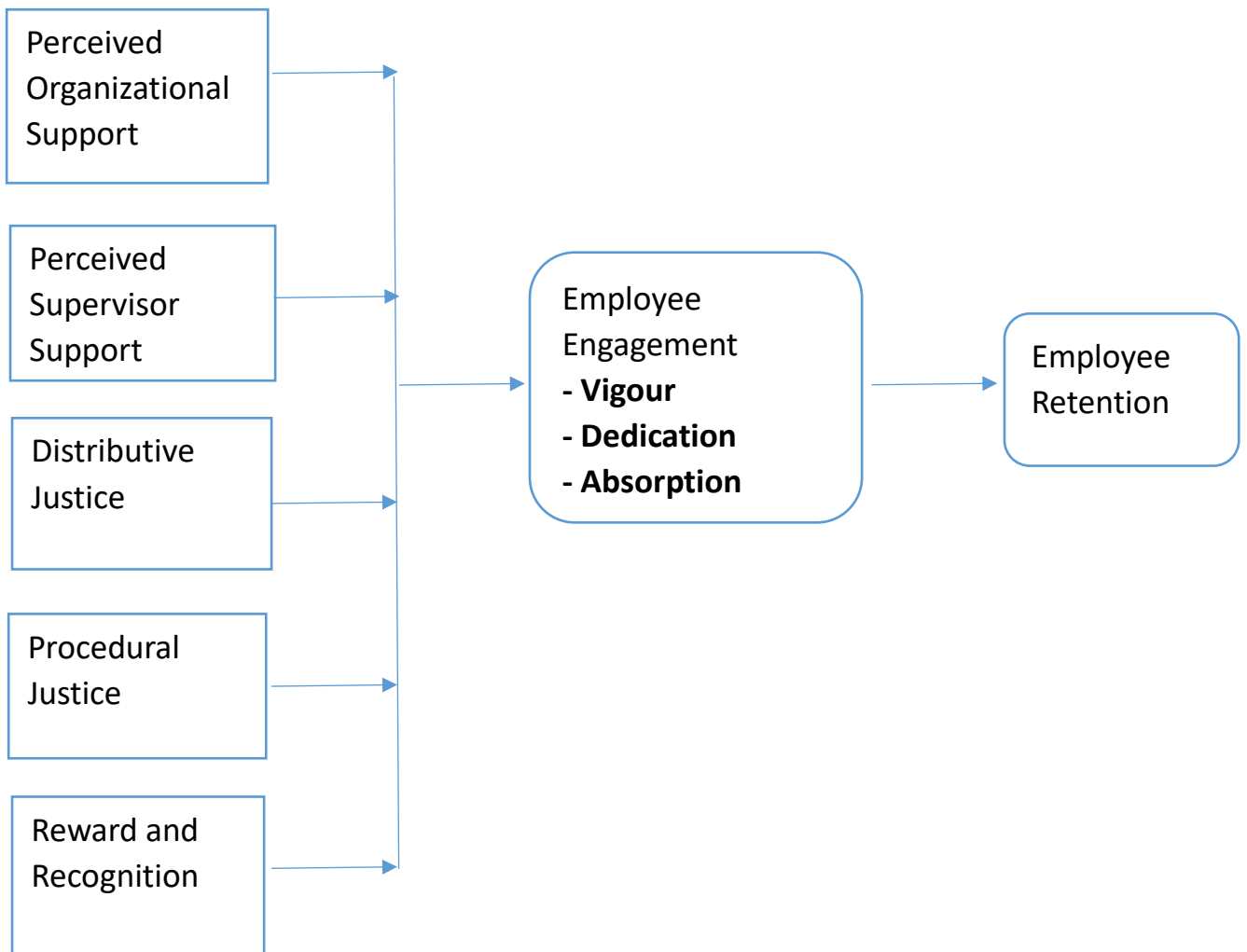


Figure: 1.8 Conceptual framework: Antecedents of Employee Engagement (Derived from a review of literature)

3.10 The Implication of the Indian Knowledge System

The important parameters for employee engagement in any of the sectors are called the moral support and ethics that the employees are carrying to perform best of their knowledge. It consists of various social and psychological parameters for employee engagement among the employees of any sector. Knowing the parameters of employee engagement in any field or corporate will help them to improve their overall performance. At the same time, the organizations also need to focus on the proper pay structure and timely revision as per the inflation prevailing in the country. The satisfied employee can provide productivity more than the ordinary employees working in the organization and hence, it is important in the Indian context that employers should focus on the satisfaction of the employees in terms of the monetary rewards and family safety benefits which are necessary to satisfy their needs and wants.

Pay, allowances, promotions, and other benefits are the rewards that employees most obviously obtain from any of the fields where they are performing their duties either in the banks or IT firms. The incentives are intended to motivate the employees in terms of boosting their morale to generate better results in the organization, which will lead to better profitability in the country's GDP. A business must be aware of what motivates people to work well if it wants to develop the excellence of its Indian personnel. This necessitates considering the viewpoint of the employer as one of the employment suppliers. Recognizing every component that influences someone's motivation in life or at business is stressful, though. Rewards utilized as incentives are used to inspire and urge academics to actively participate in their employment. This definition illustrates the direct relationship between pay and productive performance.

For the high degree of employee involvement in corporations, performance-based reward programs evaluate skills differently and award different awards. Most individually based programs have included financial rewards for excellent performance, which are frequently expressed in terms of high profitability and greater earnings per share that are received by the shareholders from the market. More recently, some analysts have argued that elevating emotions of well-being and intrinsic benefits, such as recognizing improvements in employees' performance, are more effective approaches to inspire staff members.

In the Indian knowledge system, the relationship between employee engagement and employee retention has significant implications. The Indian knowledge system encompasses the collective knowledge, expertise, and skills present within individuals and organizations in

India. Here are some key points regarding the impact of employee engagement on employee retention within the Indian knowledge system:

- **Retention of Intellectual Capital:** Intellectual capital is a critical component of the Indian knowledge system. Employee engagement plays a vital role in retaining this intellectual capital within organizations. When employees are engaged and satisfied with their work, they are more likely to stay with the organization for a longer duration. This retention ensures the continuity of valuable knowledge and expertise within the Indian knowledge system, contributing to its growth and sustainability.
- **Knowledge Sharing and Collaboration:** Employee engagement fosters a culture of knowledge sharing, collaboration, and teamwork. Engaged employees are more likely to actively participate in knowledge-sharing activities, mentorship programs, and collaborative projects. This exchange of knowledge and ideas enhances the collective intelligence of the Indian knowledge system. It facilitates innovation, problem-solving, and the development of new insights, which are crucial for advancing various fields and driving progress within the Indian knowledge system.
- **Continuous Organizational Learning:** Engaged employees are more open to learning, growth, and adapting to new challenges and opportunities. They actively seek out development opportunities, upskilling initiatives, and avenues for professional growth within their organizations. This focus on continuous learning contributes to the agility and resilience of the Indian knowledge system. Organizations that prioritize employee engagement create an environment that encourages ongoing learning, knowledge acquisition, and the application of new insights, enabling the system to evolve and stay relevant in a rapidly changing landscape.
- **Attraction and Retention of Top Talent:** The Indian knowledge system thrives on attracting and retaining top talent across various sectors. Employee engagement plays a significant role in talent retention. Engaged employees experience higher levels of job satisfaction and motivation, leading to increased commitment. Consequently, talented individuals are more likely to choose to remain within the Indian knowledge system, contributing their skills, knowledge, and expertise. By fostering a positive work environment through employee engagement initiatives, organizations can attract and retain the best minds, ensuring a continuous influx of talent.
- **Stimulating Innovation and Research Output:** Employee engagement directly influences the fostering of innovation and driving research output within the Indian

knowledge system. Engaged employees are more likely to contribute creative ideas, think critically, and actively participate in research and development initiatives. By providing a conducive environment for employee engagement, organizations can nurture a culture of innovation. This, in turn, leads to the generation of groundbreaking ideas, technological advancements, and research outputs that push the boundaries of knowledge and contribute to the overall growth of the Indian knowledge system.

In conclusion, employee engagement has significant implications for employee retention within the Indian knowledge system. It preserves intellectual capital, promotes knowledge sharing and collaboration, encourages continuous learning, attracts, and retains top talent, and stimulates innovation and research output. By prioritizing employee engagement, organizations contribute to the growth, sustainability, and advancement of the Indian knowledge system, positioning it as a global hub of knowledge, expertise, and innovation.

CHAPTER: 4

RESEARCH

METHODOLOGY

4.1 Introduction

The chapter reviewed the literature on employee engagement. The methodology for the study will be discussed in this chapter. The section focuses on research design, sample selection, survey questionnaire variable measurements, and pilot testing. The method of data collection led to data analysis using statistical methods (**Bharti, 2017**).

The researcher has explored the importance of the study, the problem statement, the study's objectives, and developing the hypothesis that supports the study's objectives. To find the factors that contribute to employee engagement, the present study employs a theoretical model. It helps to retain employees in Gujarat's Private sector banks and IT-ITES companies.

4.2 Problem Statement

Indian economy is dominated by the service sector over the last few decades, with major services like banking & IT/ITES. The problem addressed in this study is the relationship between employee engagement and employee retention in service sector companies. The high attrition rates in the IT industry have prompted organizations to seek new strategies for retaining talented employees. A study named "Impact of employee engagement on employee retention in selected service sector industries" was conducted to investigate the relationship between employee engagement and retention. Specifically, the study aims to determine who should determine employee engagement factors, the level of employee engagement, and the factors that genuinely engage employees.

The researcher has assessed the association between employee engagement and retention in the private sector banks and IT-ITES companies of Gujarat. This study has used statistical data to support the research. According to a report by the (Reserve Bank of India, 2020-21), the private sector banking industry in Gujarat has grown consistently over the last few years, achieving a YOY growth rate of 20.3% in 2021. Despite this growth, employee retention remains a significant challenge for private-sector banks in the state. Similarly, the IT-ITES industry in Gujarat has also witnessed substantial growth, with a compound annual growth rate (CAGR) of 16.3% between 2014 & 2019. However, this sector faces a high attrition rate, with an average employee turnover rate of 18.8% in 2021.

The finding of this study will help both industry practitioners and researchers interested in employee engagement and retention, helping them develop evidence-based strategies to enhance retention rates and create more engaged and productive workplaces in Private sector banks and IT-ITES companies in Gujarat.

4.3 Need for the study.

With a nominal GDP of \$ 3.18 trillion, India is the world's fastest-growing trillion-dollar economy and the fifth-largest global economy. (**World Bank, 2021**). The primary drivers of service sector expansion include increased urbanization, public sector expansion, and rising demand for intermediate and final customer services. Efficient access to services has become essential for the growth and competitiveness of the economy. The service sector is the largest segment of India's economy and is responsible for driving economic growth. It contributed approximately 55.63% in the fiscal year of 2016-17 (**Ministry of Statistics and Programme Implementation, 2018**).

As of 2021, the direct contribution of the banking sector to India's GDP is estimated to be around 7.5%, according to a report by the (Reserve Bank of India, 2020-21) titled: Handbook of Statistics on the Indian Economy 2020-21". The Indian IT industry made up 7.4% of the nation's GDP in the financial year 2021-2022. Additionally, it is anticipated that the IT sector's contribution to India's GDP will rise to 10% by 2025. (IBEF, Department for Promotion of Industry and Internal Trade (DPIIT), 2022)

The banking sector is facing a multitude of challenges, which include retaining employees, high recruitment costs, expensive training, intense competition, government regulations, and rapid technological advancements, specifically in mobile banking. Moreover, the industry is also struggling with the problem of overworked and demotivated employees, which poses a significant issue for the sector (**Bean, 2009**) (**Omollo, 2015**).

In today's cutthroat competitive world, banks must have competitive and unique characteristics that set them apart from other financial institutions. First and foremost, they must have engaged employees who are passionate and enthusiastic about their work and who work tirelessly to propel their company to new heights. It lays out the engagement drivers that influence employees' level of engagement.

In the present scenario, organizations, especially IT-ITES sectors, are going through rapid changes. The IT-ITES companies are facing the problem of finding and retaining talent, enhancing security, and building supportive and effective remote work environments. Organizations are in constant search for engaged employees who contribute to the growth of the organization. Despite this, employee engagement and retention research in this sector is limited. The researchers aim to develop a conceptual model of employee engagement that can be used to retain employees in IT-ITES companies in Gujarat. The study will have important

implications for practitioners in developing HR policies that align employee engagement and retention. The study focuses on two key constructs: employee engagement and retention, which have implications for the organization's behavior, human resource management, and psychology. Using the results of this study, IT professionals and researchers will be able to gain insight and information on employee engagement. And even this study will provide knowledge on motivating and retaining employees. The level of employee engagement was measured, and team leaders can develop and put into practice tactics that would increase employee engagement in their organization when the level of engagement is monitored. This could increase the organization's overall effectiveness and possibly lower levels of burnout, absenteeism, and attrition.

Employees that are engaged help businesses during economic downturns and act as brand advocates for their employers therefore team leaders may endeavor to create a work culture that would increase employee engagement which would in turn address the problem of employee retention.

Purpose of Research

1. To check the relation between various variables which will help us in future prediction
2. To develop the scale measuring employee engagement which could be applied to the service sector

The rationale for conducting the study:

The study focuses on one of India's most important sectors, i.e., the banking sector, which had been known for its stable employees. However, the sector is currently experiencing an increased turnover due to inconsistent compensation practices. The study aims to identify variables that predict turnover intentions and investigate employee engagement as a solution to retain valuable employees. With the lack of employee engagement, employees are leaving the organizations. The study would facilitate the organization to save the cost which otherwise would be spent on filling up the vacant positions.

The IT-ITES sector in India frequently experiences high employee turnover rates, which can negatively impact organizations. This leads to increased costs for recruitment and training, productivity losses, knowledge depletion, and organizational instability. Investigating the correlation between employee engagement and retention can provide valuable insights for reducing turnover. In the highly competitive talent market of the IT-ITES sector, retaining

skilled professionals is essential for maintaining competitiveness and ensuring consistent delivery of quality services to clients. Employee engagement is a critical factor influencing satisfaction, commitment, and overall performance. Engaged employees are more motivated, productive, and loyal. By studying the impact of employee engagement on retention, organizations can develop strategies to foster engagement and create a positive work environment that encourages employee retention. Retaining employees is cost-effective compared to frequent recruitment and training. Organizations can achieve this by investing in initiatives that enhance job satisfaction, work-life balance, career development, and recognition, thereby increasing retention rates and reducing long-term recruitment and training expenses.

4.4 Research Gap

To support the expansion of organizations, the study aims to investigate the impact of different factors of employee engagement on the retention of Information Technology (IT) employees and Banking employees. Employee engagement is viewed as a critical factor in increasing productivity in the industry.

Even though it is most needed in each sector across the globe, it is frequently disregarded at every point in time, especially in developing countries where the companies are not following the concrete structure of Human Resources and where the people are always feeling the challenges to balance the personal and professional life and due to which they end up themselves into the frustration situation.

The Banking and IT sector is a subset of the service industry and the most prominent sector for any country's economy as the major contributor to improving the GDP, which meets the learning needs of young hopefuls to the people who are serving their duties with full of zest and enthusiasm. Therefore, the primary function of these two sectors i.e., Banking and IT industry would be the training of employees and at the same time how they are delivering their functions to improve the performance of the respective organizations in the industry. Improved employee engagement in these sectors would help the Bank and IT firm to churn more profits from the market and which will visualize the better performer in the market. Therefore, this study intends to explore the identification of those factors in the IT Industry employees and banking employees which contribute majorly to their improved engagement in the respective industries taken in the study.

The lack of research studies in the banking sector regarding employee engagement and retention in India makes the proposed study crucial for both the Indian banking industry in general and the Indian private banking sector. While reviewing the existing literature, we found limited research conducted on the impact of employee engagement on the retention of employees, and such studies were either conducted in a different country or industry. It's important to note that the impact of employee engagement on retention may vary from one country to another due to various factors, including the job market, cultural differences, growth rate, and educational levels. As a result, this study tests the hypothesis specifically for the Indian private banking sector and IT-ITES companies of Gujarat, where there is a lack of such research. The study will provide insights into the impact of employee engagement on employee retention and demographic variables' impact on employee engagement and retention.

The study on the impact of employee engagement on employee retention in selected service sector industries provides valuable insights, but there are research gaps that need to be addressed in future studies. These include exploring the impact of employee engagement and retention in different industries, using objective measures to assess the relationship, considering the role of cultural differences, and examining the impact of external factors. By addressing these gaps, future research can provide a more comprehensive understanding of the relationship between employee engagement and retention.

4.5 Research Questions

During the literature review, the following research questions have been identified that need to be answered through this research work.

1. Measuring the employee engagement level of employees in the Services sector
2. To study the factors contributing to the employee engagement level
3. To study the relationship between employee engagement and employee retention

4.6 Objectives of the Study

Employees in the banking and IT industry face intense competition, thus they should perform to the best of their abilities for the firm to maintain a competitive edge over other banks. Employees are an asset to the organization; thus, it is critical to keep them engaged.

The study's primary objective is to undertake meaningful inquiry and investigation on the impacts of employee involvement on employee retention in banks and IT companies. In recent

years, India's banking sector has undergone massive changes and transformations. IT companies must focus on engaging employees to drive success to survive, grow, and excel.

The main objective of the study is to investigate the various factors that contribute to employee engagement in the service sectors of Gujarat. Keeping in mind the above conceptualization and review of literature, the following objectives of the study are listed below:

1. To examine the construct of employee engagement in the Indian Private banking sector and selected IT-ITES companies of Gujarat to identify the drivers of employee engagement.
2. To assess the level of employee engagement in the banking sector & selected IT -ITES companies of Gujarat
3. To identify the relationship between demographic variables and drivers of engagement of selected Private banks and IT-ITES companies of Gujarat.
4. To understand whether the demographic profile of bank and IT-ITES employees leads to differences in employee engagement.
5. To study the effect of perceived organizational support, Perceived Supervisor Support, Organizational justice, and rewards & Recognition on Employee engagement in the private bank & selected IT -ITES companies of Gujarat
6. To identify the causal relationship between employee engagement and employee retention in the private bank & selected IT -ITES companies of Gujarat
7. To propose a conceptual model of employee engagement

4.7 Research Design

The research design refers to the overall strategy and plan of action that guides the collection, analysis, and interpretation of data in a research study. The research design can be seen as the blueprint or roadmap for conducting the research study. A well-designed research study is a balance between theory and practical learning. A descriptive research design was adopted by the researcher in the study. The descriptive research design was used in the initial stage of the study where the primary goal was to gain insight and comprehension of the significance of employee engagement. Descriptive research was adopted in the pilot survey and the construction of scales and data collection.

According to **(Beri, 2009)** a research design specifies the procedures and strategies for conducting a certain study. The descriptive research approach was used with the primary goal

of gaining insight and understanding into the significance of employee engagement. The pilot survey, as well as the building of the scales and data collecting, used a descriptive study design.

Unit of Analysis:

The present research study's objective is to analyze the employee engagement determinants that are related to employees employed in different private banks and IT-ITeS companies in Gujarat; the units of analysis for the current research study are individual employees. These employees include the relationship manager, wealth manager, sales manager, branch sales manager, and assistant sales manager having direct interaction with customers. The data has been collected on a one-time basis; therefore, this research study is cross-sectional.

IT-ITeS industry of the selected organizations of Gujarat's cities like Ahmedabad, Vadodara, Rajkot, and Surat. HR managers, team leaders, and owners of the sample companies were approached, and they directed the researchers to reach the team members. The respondents of the present study were IT professionals including software developers & engineers, technical recruiters, team leaders, project managers, programmers, and Analysts.

4.8 Sampling Procedure:

The sampling procedures adopted are described below including the target population, sampling elements, the sampling unit, the sampling framework, the sampling techniques, and the size of the sample.

4.8.1 Sampling Plan

Data has been collected from the employees working in HDFC Bank, ICICI Bank, AXIS Bank, YES banks & some of the IT-ITeS companies by a self-designed questionnaire.

4.8.2 Population

The definition of target population refers to the group of elements or objects that hold the relevant information needed by the researcher and for which the study aims to conclude. The population under investigation is specified by several characteristics including the sampling unit and timeframe.

The target population for this study consists of four cities located in the Gujarat state, namely Ahmedabad, Vadodara, Surat, and Rajkot. The selection of these cities was based on the criterion of the highest population in Gujarat, which was used to identify the most populated cities for inclusion in the study.

4.8.3 Sample Population

The data was collected by adopting two different methods; first, the data was collected through interaction with managing heads or HR managers and second, the questionnaire was mailed to the sample mentioned earlier. IT-ITeS industry of the selected organization of Gujarat's cities like Ahmedabad, Vadodara, Surat, and Rajkot. Thus, for the present research, the total sample respondent size is 400 employees from selected banks, and 400 respondents from IT-ITeS companies were taken for the study to find out the factors of employee engagement.

4.8.4 Sample Size:

The sample size is selected to fulfill the purpose of reliability, efficiency, flexibility, and repetitiveness. The size of the sample refers to the number of items chosen from the universe to form a sample. For a researcher, this constitutes a major problem. The primary data was collected by way of a questionnaire from a sample of four hundred employees randomly covering major parts of the Gujarat state. In the current study, the bank was selected based on total market capitalization in the year 2020-2021

Based on the sample size calculator, a sample size of over 400 respondents is recommended for any population over 20,000 which is sufficient to study the population. In this study, from the 500 questionnaires were distributed to employees across IT-ITeS companies and Private banks located in all four cities in Gujarat, 445 responses were received out of them, 45 questionnaires were incomplete, and the researcher received 400 fully completed questionnaires from the four selected cities, representing employees from the IT-ITeS companies and Banks. To collect data from HR personnel, a convenient sampling method was employed.

After data cleaning, 45 responses were neglected because of so many missing frequencies and finally, 400 useful responses are used for data analysis and interpretation purposes. The Sampling size consists of 400 professional IT-ITeS companies within Gujarat. Therefore, the total number of respondents was 400 in banking as well as IT-ITeS companies.

According to **(Evans Data Corp, 2021)** the current global population of professional developers is projected to grow from 23.9 million today to 28.7 million in 2024.

Sample Size Calculation

In this study, the population mean is not known, the researcher has used the population proportion method to measure and define the sample size. The sample size can be calculated

by calculating the standard normal deviation at a 95% confidence level and determining the sample size required for accuracy in estimating proportions. According to (Cochran, 1963) formula is used when the population size is unknown.

To determine the sample size from an unknown population, the following formula used as follow:

$$n_0 = \frac{z^2 pq}{e^2}$$

Here, the researcher has used a 95% confidence level and 0.5 variabilities, and 0.05 Standard error.

$$\begin{aligned} n_0 &= \frac{z^2 pq}{e^2} \\ &= \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} \end{aligned}$$

= 384.16 Sample Size.

According to (Cochran, 1963) the formula sample size is 384. The researcher has tried to collect more than 384. Most of the theses in the context of the banking sector have a sample size of around 350. Taking the following aspects into consideration, the needed sample size was 385 and the actual number of respondents is 400, which was comfortably superior to the threshold. Hence a sample size of around 400 was taken.

Level of Significance:

Management research is part of the social science discipline and most social science researchers use a 5% confidence level while dealing with research problems. So, research applied here: Z is equal to a 5% confidence level. When using the normal distribution value of Z with a 5% threshold of significance, the population above the objectives is considered large enough.

According to the model, the sample size is 400 at a 95% confidence level, with a confidence interval of 5 considering percentage errors at 50% (the worst case)

4.8.5 Sampling Technique for IT-ITES Companies

Sampling techniques can be broadly classified into probability and non-probability sampling. For the present study, a non-probability convenience sampling method was deemed appropriate. The researcher uses the convenience sampling technique to select sampling units

that are convenient for him or her. This type of sampling was chosen for the present study because the researcher had the contact information of the respondents to whom the questionnaire was mailed and for the accessible places, respondents happened to be present at the right time and place.

Convenient sampling is a type of non-probability sampling method where participants are selected based on their availability and willingness to participate. The researcher has chosen the companies as per the researcher's convenience and contacts of the HR managers and employees.

Sourcing of Respondents

The researchers explored the following sources to obtain the primary contact information for the population:

- Alumni Contacts of Parul University-Batches 2011-13 to 2020-21
- Social and personal networks
- LinkedIn
- South Gujarat Information Technology Association- SITA, Surat

4.8.6 Sampling Design

Sampling design refers to the plan or strategy that a researcher uses to select a sample from a population. The goal of sampling design is to ensure that the sample is representative of the population and that the results obtained from the sample can be generalized to the population. The researcher can reduce the population size through sampling and every effort has been taken to ensure that the sample size is truly representative of the entire population.

Sampling Design of Selected Banks

A sample design is a blueprint that outlines the various components of a sampling process, including the target population, sampling frame, sampling unit, and sample size. It helps researchers ensure that their sample is representative of the population being studied and that they are a representative sample of the population being studied and that their findings can be generalized to the larger population (**Krishnaswamy et al., 2006**).

A sampling design is a standardized method for taking a sample from a given population. The sampling plan is the method of selecting objects from the universe that is decided before the

survey begins. It refers to the method or procedure used by a researcher to select a sample and the sample size.

The criterion adopted for the selection of private-sector banks was the size of their market share. The banks selected as sample units for the present study are listed as under,

Table:1.7 Bank selected for the study

Ranking	Private Bank
1	HDFC Bank Limited
2	ICICI Bank Limited
3	Axis Bank Limited
4	YES Bank Limited

Source: (Dun & Bradstreet, 2019) *Din & Bradstreet Polaris Report 2019*

Sampling Design of IT Companies

It was not possible to have a proper sampling frame for the present study because exact data on several IT- ITeS companies in Gujarat was not available. As a result, a non-probability sample method known as convenient sampling has been used. We have selected Ahmedabad, Vadodara, Surat, and Rajkot from the entire state of Gujarat.

The study focuses on employees of specific IT companies operating in Gujarat state, and a convenient sampling method was used for selecting IT -ITeS companies.

The initial screening questions of this study aimed to determine if the respondents were currently employed at a private bank and IT -ITeS companies had at least one year of experience in the field. Respondents who did not match these criteria were not allowed to complete the questionnaire, as their responses would not provide relevant insights into recent employee involvement at private banks and IT -ITeS companies. The second section focused on collecting demographic information, such as age, gender, department, years of experience, and personal income. The final section comprised 29 statement questionnaires that examined the factors affecting employee engagement at private banks. The research design was adequate for the study's objective of analyzing the factors that impact employee engagement in IT/ITeS companies in Gujarat. In this sub-section, items were rated on a 5-point Likert scale, which ranges from "1" indicating "strongly disagree" to "5" indicating "strongly agree."

Table: 1.8 Demographic factors placed in Part I of the Questionnaire

Gender	Demographic Factors
<ol style="list-style-type: none">1. Male2. Female	
Age	
<ol style="list-style-type: none">1. <=25 years2. 25-35 years3. 36-45 years4. Above 45 years	
Job Profile for Banking employees	
<ol style="list-style-type: none">1. Operations2. Sales and Marketing3. Customer services4. Other Banking Services	
Job Profile for IT-ITeS employees	
<ol style="list-style-type: none">1. Software developers & engineers2. Technical recruiters3. Team lead4. Project manager5. Programmers6. Analyst	
Educational Qualification for Banking Employees	
<ol style="list-style-type: none">1. Graduate2. Postgraduate3. Other Professional Degrees	
Years of service (Tenure)	
<ol style="list-style-type: none">1. Less than or Equal to 1 year2. 2-5 years3. 6-10 years4. 11-15 years5. 16-20 years6. >20 years	

Marital status

1. Single
2. Married
3. Divorced

Salary of the respondents

1. Below Rs. 15,000
2. Rs.15,000- Rs.30,000
3. Rs.30,001 - Rs.45,000
4. Above Rs.45,000

Work Experience of Employees

1. Below 5 years
2. 5-15 years
3. 16-25 years
4. Above 25 years

City of leaving for Employees

1. Ahmedabad
 2. Vadodara
 3. Surat
 4. Rajkot
-

4.9 Scope of the Study

Employee engagement is one of the difficulties the Indian banking industry is now experiencing. The study limit itself to employees in the Indian banking sector. This would help us to understand the perception of the banking employees.

Table: 1.9 The Scope of the Study was taken as follows:

State	City
Gujarat	Ahmedabad
	Vadodara
	Surat
	Rajkot

The scope of the study is to understand and evaluate the current employee engagement factors at IT-ITeS companies. While the research is limited to a specific company and location, the IT

industry has been an important source of employment generation in the Indian economy for the past couple of decades. The Present study limit itself to selected IT-ITeS companies and banking units of Gujarat state. The survey is conducted among employees working in Private sector banks and IT-ITeS companies working in four main cities of Gujarat. The scope of the study includes four private banks of Gujarat State namely, ICICI Bank, HDFC Bank, Axis Bank, and YES Bank. The Indian banking sector is going through hard facing several challenges, including employee engagement, which is the one to focus on. The respondents have been selected from the top four private sectors bank to cover the representative of the population. The researcher selected four private banks operative in India for the study based on Market Capitalization. The researcher selected 4 banks operative in India for the study based on their ranking in the **(Dun & Bradstreet, 2019)** report (Attached in Appendix B)

The research is based on the study of factors i.e., Perceived Organizational Support, Perceived Supervisor Support, Distributive Justice, Procedural Justice, Reward and Recognition of employee engagement and employee retention of the selected four private banks in four major cities of Gujarat.

4.10 Sources of Data Collection

To develop the conceptual model a greater amount of secondary data was used in the study and to refine the model and validate the model, primary data was used. The study will cover both primary as well as secondary data.

4.10.1 Primary Data

The primary information was collected from employees of the service companies. It is original data collected by the researcher. Hence, utmost care is required for collecting primary data as a little mistake can make a vast difference in the results and take it far away from reality. Employees of Banking include operational, supervisory, and managerial level employees.

Primary data was collected from the respondents who are working in IT-ITeS companies in Gujarat. The Primary data has been collected using a structured questionnaire covering close-ended statements and a five-point Likert scale. The researcher prepares a questionnaire using a set of questions related to the study and the required data. A lot of efforts were made while preparing the questionnaire including a related literature review, a critical review of other secondary data, and inputs from industry experts from academics and banking. To gather information about the impact of employee engagement on employee retention, a well-

structured questionnaire was administered. The same was checked through a pilot survey and corrections were made where required.

The questionnaire was converted to a Google form and distributed to IT-ITeS companies' employees because this was a convenient way to reach a larger number of respondents. Respondents are not required to provide their names because the survey responses have been collected anonymously. The measuring instrument was passed to the respondents who have been working in IT-ITeS companies and Private banks for more than 01 years. The link to the soft copy of the documents was also distributed via personal email, LinkedIn, and different IT associations (SITA- Surat). It was easier and more convenient to collect responses using technology rather than collecting printed copies of the questionnaire and having respondents fill them out. To get the most responses, the Google Docs form of the questionnaire was used.

4.10.2 Secondary Data

The data which was used and collected earlier by some other researcher for similar or related studies for different kinds of studies which help conduct the present research is called secondary data. Secondary sources have been searching for the study. The following secondary sources of information were used to compile this report:

- A. Annual Report
- B. Newspaper periodicals and journals
- C. Employee Engagement books written by renowned authors.
- D. Secondary data about the company profile and other details were collected from the company's website.

Various online data sources like EBSCO, HR, Google Scholar, and Web of Science were used. Journals published by Emerald, Routledge, Science Direct, Elsevier, Springer, etc. were also reviewed. Research articles published in reputed national as well as international journals by various banks and RBI, Bank policies, and website of Banks.

The data collection was conducted in November 2021. An email survey was sent to banking employees. They were requested to extend the survey to their working colleagues in the same or other branches. Only those with an official mail address were sent the survey form to ensure that only genuine employees were selected for participation.

Table:1.10 Summary of data collection and Analysis

Objectives	Question	Analytical tool	Expected Result
Determine the level of employee engagement at Private Bank & IT Companies in Gujarat	17	Mean score and standard deviation	Level of engagement gauged.
Identify the factors which contribute to Employee engagement	Perceived Organisational Support	8	Factor Analysis The intensity of various factors that influence engagement
	Perceived Supervisor Support	5	
	Distributive Justice	5	
	Procedural Justice	5	
	Reward and Recognition	6	

4.11 MEASUREMENT AND SCALING

Utrecht Work Engagement Scale (UWES)

The Scale used for the measurement of employee engagement is UWES (Utrecht Work Engagement Scale) developed by Wilmar Schaufeli and Arnold Bakker (**Schaufeli & Bakker, 2004**). Further, the Scale was modified according to the requirement of the study. This scale has three basic aspects of engagement i.e., vigor, dedication, and adsorption.

Vigor is measured by the following six statements. These statements assess energy, his ability to persist in difficult situations, and how much he is ready to invest effort in his work and not be easily fatigued.

- At my work, I feel bursting with energy.
- At my job, I feel strong and vigorous.
- When I get up in the morning, I feel like going to work.
- I can continue to work for very long periods.
- At my job, I am very resilient mentally.
- At my work I always persevere, even when things do not go well.

Dedication is assessed by the following five statements. That is simply how enthusiastic and proud one is about his job and how inspired and challenged he feels about his work.

- I find the work that I do full of meaning and purpose.
- I am enthusiastic about my job.
- My job inspires me.
- I am proud of the work that I do.
- To me, my job is challenging.

Absorption is measured by the following six items that imply how immersed is in his work and how difficult it is for him to detach himself from his work.

- Time flies when I am working.
- When I am working, I forget everything else around me.
- I feel happy when I am working intensely.
- I am immersed in my work.
- I get carried away when I am working.
- It is difficult to detach myself from my job.

Scale Measuring employee engagement.

The consistency of definitions is also reflected in the researcher's use of a limited number of tools to quantify the level of employee engagement: various versions of the Utrecht work engagement scale (UWES) developed by Schaufeli and Bakker of Utrecht University were used in 82% of the analyzed publications (**Schaufeli, 2002**) The scale originally consisted of 25 statements associated with the three work-related engagement dimensions: vigor, dedication, and absorption according to the definitions described earlier. Participants in the study assign a point value to each statement on a seven-point scale with zero indicating "never" and six indicating "always". The studies examined the most used version of each dimension.

Among the other tools used by the researchers, the most popular was the Saks engagement scale (Saks, 2006) and Gallup Workplace Audit (Harter, 2002) both consisting of 12 items rated on a five-point Likert scale. In some cases, the authors applied a combination of several tools.

Table: 1.11 Scales used to quantify the level of employee engagement

UWES-9 (Schaufeli et al., 2006) 9 items were rated on a 7-point scale: 3 vigor items, 3 dedication items, and 3 absorption items	(Akhtar et al., 2016) (Alessandri, 2018) (Ali et al., 2018) (Bakker & Bal, 2010) (Bal & De Lange, 2015) (Castanheira, 2016) (Cesário & Chambel, 2017) (Chughtai & Buckley, 2011) (Dijkhuizen et al., 2016) (Eldor & Harpaz, 2016) (Findikli, 2015) (Fletcher, 2016) (Gordon & Demerouti, 2015) (Gutermann et al., 2017) (Kapil & Rastogi, 2017) (Karatepe & Aga, 2016) (Lathabhavan et al., 2017) (Nazir & Islam, 2017) (Reijseger et al., 2017) (Park et al., 2017)
UWES-17 (Schaufeli et al., 2006) 17 items rated on a 7-point scale: 6 vigor items, 5 dedication items, and 6 absorption items	(Barnes & Collier, 2013) (Farndale et al., 2014) (Khan & Malik, 2017) (Lazauskaite-Zabielske et al., 2018) (Suhartanto & Brien, 2018)
Saks engagement Scale (Saks, 2006) 12 items rated on a 5-point scale: 6 job engagement items and 6 organization engagement items	(Albdour & Altarawneh, 2014) (Farndale et al., 2014) (Kim & Koo, 2017) (Saks, 2006) (Suhartanto & Brien, 2018)
Gallup Workplace Audit (Q12) (Gallup, Gallup Q12® meta-analysis, 2021) 12 items rated on a 5-point scale 12 employee perceptions of work characteristics items	(Badal & Harter, 2014) (Chong & Lee, 2017) (Dash & Muthyala, 2016) (Medlin et al., 2016)
ISA engagement scale	(Alfes & Truss, 2013)

Perceived Organizational Support (POS): POS is measured by using 8 item scale (Eisenberger et al., 1997) (Showkat, 2020). We used an existing measure of perceived organizational support having eight items.

- The company cares about my opinions.
- The company really cares about my well-being.
- The company strongly considers my goals and values.
- Help is available from my company when I have a problem.
- The company will forgive mistakes that I admit honestly.
- If given the opportunity, my company would take advantage of me.
- The company shows very little concern for me.
- My organization is willing to help me if I need a special favor.

Rewards and Recognition: Rewards and recognition were measured by using an 8-item scale (Saks, 2006) (Ram & Prabhakar, 2011) (Showkat, 2020). We used an existing measure of

reward and recognition having eight items. Participants were asked to indicate the extent to which they receive various outcomes for performing their job well.

- A pay raises.
- Job security
- A promotion
- More freedom and opportunities
- Respect from the people you work with
- Praise from your supervisor.
- More challenging work assignments
- Some form of Public Recognition (e.g., employee of the month)
- A reward or token of appreciation (e.g., Lunch)

4.12 HYPOTHESIS STATEMENT OF THE STUDY:

Every research problem is taken aimed at a particular outcome. The hypothesis is usually considered the principal instrument in research. The hypothesis states what one is looking for and it is a proposition that can be put to the test to determine its validity. Keeping in mind the theoretical framework and objectives of the study, the researcher has formulated and tested the following hypothesis which also addresses the research question.

4.12.1 Banking Employees

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.

H0 2: There is no significant difference of opinion among the age of bank Employees towards the factors responsible for their engagement in the organization.

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.

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.

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.

H0 6: There is no significant association between the parameters of Bank Employees and the demographic factors of the Bank Employees.

H0 7: There is no relationship between gender and Tenure for Present bank employees.

H0 8: There is no relationship between age and Tenure for Present bank employees.

H0 9: There is no relationship between Marital Status and the Tenure for Present bank employees.

H0 10: There is no relationship between Educational Qualification and Tenure for Present Bank employees.

H0 11: There is no relationship between Salary and Tenure for Present bank employees.

H0 12: There is no relationship between Work Experience & age of Bank Employee

H0 13: There is no relationship between Work Experience & Gender of Bank Employee

H0 14: There is no relationship between Work Experience & Marital Status of Bank Employee

H0 15: There is no relationship between the Work Experience & Educational qualification of a Bank employee.

H0 16: There is no relationship between Work Experience & Salary of Bank Employee

H0 17: There is no significant relationship between the different factors affecting Employees engagement in the opinion of banking employees.

H0 18: There is no significant impact of Employees engagement on Employees Retention in selected Banks of Gujarat.

4.12.1 IT-ITeS Company Employees

H0 19: There is no significant difference of opinion among the gender of IT-ITeS employees towards the factors responsible for their engagement in the organization.

H0 20: There is no statistically significant age difference among employees regarding their factors of employee engagement.

H0 21: There is no Significant Difference Between the Marital Status of IT-ITeS Employees and Factors of Employee Engagement

H0 22: There is no Significant Difference Between the Educational Qualification of IT-ITeS Employees and Factors of Employee Engagement

H0 23: There is no relationship between gender and the Tenure of IT-ITeS employees.

H0 24: There is no relationship between age and the Tenure of IT-ITeS employees.

HO 25: There is no relationship between Marital Status and the Tenure of IT-ITeS employees.

HO 26: There is no relationship between Educational Qualification and the Tenure of IT-ITeS employees.

HO 27: There is no relationship between Salary and the Tenure of IT-ITeS employees.

HO 28: There is no relationship between the Work Experience of an IT-ITeS Employee & age of an IT-ITeS Employee

H0 29: There is no relationship between the Work Experience of an IT-ITeS Employee & Salary of an IT-ITeS Employee

Ho 30: There is no significant relationship between the different factors affecting Employees Engagement in the opinion of IT-ITeS Employees

H0 31: There is no significant impact of Employees engagement on Employees Retention in selected IT-ITeS Company.

4.13 QUESTIONNAIRE DEVELOPMENT

Data was collected from bank employees for measuring antecedents of employee engagement and their impact on employee performance. The structured questionnaire had two parts: I and II.

Measures

The questionnaires were divided into two sections. The first portion of the questionnaire is based on the respondent demographics and the second is labeling the study-related variables. In the First part, five demographic questions were requested from respondents including 1) Gender, 2) Age, 3) Marital status, 4) Qualification, and 5) Experience.

In the first part of measuring Employee Engagement, 17 questions were asked by respondents about 'Employee Engagement'. Three dimensions were used for measuring Employee

Engagement based on the scale developed by (Saks, 2006). Vigor was assessed by using five items, Dedication by using five items and Absorption had six items.

The second part of the questionnaire included questions on the variables. A 5-point scale was used. Such statements are measured on a 5-point Likert scale. From 1 represents strongly agree and 5 represents strongly disagree. Able to access perceived organizational support, perceived supervisor support, distributive justice, procedural justice, rewards, and recognition are determinants focused on a study to analyze and correlated with employee engagement.

Table: 1.12 The layout of the questionnaire can be summarized as:

Section	The variable	No. of Items
A	Respondent's Profile	6
	• Age	
	• Gender	
	• Marital Status	
	• Educational Qualification	
	• Monthly Salary	
	• Work Experience	
B	• Employee Engagement	17
C	• Factors leading to EE	29
	• Perceived Organizational Support	8
	• Perceived Supervisor Support	5
	• Distributive Justice	5
	• Procedural Justice	5
	• Rewards and Recognition	6
D	• Employee Retention	7

The respondent's profile in section A was first measured by a nominal scale, while B, C, and D were measured using a 5-point Likert scale. Likert scales are used when replies to various items that measure a variable may be tapped on a scale of 1 to 5 points, which can then be added together across the item.

Research Instrument:

The researcher used a questionnaire developed by (Schaufeli & Bakker, 2004) to measure employee engagement. A systematic questionnaire was used to gather primary data. We collected information on the respondent's age, gender, income, degree of education, and marital status. A five-point rating response was used i.e., 5 strongly agree, 4. Agree, 3. Neutral, 2. Disagree and 1. Strongly disagree.

Table: 1.13 Dependent variables:

Vigor	Dedication	Absorption
5	5	6
Dimensions of engagement (UWES) (Schaufeli & Bakker, 2004)		

Table: 1.14 List of factors

Sr. No	Factors	Numbers of statements
1	Perceived Organisational Support	8
2	Perceived Supervisor Support	5
3	Distributive Justice	5
4	Procedural Justice	5
5	Reward and Recognition	6
6	Employee Engagement	17
7	Employee Retention	7

The questionnaire includes various constructs that have been organized based on a careful selection process that involved reviewing relevant literature. These constructs are perceived organizational support (POS), perceived supervisor support (PSS), distributive justice, procedural justice, reward and recognition as independent variables, and employee retention as dependent variables.

IT-ITeS

The measuring instrument was distributed to 400 respondents who had worked in an IT-ITeS company for a year. The research study used convenience nonprobability sampling in close collaboration with an exploratory and descriptive research design. Factor analysis was used to attain the study's main objectives.

Information provided in this study is intended to examine the relationship between employee engagement parameters and the engagement of professionals working in the IT/ITeS companies of Gujarat. Because the population means are unknown, the researchers employed the population proportion approach to calculate and specify the sample size. The investigator used a 95% confidence and tolerance error of 0.05 because the population was unidentifiable.

4.14 PILOT SURVEY

A pilot study was conducted to test whether the survey instrument was adequately designed. This crucial action has saved countless survey studies from failing by identifying and changing

confusing, difficult, or offensive questions and methodologies employing the ideas of the respondents (Cooper & Schindler, 2003). The pilot study was executed to find the reliability of the scale.

A pilot study was carried out among 62 respondents to establish the questionnaire's suitability, using a semi-structured questionnaire created by the researcher. The respondents were randomly selected for the pilot study. To develop a final structured questionnaire, certain questions were deleted, and other extra questions were added based on feedback from respondents.

Result of the Pilot Study

The factors, on the other hand, were subjected to a reliability test, and the researcher decided and finalized the items that provided appropriate coverage of the components under study through the pilot study. The findings of the pilot study showed that the instrument has adequate stimulus value for generating honest responses from respondents and that the procedures for administering the instruments are feasible. As a result, it is concluded that the study's instrument would get the required data from the respondents.

4.15 ANALYSIS OF RELIABILITY OF SURVEYED RESPONSE:

This section determines the reliability coefficient, also known as Cronbach's alpha, for the responses collected through the survey. Cronbach's alpha is a statistical measure that defines the internal consistency of a scale. This helps to assess how close the items within a given scale are related, indicating whether they are measuring the same underlying construct or not.

The Cronbach alpha for employee engagement was .931 which is quite good.

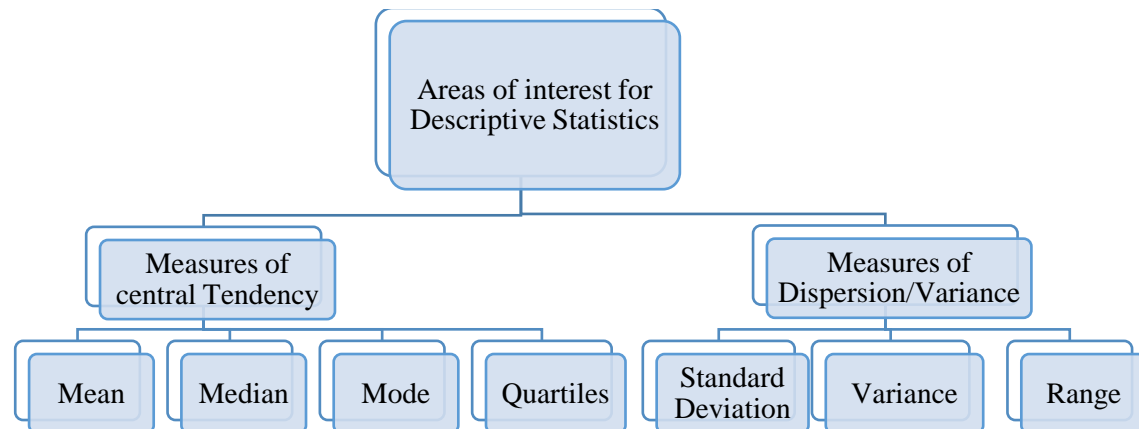
In exploratory research, it is common to use a cut-off point of around 0.60. However, to consider an item adequate and retain it on a scale, the reliability coefficient (alpha) should be at least 0.70 or higher. Additionally, many researchers prefer to use a cut-off of .800 for a "good scale."

4.16 TESTS USED FOR ANALYSIS:

Various statistical approaches were employed to test different hypotheses and obtain answers to study questions when analyzing the data collected from the respondents. All the statistical methods used in the research are detailed below:

I. Descriptive Statistics:

It helps us to streamline larger amounts of data sensibly. It can be divided into two parts.



I. Measures of Central tendency:

a) Mean

The mean is the most well-known and most commonly used measure of central tendency. It applies to both discrete and continuous data. The sum of all the values in the data set divided by the number of values in the data set is the mean. It's known as the "Average".

b) Median

The median is the middle value of a data collection when it is sorted in ascending or descending order. If the total number of items is odd, the value of the item in the middle is the median, if the total number of items is even, the median is the average of the values of the centre items.

c) Mode

The mode for the data set is the item or value of the item that is repeated the most.

d) Quartiles

The term quartile refers to the division of data into four equal parts. The difference between the first and third quartiles is referred to as the interquartile range.

II. Measures of Dispersion/ Variance

a) Standard Deviation

It shows the distance of the item/value from the mean in a data set. Standard deviation is the square root of the square of deviations of the item from the mean divided by the number of observations.

b) Variance

The term “variance” refers to a simple measure of dispersion. The variance of a dataset measures how far each number deviates from the mean.

c) Range

A data set’s range is the distance between its greatest and lowest values. Range means from the highest to the lowest value.

III. Inferential Statistics:

Descriptive data such as frequency tables, pie diagrams, bar charts, and mean and standard deviation are included in the analysis. SPSS version 22 was used for data analysis. The developed hypothesis was examined using the Mann-Whitney U, Kruskal-Wallis, and Chi-square tests. The basics of Mann-Whitney U testing, chi-square testing, and the Kruskal Wallis test are presented in this section.

The data collected was organized, classified, and analyzed using a variety of statistical techniques, including Mean Score, Chi-Square, Multiple Regression, and Correlation in the Statistical Package for Social Sciences (SPSS) and Structural Equation Modelling in the AMOS Package.

- **T-test:**

To determine if the two samples are different, the T-test is used to compare the two samples. It compares two samples' means. E.g., Employee engagement was measured by comparing the averages from a sample of married and single employees to determine whether marital status has an impact on employee engagement. We also compared the means of the female and male samples to see whether gender had an impact on engagement.

The requirement to run an independent t-test.

To run an independent t-test the following are needed:

- One independent, categorical variable has two levels.
- One dependent variable

- **Multiple Regression:**

Analysis is a statistical technique for estimating relationships between variables. When the focus is on the link between a dependent variable and one or more independent variables, it includes many techniques for modeling and analyzing multiple variables. Regression analysis

explains how the typical value of the dependent variable varies when one of the independent factors is changed while the other independent variables remain constant.

- **Correlation:**

The correlation is a mathematical expression that describes the linear relationship between two continuous variables (e.g., height and weight). When there is no identified response variable, correlation is commonly used. It measures the strength (qualitatively) and direction of a linear relationship between two or more variables.

- **Mann-Whitney U Test:**

It is a non-parametric equivalent of an independent sample t-test. If scale data are not normally distributed or the measurement variable is ordinal, the Mann-Whitney U test is performed to examine the meaningful differences in more than two groups. Because it is a non-parametric test, it does not assume that the data are normally distributed. It evaluates the null hypothesis, which states that the average differences between the two categories are insignificant. Therefore, if the difference between the two tails is less than 0.05, the researcher may reject the null hypothesis at the 5% significance level. At least one group displays the mean ranking difference if the test is significant.

- **Kruskal Wallis Test:**

It is the equivalent of one-way variance analysis under a non-parametric test (ANOVA). The Kruskal-Wallis's test is used to compare the differences of significance in more than two independent groups when the scale data is not normally distributed, or the measurement variables are normal. It evaluates the null hypothesis, which states that there is no significant difference in the average ranking in different categories. Therefore, if the difference between the two tails is less than 0.05, the researcher may reject the null hypothesis at the 5% significance level. At least one group displays the mean grade difference where the test is significant.

- **Chi-square Test:**

A non-parametric test that studies two categorical factors with one another. It tests the assumption that two variables are not linked. If the test is significant, a level of association has been indicated between two categorical variables.

- **Structural Equation Modeling (SEM)**

This statistical technique uses a combination of statistical data and qualitative causal assumptions to test and estimate causal relationships. Structural equation models (SEM) are suitable for both theory testing and theory development since they allow both confirmatory and exploratory modeling. A hypothesis is frequently the starting point for confirmatory modeling, which is then represented in a causal model. The model's concepts must subsequently be operationalized to test the relationships between the concepts in the model. To determine how well the model fits the data, it is tested against the obtained measurement data. The model's causal assumptions often have false assumptions that can be tested against data. SEM can be used inductively using an initial theory by establishing a relevant model and estimating the values of free parameters using data. In many cases, the basic hypothesis must be revised considering model evidence. The ability to construct latent variables, which are variables that are not directly measured but are estimated in the model from several measured variables, each of which is predicted to 'tap into the latent variables', is one of SEM's strengths.

CHAPTER 5 – DATA ANALYSIS AND INTERPRETATION

5.1 INTRODUCTION

The chapter presents the findings and their interpretation based on the main objective of the study which was to establish the relationship between factors that determine employee engagement and employee retention in Private Banking and IT-ITeS companies in Gujarat. The findings are presented using a frequency table.

The data analysis process is nothing more than the collection of data using the right software or tool that enables you to study the data and identify patterns in it.

The process of examining data through some predetermined processes to give it some meaning and reach a pertinent conclusion is known as data interpretation. It entails using the data analysis results. The procedure of organizing, categorizing, manipulating, and summarizing data to find the answers to research questions is known as data analysis. It is often done as the initial stage in data interpretation.

Data interpretation is crucial, and as such, it must be done correctly. To facilitate this procedure, researchers have established a few data interpretation techniques.

5.2 DEMOGRAPHIC INFORMATION

The respondents were asked to respond to a series of questions about themselves.

5.2.1 Gender of the Respondents

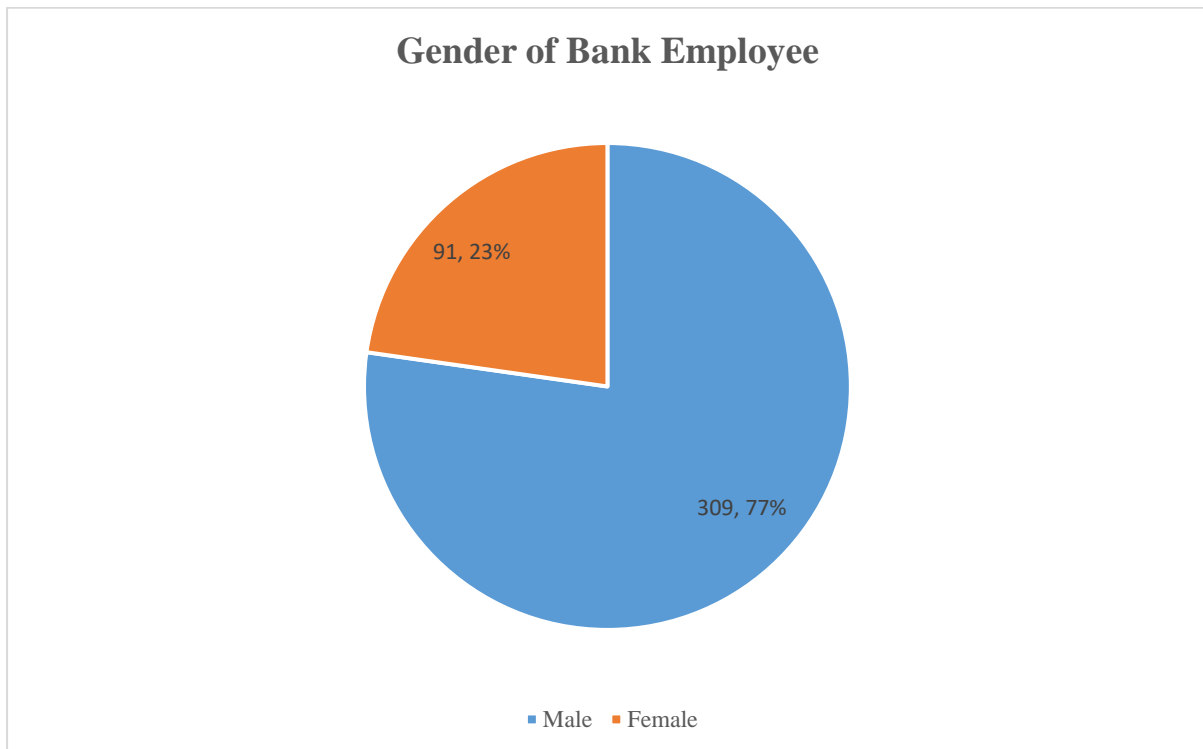
BANK EMPLOYEES

Table: 1.15 Gender of Bank Employees

Gender of Bank Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	309	77.3	77.3	77.3
	Female	91	22.8	22.8	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.9 Gender of Bank Employees



(Sources: Research Result)

From the above table and figure regarding the demographic profile in terms of Gender, it has been noted that the majority of the Bank Employees are falling into the category of Male i.e., 309 (77.3%) out of the total 400 responses followed by the female Employees in the Bank i.e., 91 (22.8%).

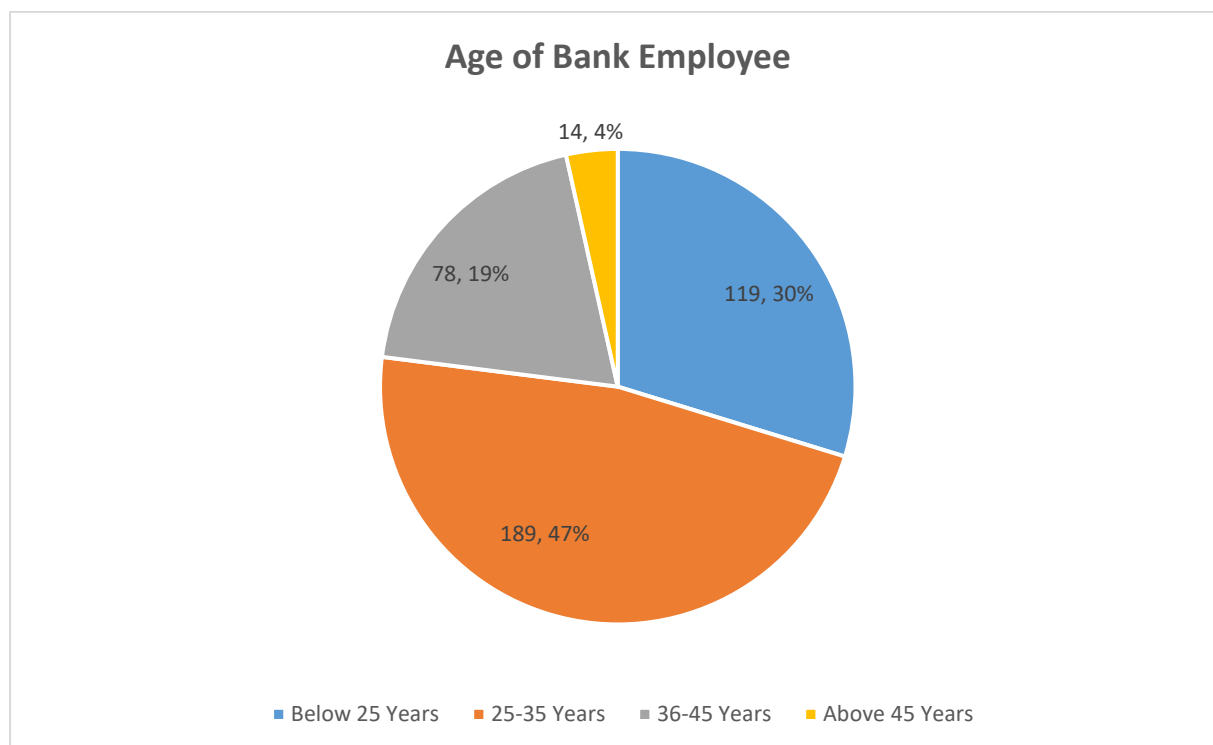
5.2.2 Age Distribution of the Respondents

Table: 1.16 Age of Bank Employees

Age of Bank Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 Years	119	29.8	29.8	29.8
	25-35 Years	189	47.3	47.3	77.0
	36-45 Years	78	19.5	19.5	96.5
	Above 45 Years	14	3.5	3.5	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.10 Age of Bank Employees



(Sources: Research Result)

From the above table and figure regarding the demographic profile in terms of Age, it has been noted that the majority of the Bank Employees are falling into the category of 25-35 Years i.e., 189 (47.3%) out of the total responses of 400 followed by the age group of Below 25 Years i.e., 119 (29.8%). The Bank Employees who are falling into the 36-45 Years are 78 (19.5%) and the Age group Above 45 Years is 14 (3.5%)

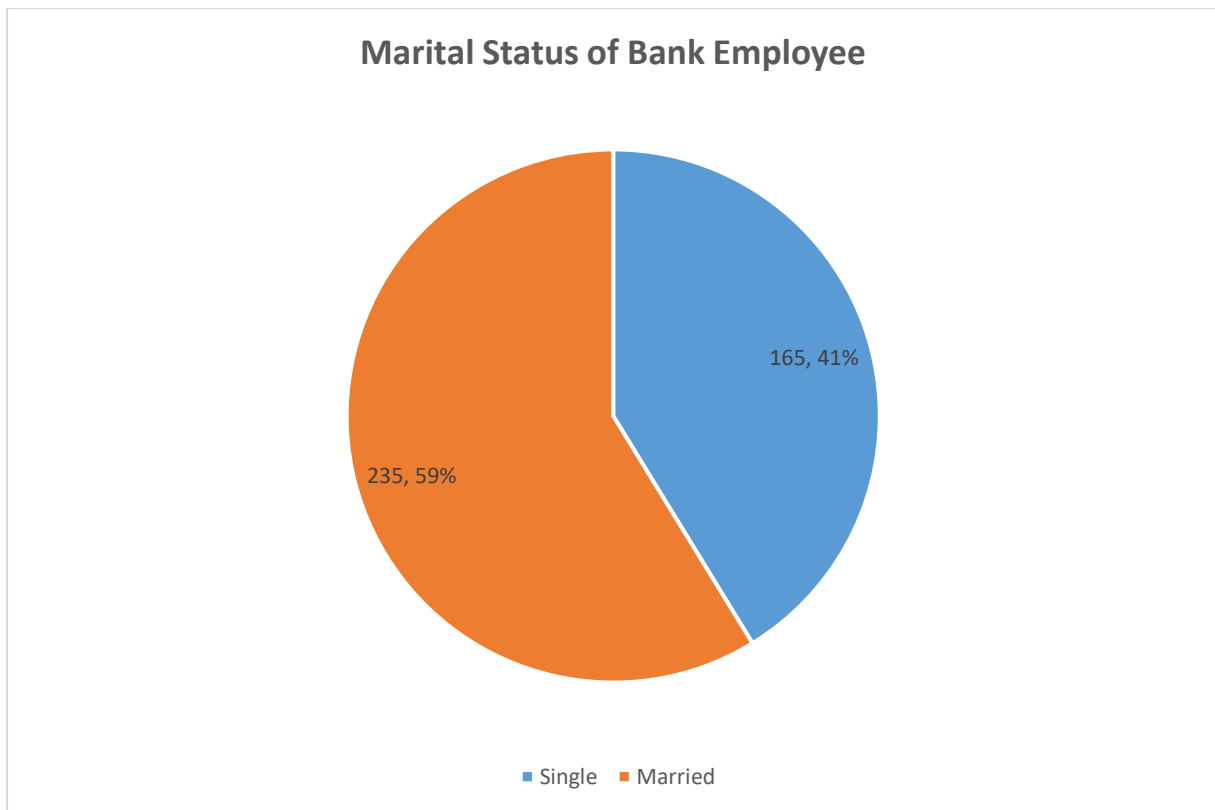
5.2.3 Marital Status of Respondents

Table: 1.17 Marital Status of Bank Employees

Marital Status of Bank Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	165	41.3	41.3	41.3
	Married	235	58.8	58.8	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.11 Marital Status of Bank Employees



(Sources: Research Result)

From the above table and figure regarding the demographic profile in terms of Marital Status, it has been noted that the majority of the Bank Employees are falling into the category of Married i.e., 235 (58.8%) out of the total responses of 400 followed by the Single i.e. 165 (41.3%).

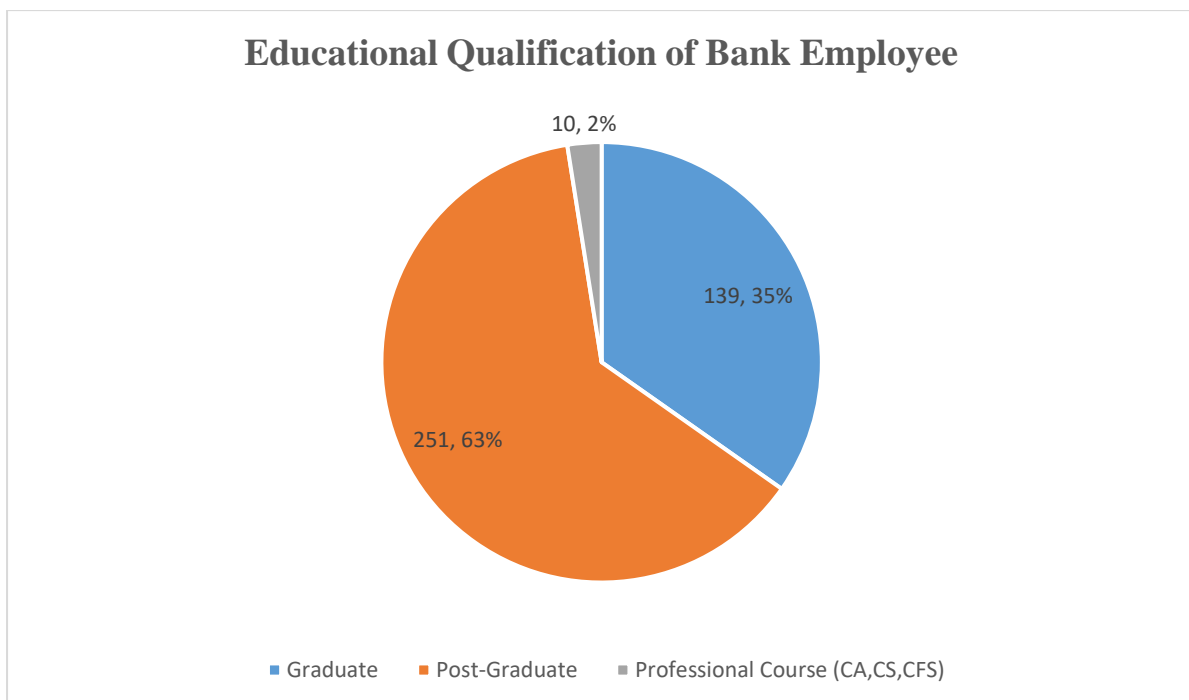
5.2.4 Educational Qualification of Respondents

Table: 1.18 Educational Qualification of Bank Employees

Educational Qualification of Bank Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	139	34.8	34.8	34.8
	Post-Graduate	251	62.8	62.8	97.5
	Professional Course (CA, CS, CFS)	10	2.5	2.5	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.12 Educational Qualification of Bank Employees



(Sources: Research Result)

From the above table and figure regarding the demographic profile in terms of Educational Qualification, it has been noted that the majority of the Bank Employees are falling into the category of post-Graduate i.e., 251 (62.8%) out of the total responses of 400 followed by the Graduate i.e., 139 (34.8%). The Bank Employees who have their qualification for a Professional Course (CA, CS, CFS) are 10 (2.5%)

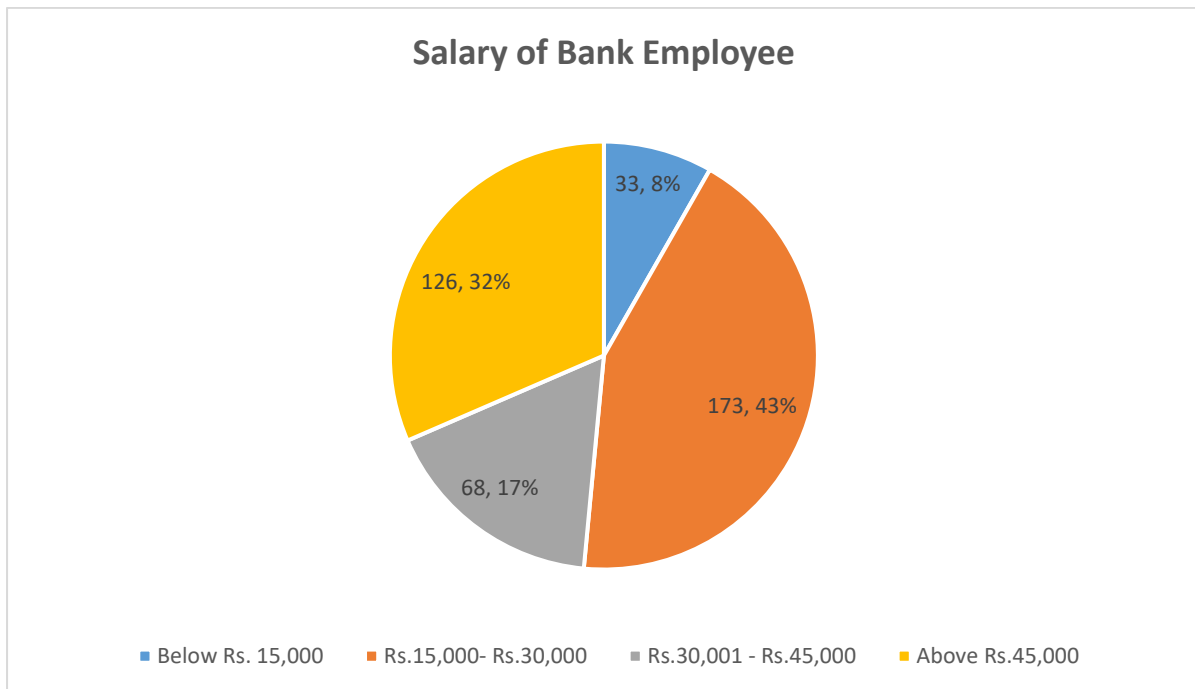
5.2.5 Salary of Respondents

Table: 1.19 Salary of Bank Employees

Salary of Bank Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Rs. 15,000	33	8.3	8.3	8.3
	Rs.15,000- Rs.30,000	173	43.3	43.3	51.5
	Rs.30,001 - Rs.45,000	68	17.0	17.0	68.5
	Above Rs.45,000	126	31.5	31.5	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.13 Salary of Bank Employees



(Sources: Research Result)

From the above table and figure regarding the demographic profile in terms of Salary, it has been noted that the majority of the Bank Employees are falling into the category of Rs.15,000- Rs.30,000 i.e., 173 (43.3%) out of the total responses of 400 followed by the Salary Above Rs.45,000 i.e., 126 (31.5%). The Bank Employees who have a salary of Rs.30,001 - Rs.45,000 are 68 (17.0%) and those Employees who have a salary of Below Rs. 15,000 are 33 (8.3%).

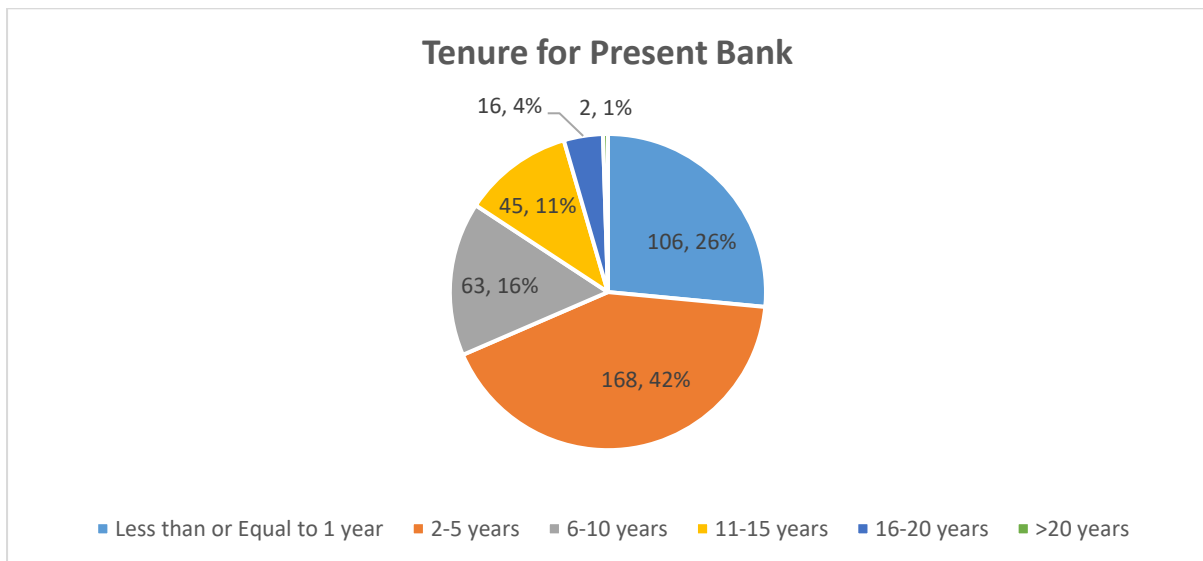
5.2.6 Tenure of Respondents

Table: 1.20 Tenure of Bank Employees

Tenure for Present Bank					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than or Equal to 1 year	106	26.5	26.5	26.5
	2-5 years	168	42.0	42.0	68.5
	6-10 years	63	15.8	15.8	84.3
	11-15 years	45	11.3	11.3	95.5
	16-20 years	16	4.0	4.0	99.5
	>20 years	2	.5	.5	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.14 Tenure of Bank Employees



(Sources: Research Result)

From the above table and figure regarding the demographic profile in terms of Tenure for the Present Bank, it has been noted that the majority of the Bank Employees are falling into the category of 2-5 years i.e., 168 (42.0%) out of the total responses of 400 followed by the Less than or Equal to 1 year i.e., 106 (26.5%). The Bank Employees who are having their Tenure present bank for 6-10 years are 63 (15.8%), for those Employees who are having a salary of 11-15 years are 45 (11.3%), for those who are having tenure of 16-20 years are 16 (4.0%) and for those who are having tenure of >20 years are 2 (0.5%).

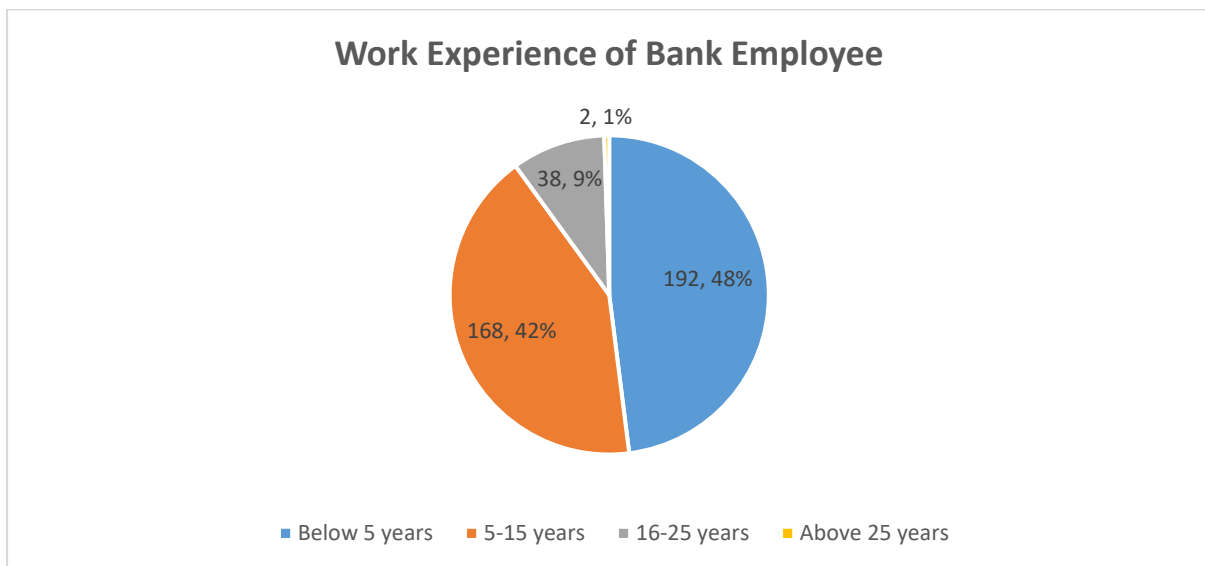
5.2.7 Work experience of Respondents

Table: 1.21 Work Experience of Bank Employees

Work Experience of Bank Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	192	48.0	48.0	48.0
	5-15 years	168	42.0	42.0	90.0
	16-25 years	38	9.5	9.5	99.5
	Above 25 years	2	.5	.5	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.15 Work Experience of Bank Employees



(Sources: Research Result)

From the above table and figure regarding the demographic profile in terms of Work Experience of Bank Employees, it has been noted that the majority of the Bank Employees are falling into the category of Below 5 years i.e., 192 (48.0%) out of the total responses of 400 followed by 5-15 years i.e., 168 (42.0%). The Bank Employees who are having their work experience of 16-25 years are 38 (9.5%), and those who are having experience Above 25 years are 2 (0.5%).

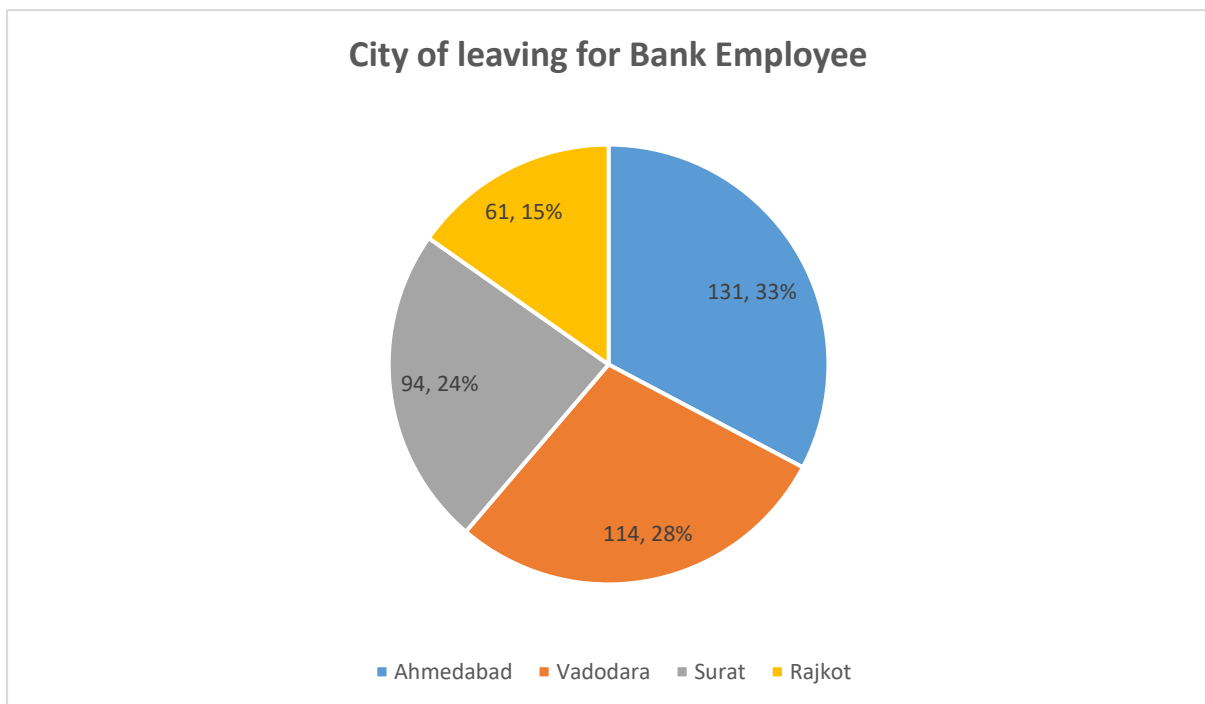
5.2.8 City of Leaving of Respondents

Table: 1.22 City of Leaving of Bank Employees

City of Leaving for Bank Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ahmedabad	131	32.8	32.8	32.8
	Vadodara	114	28.5	28.5	61.3
	Surat	94	23.5	23.5	84.8
	Rajkot	61	15.3	15.3	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.16 City of Leaving of Bank Employees



(Sources: Research Result)

From the above table and figure regarding the demographic profile in terms of City of leaving for Bank Employees, it has been noted that most of the Bank Employees are falling into the city of Ahmedabad i.e., 131 (32.8%) out of the total responses of 400 followed by Vadodara city i.e., 114 (28.5%). The Bank Employees, who are in Surat, are 94 (23.5%), and those who are having experience of Rajkot are 61 (15.3%)

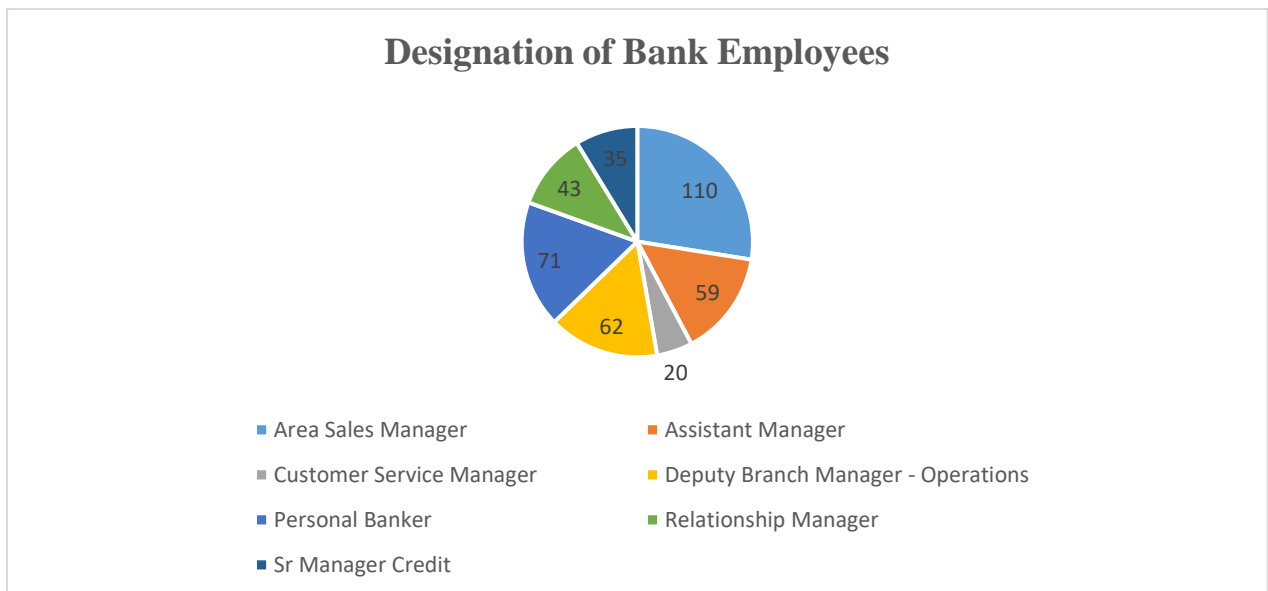
5.2.9 Designation

Table: 1.23 Designation of Bank Employees

Designation of Bank Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Area Sales Manager	110	27.5	27.5	27.5
	Assistant Manager	59	14.8	14.8	42.3
	Customer Service Manager	20	5.0	5.0	47.3
	Deputy Branch Manager - Operations	62	15.5	15.5	62.8
	Personal Banker	71	17.8	17.8	80.5
	Relationship Manager	43	10.8	10.8	91.3
	Sr Manager Credit	35	8.8	8.8	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.17 Designation of Bank Employees



From the above table and figure and out of 400 respondents, it has been observed that 27.5% respondents are falling into the Area sales managers, 14.8% are Assistant Manager, 5% are Customer Service Manager, 15.5% are Deputy Branch Manager - Operations, 17.8% are Personal Banker, 10.8% are Relationship Manager, 8.8% are Sr Manager Credit.

OBJECTIVE 2: To find out the factors for the Employees' Engagement in terms of Banking Employees.

BANK EMPLOYEES

Table: 1.24 Descriptive Summary of statements for the factors affecting Bank Employees' Engagements

Statements of Factors Affecting Bank Employees' Engagements	SA	A	N	DA	SDA
At my work, I feel bursting with energy.	99	153	60	63	64
<i>% of Total Bank Employees</i>	24.8%	38.3%	15.0%	16.0%	6.0%
At my job, I feel strong and vigorous	97	219	53	24	07
<i>% of Total Bank Employees</i>	24.3%	54.8%	13.3%	06.0%	01.8%
When I get up in the morning, I feel like going to work	101	188	83	23	05
<i>% of Total Bank Employees</i>	25.3%	47.0%	20.8%	05.8%	01.3%
I can continue to work for very long periods at a time	124	150	93	24	09
<i>% of Total Bank Employees</i>	31.0%	37.5%	23.3%	06.0%	02.3%
At my job, I am very resilient, mentally	66	181	107	38	08
<i>% of Total Bank Employees</i>	16.5%	45.3%	26.8%	09.5%	02.0%
At my work I always persevere, even when things do not go well	99	185	83	26	07
<i>% of Total Bank Employees</i>	24.8%	46.3%	20.8%	06.5%	01.8%
I find the work that I do full of meaning and purpose.	118	200	45	31	06
<i>% of Total Bank Employees</i>	29.5%	50.0%	11.3%	07.8%	01.5%
I am enthusiastic about my job	146	176	62	13	03
<i>% of Total Bank Employees</i>	36.5%	44.0%	15.5%	03.3%	00.8%
My job inspires me	127	158	87	21	07
<i>% of Total Bank Employees</i>	31.8%	39.5%	21.8%	05.3%	01.8%
I am proud of the work that I do.	151	150	57	28	14
<i>% of Total Bank Employees</i>	37.8%	37.5%	14.3%	07.0%	03.5%
Me, my job is challenging	137	162	57	31	13
<i>% of Total Bank Employees</i>	34.3%	40.5%	14.3%	07.8%	03.3%
Time flies when I am working	139	165	59	30	07
<i>% of Total Bank Employees</i>	34.8%	41.3%	14.8%	07.5%	01.8%

When I am working, I forget everything else around me	102	142	108	41	07
<i>% of Total Bank Employees</i>	25.5%	35.5%	27.0%	10.3%	01.8%
I feel happy when I am working intensely.	112	201	58	15	14
<i>% of Total Bank Employees</i>	28.0%	50.3%	14.5%	3.8%	3.5%
I am immersed in my work.	80	213	71	32	04
<i>% of Total Bank Employees</i>	20.0%	53.3%	17.8%	8.0%	1.0%
I get carried away when I am working	68	179	97	47	09
<i>% of Total Bank Employees</i>	17.0%	44.8%	24.3%	11.8%	2.3%
It is difficult to detach myself from my job	90	158	101	46	05
<i>% of Total Bank Employees</i>	22.5%	39.5%	25.3%	11.5%	1.3%
The Bank cares about my opinions.	75	151	105	45	24
<i>% of Total Bank Employees</i>	18.8%	37.8%	26.3%	11.3%	06.0%
The Bank cares about my well-being.	73	141	115	49	22
<i>% of Total Bank Employees</i>	18.3%	35.3%	28.8%	12.3%	05.5%
The Bank strongly considers my goals and values	70	153	114	36	27
<i>% of Total Bank Employees</i>	17.5%	38.3%	28.5%	09.0%	06.8%
Help is available from my Bank when I have a problem.	88	164	98	29	21
<i>% of Total Bank Employees</i>	22.0%	41.0%	24.5%	07.3%	05.3%
The bank will forgive mistakes that I admit honestly.	73	122	110	59	36
<i>% of Total Bank Employees</i>	18.3%	30.5%	27.5%	14.8%	09.0%
If given the opportunity, my bank would take advantage of me.	53	139	123	55	30
<i>% of Total Bank Employees</i>	13.3%	34.8%	30.8%	13.8%	07.5%
The Bank shows very little concern for me.	33	118	139	71	39
<i>% of Total Bank Employees</i>	08.3%	29.5%	34.8%	17.8%	09.8%
My organization is willing to help me if I need a special favor.	77	161	127	13	28
<i>% of Total Bank Employees</i>	17.8%	40.3%	31.8%	03.3%	07.0%
My manager helps me to improve myself.	112	203	48	19	18
<i>% of Total Bank Employees</i>	28.0%	50.8%	12.0%	04.8%	04.5%
My manager takes prompt and fair corrective action on Employees who fail to perform their work satisfactorily	86	201	66	34	13
<i>% of Total Bank Employees</i>	21.5%	50.3%	16.5%	08.5%	03.3%

When I do a good job, my immediate Manager praises me.	120	160	81	24	15
<i>% of Total Bank Employees</i>	30.0%	40.0%	20.3%	06.0%	03.8%
My immediate Manager holds meetings with my workgroups	113	200	56	27	04
<i>% of Total Bank Employees</i>	28.3%	50.0%	14.0%	06.8%	01.0%
My immediate Manager collaborates with me to create strategies and work objectives.	120	179	65	33	03
<i>% of Total Bank Employees</i>	30.0%	44.8%	16.3%	08.3%	00.8%
My work schedule is fair	96	162	79	44	19
<i>% of Total Bank Employees</i>	24.0%	40.5%	19.8%	11.0%	04.8%
I believe my pay is reasonable	61	206	74	37	22
<i>% of Total Bank Employees</i>	15.3%	51.5%	18.5%	09.3%	05.5%
I believe my workload is reasonable.	68	169	78	57	28
<i>% of Total Bank Employees</i>	17.0%	42.3%	19.5%	14.3%	07.0%
Overall, the rewards I receive here are fair	90	183	69	38	20
<i>% of Total Bank Employees</i>	22.5%	45.8%	17.3%	09.5%	05.0%
I feel that my job responsibilities are fair	55	224	84	25	12
<i>% of Total Bank Employees</i>	13.8%	56.0%	21.0%	06.3%	03.0%
My manager makes sure that all Employee's concerns are heard before job decisions are made	108	146	92	43	11
<i>% of Total Bank Employees</i>	27.0%	36.5%	23.0%	10.8%	02.8%
To make job decisions, my manager collects accurate and complete information	78	194	80	43	05
<i>% of Total Bank Employees</i>	19.5%	48.5%	20.0%	10.8%	01.3%
My manager clarifies decisions and provides additional information when requested by Employees	111	170	76	29	14
<i>% of Total Bank Employees</i>	27.8%	42.5%	19.0%	07.3%	03.5%
All job decisions are applied consistently across all affected Employees	91	200	82	20	07
<i>% of Total Bank Employees</i>	22.8%	50.0%	20.5%	05.0%	01.8%
Employees have the right to change or appeal a manager's job decision	98	103	128	61	10
<i>% of Total Bank Employees</i>	24.5%	25.8%	32.0%	15.3%	02.5%
The work I did well had an impact on my salary increase, Job security, and promotion available to me	130	188	56	17	09
<i>% of Total Bank Employees</i>	32.5%	47.0%	14.0%	04.3%	02.3%

I get Praise from my Manager.	109	180	73	31	07
<i>% of Total Bank Employees</i>	27.3%	45.0%	18.3%	07.8%	01.8%
The work I did well had an impact on my training and development opportunities.	89	220	41	40	10
<i>% of Total Bank Employees</i>	22.3%	55.0%	10.3%	10.0%	02.5%
The work I did well made me a more challenging job opportunity.	87	214	56	37	06
<i>% of Total Bank Employees</i>	21.8%	53.5%	14.0%	09.3%	01.5%
The work I did well got me some form of public recognition (for example Employees of the Month)	91	192	81	22	14
<i>% of Total Bank Employees</i>	22.8%	48.0%	20.3%	05.5%	03.5%
There is a reward or token of appreciation.	83	193	71	43	10
<i>% of Total Bank Employees</i>	20.8%	48.3%	17.8%	10.8%	02.5%
I like to stay working at this bank	126	172	76	21	05
<i>% of Total Bank Employees</i>	31.5%	43.0%	19.0%	05.3%	01.3%
I have a very bright future with this bank.	99	173	89	23	16
<i>% of Total Bank Employees</i>	24.8%	43.3%	22.3%	05.8%	04.0%
I'm planning on working for another bank within three years	76	119	127	45	33
<i>% of Total Bank Employees</i>	19.0%	29.8%	31.8%	11.3%	08.3%
If I wanted to do another job, the first place I would look would be within this bank.	79	179	98	35	10
<i>% of Total Bank Employees</i>	19.8%	44.5%	24.5%	08.8%	02.5%
If it were up to me, I would spend the next five years working with this bank.	87	126	131	40	16
<i>% of Total Bank Employees</i>	21.8%	31.5%	32.8%	10.0%	04.0%
If I had the chance to start over, I would choose to work with another bank.	56	139	128	55	22
<i>% of Total Bank Employees</i>	14.0%	34.8%	32.0%	13.8%	05.5%
I would like to accept an attractive job offer from another bank	98	159	96	20	27
<i>% of Total Bank Employees</i>	24.5%	39.8%	24.0%	05.0%	06.8%

(Sources: Research Result)

From the above table and Charts with respect to the Statements of Factors affecting Bank Employees' Engagements, it has been noted that.

- For the statement called “At my work, I feel bursting with energy,” the response received for the category of Strongly Agree is 99 (24.8%), for the Agree 153 (38.3%),

the Neutral 60 (15.0%), the Disagree 63 (16.0%) and for the Strongly Disagree 64 (6.0%).

- For the statement called “At my job, I feel strong and vigorous,” the response received for the category of Strongly Agree is 97 (24.3%), for the Agree 219 (54.8%), for the Neutral 53 (13.3%), the Disagree 24 (06.0%) and for the Strongly Disagree 07 (01.8%).
- For the statement called “When I get up in the morning, I feel like going to work”, the response received for the category of Strongly Agree is 101 (25.3%), for Agree 188 (47.0%), the Neutral 83 (20.8%), for the Disagree 23 (05.8%) and for the Strongly Disagree 05 (01.3%).
- For the statement called “When I get up in the morning, I feel like going to work”, the response received for the category of Strongly Agree is 101 (25.3%), for Agree 188 (47.0%), the Neutral 83 (20.8%), for the Disagree 23 (05.8%) and for the Strongly Disagree 05 (01.3%).
- For the statement called “I can continue to work for very long periods at a time”, the response received for the category of Strongly Agree is 124 (31.0%), for the Agree 150 (37.5%), for the Neutral 93 (23.3%), Disagree 24 (06.0%) and for the Strongly Disagree 09 (02.3%).
- For the statement called “At my job, I am very resilient, mentally,” the response received for the category of Strongly Agree is 66 (16.5%), for Agree 181 (45.3%), the Neutral 107 (26.8%), the Disagree 38 (09.5%) and for the Strongly Disagree 08 (02.0%).
- For the statement called “At my work, I always persevere, even when things do not go well”, the response received for the category of Strongly Agree is 99 (24.8%), for Agree 185 (46.3%), for the Neutral 83 (20.8%), for the Disagree 26 (06.5%) and for the Strongly Disagree 07 (01.8%).
- For the statement called “I find the work that I do full of meaning and purpose.”, the response received for the category of Strongly Agree are 118 (29.5%), Agree 200 (50.0%), for the Neutral 45 (11.3%), for the Disagree 31 (07.8%) and for the Strongly Disagree 06 (01.5%).
- For the statement called “I am enthusiastic about my job,” the response received for the category of Strongly Agree is 146 (36.5%), for the Agree 176 (44.0%), for the Neutral 62 (15.5%), for the Disagree 13 (03.3%), and for the Strongly Disagree 03 (00.8%).

- For the statement called “My job inspires me,” the response received for the category of Strongly Agree are 127 (31.8%), for the Agree 158 (39.5%), for the Neutral 87 (21.8%), the Disagree 21 (05.3%), and for the Strongly Disagree 07 (01.8%).
- For the statement called “I am proud of the work that I do.,” the response received for the category of Strongly Agree is 151 (37.8%), Agree 150 (37.5%), the Neutral 57 (14.3%), Disagree 28 (07.0%) and for the Strongly Disagree 14 (03.5%).
- For the statement called “To me, my job is challenging.,” the response received for the category of Strongly Agree is 137 (34.3%), for the Agree 162 (40.5%), for the Neutral 57 (14.3%), for the Disagree 31 (07.8%) and for the Strongly Disagree 13 (03.3%).
- For the statement called “Time flies when I am working.,” the response received for the category of Strongly Agree are 139 (34.8%), for Agree 165 (41.3%), the Neutral 59 (14.8%), the Disagree 30 (07.5%), and for the Strongly Disagree 07 (01.8%).
- For the statement called “When I am working, I forget everything else around me.,” the response received for the category of Strongly Agree is 102 (25.5%), for the Agree 142 (35.5%), for the Neutral 108 (27.0%), for Disagree 41 (10.3%) and for the Strongly Disagree 07 (01.8%).
- For the statement called “I feel happy when I am working intensely.,” the response received for the category of Strongly Agree is 112 (28.0%), for the Agree 201 (50.3%), for the Neutral 58 (14.5%), for the Disagree 15 (3.8%), and for the Strongly Disagree 14 (3.5%).
- For the statement called “I am immersed in my work.,” the response received for the category of Strongly Agree is 80 (20.0%), for the Agree 213 (53.3%), the Neutral 71 (17.8%), the Disagree 32 (8.0%) and for the Strongly Disagree 04 (1.0%).
- For the statement called “I get carried away when I am working.,” the response received for the category of Strongly Agree is 68 (17.0%), for the Agree 179 (44.8%), for the Neutral 97 (24.3%), for the Disagree 47 (11.8%) and for the Strongly Disagree 09 (2.3%).
- For the statement called “It is difficult to detach myself from my job.,” the response received for the category of Strongly Agree is 90 (22.5%), for the Agree 158 (39.5%), for the Neutral 101 (25.3%), for the Disagree 46 (11.5%) and for the Strongly Disagree 05 (1.3%).
- For the statement called “The Bank cares about my opinions.,” the response received for the category of Strongly Agree is 75 (18.8%), for the Agree 151 (37.8%), for the

Neutral 105 (26.3%), the Disagree 45 (11.3%), and for the Strongly Disagree 24 (06.0%).

- For the statement called “The Bank strongly considers my goals and values.,” the response received for the category of Strongly Agree is 70 (17.5%), for the Agree 153 (38.3%), for the Neutral 114 (28.5%), for the Disagree 36 (09.0%) and for the Strongly Disagree 27 (06.8%).
- For the statement called “Help is available from my Bank when I have a problem.,” the response received for the category of Strongly Agree is 88 (22.0%), for the Agree 164 (41.0%), the Neutral 98 (24.5%), for Disagree 29 (07.3%) and for the Strongly Disagree 21 (05.3%).
- For the statement called “The bank will forgive mistakes that I admit honestly.,” the response received for the category of Strongly Agree is 73 (18.3%), for the Agree 122 (30.5%), for the Neutral 110 (27.5%), for Disagree 59 (14.8%) and for the Strongly Disagree 36 (09.0%).
- For the statement called “If given the opportunity, my bank would take advantage of me.,” the response received for the category of Strongly Agree is 53 (13.3%), for Agree 139 (34.8%), the Neutral 123 (30.8%), for the Disagree 55 (13.8%) and for the Strongly Disagree 30 (07.5%).
- For the statement called “The Bank shows very little concern for me.,” the response received for the category of Strongly Agree is 33 (08.3%), for the Agree 118 (29.5%), for the Neutral 139 (34.8%), for the Disagree 71 (17.8%) and for the Strongly Disagree 39 (09.8%).
- For the statement called “My organization is willing to help me if I need a special favor.,” the response received for the category of Strongly Agree is 77 (17.8%), Agree 161 (40.3%), the Neutral 117 (31.8%), for the Disagree 13 (03.3%) and for the Strongly Disagree 28 (07.0%).
- For the statement called “My manager helps me to improve myself.,” the response received for the category of Strongly Agree is 112 (28.0%), for the Agree 203 (50.8%), for the Neutral 48 (12.0%), for the Disagree 19 (04.8%), and for the Strongly Disagree 18 (04.5%).
- For the statement called “My manager takes prompt and fair corrective action on Employees who fail to perform their work satisfactorily.,” the response received for the category of Strongly Agree is 86 (21.5%), for the Agree 21 (50.3%), for the Neutral 66 (16.5%), for the Disagree 34 (08.5%) and for the Strongly Disagree 13 (03.3%).

- For the statement called “When I do a good job, my immediate Manager praises me.”, the response received for the category of Strongly Agree is 120 (30.0%), for Agree 160 (40.0%), the Neutral 81 (20.3%), for the Disagree 24 (06.0%) and for the Strongly Disagree 15 (03.8%).
- For the statement called “My immediate Manager holds meetings with my work groups.”, the response received for the category of Strongly Agree is 113 (28.3%), for the Agree 200 (50.0%), for the Neutral 56 (14.0%), Disagree 27 (06.8%) and for the Strongly Disagree 04 (01.0%).
- For the statement called “My immediate Manager collaborates with me to create strategies and work objectives.”, the response received for the category of Strongly Agree is 120 (30.0%), for Agree 179 (44.8%), for the Neutral 65 (16.3%), for the Disagree 33 (08.3%) and for the Strongly Disagree 03 (00.8%).
- For the statement called “My work schedule is fair.”, the response received for the category of Strongly Agree is 96 (24.0%), for the Agree 162 (40.5%), for the Neutral 79 (19.8%), for the Disagree 44 (11.0%), and for the Strongly Disagree 19 (04.8%).
- For the statement called “I believe my pay is reasonable.”, the response received for the category of Strongly Agree are 61 (15.3%), Agree 206 (51.5%), the Neutral 74 (18.5%), Disagree 37 (09.3%) and for the Strongly Disagree 22 (05.5%).
- For the statement called “I believe my workload is reasonable.”, the response received for the category of Strongly Agree is 68 (17.0%), for the Agree 169 (42.3%), for the Neutral 78 (19.5%), for the Disagree 57 (14.3%), and for the Strongly Disagree 28 (07.0%).
- For the statement called “Overall, the rewards I receive here are fair.”, the response received for the category of Strongly Agree is 90 (22.5%), for the Agree 183 (45.8%), for the Neutral 69 (17.3%), for the Disagree 38 (09.5%) and for the Strongly Disagree 20 (05.0%).
- For the statement called “I feel that my job responsibilities are fair.”, the response received for the category of Strongly Agree is 55 (13.8%), for Agree 224 (56.0%), for the Neutral 84 (21.0%), for the Disagree 25 (06.3%) and for the Strongly Disagree 12 (03.0%).
- For the statement called “My manager makes sure that all Employee's concerns are heard before job decisions are made.”, the response received for the category of Strongly Agree is 108 (27.0%), for Agree 146 (36.5%), for the Neutral 92 (23.0%), for the Disagree 43 (10.8%) and for the Strongly Disagree 11 (02.8%).

- For the statement called “To make job decisions, my manager collects accurate and complete information.”, the response received for the category of Strongly Agree are 78 (19.5%), for Agree 194 (48.5%), for the Neutral 80 (20.0%), for the Disagree 43 (10.8%) and for the Strongly Disagree 05 (01.3%).
- For the statement called “My manager clarifies decisions and provides additional information when requested by Employees.,” the response received for the category of Strongly Agree is 111 (27.8%), for Agree 170 (42.5%), for the Neutral 76 (19.0%), Disagree 29 (07.3%) and for the Strongly Disagree 14 (03.5%).
- For the statement called “All job decisions are applied consistently across all affected Employees.,” the response received for the category of Strongly Agree is 91 (22.8%), for the Agree 200 (50.0%), for the Neutral 82 (20.5%), Disagree 20 (05.0%) and for the Strongly Disagree 07 (01.8%).
- For the statement called “Employees have the right to change or appeal a manager's job decision.”, the response received for the category of Strongly Agree is 98 (24.5%), for Agree 103 (25.8%), for Neutral 128 (32.0%), for the Disagree 61 (15.3%) and for the Strongly Disagree 10 (02.5%).
- For the statement called “The work I did well had an impact on my salary increase, Job security, and promotion available to me.”, the response received for the category of Strongly Agree is 130 (32.5%), for the Agree 188 (47.0%), for the Neutral 56(14.0%), for the Disagree 17 (04.3%) and the Strongly Disagree 09 (02.3%).
- For the statement called “I get Praise from my Manager.,” the response received for the category of Strongly Agree is 109 (27.3%), for Agree 180 (45.0%), the Neutral 73 (18.3%), for Disagree 31 (07.8%) and for the Strongly Disagree 07 (01.8%).
- For the statement called “The work I did well had an impact on my training and development opportunities.”, the response received for the category of Strongly Agree are 89 (22.3%), for Agree 220 (55.0%), for the Neutral 41 (10.3%), for the Disagree 40 (10.0%) and for the Strongly Disagree 10 (02.5%).
- For the statement called “The work I did well made me have a more challenging job opportunity.”, the response received for the category of Strongly Agree is 87 (21.8%), for Agree 214 (53.5%), for the Neutral 56 (14.0%), for the Disagree 37 (09.3%) and for the Strongly Disagree 06 (01.5%).
- For the statement called “The work I did well got me some form of public recognition (example: Employees of the month).”, the response received for the category of

Strongly Agree is 91 (22.8%), for the Agree 192 (48.0%), for the Neutral 81 (20.3%), for the Disagree 22 (05.5%) and for the Strongly Disagree 14 (03.5%).

- For the statement called “There is a reward or token of appreciation.,” the response received for the category of Strongly Agree is 83 (20.8%), for the Agree 193 (48.3%), for the Neutral 71 (17.8%), for the Disagree 43 (10.8%) and for the Strongly Disagree 10 (02.5%).
- For the statement called “I like to stay working in this bank.,” the response received for the category of Strongly Agree is 126 (31.5%), for the Agree 172 (43.0%), for the Neutral 76 (19.0%), for the Disagree 21 (05.3%) and for the Strongly Disagree 05 (01.3%).
- For the statement called “I have a very bright future with this bank.,” the response received for the category of Strongly Agree is 99 (24.8%), Agree 173 (43.3%), the Neutral 89 (22.3%), Disagree 23 (05.8%) and for the Strongly Disagree 16 (04.0%).
- “If I wanted to do another job, the first place I would look would be within this bank.,” the response received for the category of Strongly Agree is 78 (19.8%), for the Agree 179 (44.5%), for the Neutral 98 (24.5%), for the Disagree 35 (08.8%) and for the Strongly Disagree 10 (02.5%).
- For the statement called “If it were up to me, I would spend the next five years working with this bank.,” the response received for the category of Strongly Agree is 87 (21.8%), for the Agree 126 (31.5%), for the Neutral 131 (32.8%), for the Disagree 40 (10.0%) and for the Strongly Disagree 16 (04.0%).
- “If I had the chance to start over, I would choose to work with another bank.,” the response received for the category of Strongly Agree is 56 (14.0%), for the Agree 139 (34.8%), for the Neutral 128 (32.0%), for the Disagree 55 (13.8%) and for the Strongly Disagree 22 (05.5%).
- “I would like to accept an attractive job offer from another bank.,” the response received for the category of Strongly Agree is 98 (24.5%), for the Agree 159 (39.8%), for the Neutral 96 (24.0%), for the Disagree 20 (05.0%) and for the Strongly Disagree 27 (06.8%).
- Mean score of employee engagement in Private Bank employees is comparatively higher than IT-ITeS Company. Therefore, it can be said that employee engagement level was higher in banking sector as compared to IT-ITeS sector.

OBJECTIVE 3: To Identify the causal relationship between employee engagement and employee retention in the private bank & selected IT -ITES companies of Gujarat.

H0: There is no significant impact of Employees engagement on Employees Retention in selected Banks of Gujarat

H1: There is a significant impact of Employees engagement on Employees Retention in selected Banks of Gujarat

Table 1.25: Model Summary for the Impact of Employee Engagement on the Employee Retention

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.436 ^a	.190	.188	.51145	1.803
a. Predictors: (Constant), Average Employee Engagement					
b. Dependent Variable: Average Employee Retention					

(Sources: Research Output)

The Model Summary provides an overview of the regression model assessing the impact of employee engagement on employee retention for selected bank employees. The coefficient of determination (R Square) represents the proportion of variance in the dependent variable (Average Employee Retention) that is predictable from the independent variable (Average Employee Engagement). In this model, the R Square value is 0.190, indicating that 19% of the variance in employee retention can be explained by the variance in employee engagement. This value adjusts the R Square value for the number of predictors in the model. It takes into account the number of predictors and sample size. In this model, the Adjusted R Square is 0.188. This represents the standard deviation of the residuals, which are the differences between the actual and predicted values of the dependent variable. It is a measure of the accuracy of the prediction. In this model, the standard error of the estimate is 0.51145. This statistic tests for the presence of autocorrelation (correlation between successive residuals) in the residuals from a regression analysis. It ranges from 0 to 4. A value around 2 indicates no autocorrelation. Here, the Durbin-Watson statistic is 1.803, suggesting that there might be some positive autocorrelation present in the residuals.

Table 1.26: ANOVA for the Impact of Employee Engagement on the Employee Retention

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.262	1	26.262	100.397	.000 ^b
	Residual	111.956	398	.262		
	Total	138.218	399			
a. Dependent Variable: Average Employee Retention						
b. Predictors: (Constant), Average Employee Engagement						

The ANOVA table assesses the model fit and significance of the regression analysis investigating the impact of employee engagement on employee retention for selected bank employees. The sum of squares for the regression model is 26.262 this row provides information about the regression model. The significance value (p-value) associated with the F-value is .000, which is less than the typical significance level of .05. This indicates that the regression model is statistically significant.

Table 1.27: Coefficient for the Impact of Employee Engagement on the Employee Retention

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.383	.101		13.703	.000		
	Average Employee Engagement	.455	.045	.436	10.020	.000	1.000	1.000
a. Dependent Variable: Average Employee Retention								

The coefficient table provides information about the regression coefficients, including the unstandardized coefficients, standardized coefficients (Beta), t-values, and significance levels, for the model assessing the impact of employee engagement on employee retention for selected

bank employees. The coefficient for Average Employee Engagement (0.455) suggests that, on average, for each one-unit increase in employee engagement, there is a 0.455 unit increase in employee retention. The coefficient is statistically significant ($p < .001$), indicating that employee engagement significantly predicts employee retention among selected bank employees.

Table: 1.28 KMO and Bartlett's Test for Bank Employees

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.855
Bartlett's Test of Sphericity	Approx. Chi-Square	2144.302
	df	231
	Sig.	.000

(Sources: Research Result)

Several characteristics will be used to assess and evaluate the value of the KMO and Bartlett Test. Here in this study, the KMO value is 0.855, which is a good value when it comes to running the factor analysis for the bank employees' variables to identify Employee engagement.

A whole set of distributions' multivariate normality is assessed for sphericity in component analysis using the Bartlett Test of Sphericity, on the other hand. Since it depends on whether the correlation matrix for the data set an ordinal signal matrix for the researcher it is also connected to their capacity for factor analysis. If the data is less than 0.05, then it is often accepted to run the factors for the research according to the Bartlett test's acceptance criteria. The Bartlett test of sphericity value in this study is 0.000, which is less than 0.05, indicating that the study supports further analysis of the variables that have been necessary for bank Employees for the identification of Employee engagement at their organization.

Table: 1.29 Communalities Value for Employees Engagement Statement in the Opinion of Employees

Communalities		
	Initial	Extraction
When I am working, I forget everything else around me	1.000	.519
I get carried away when I am working	1.000	.657
It is difficult to detach myself from my job	1.000	.605
The Company cares about my opinions	1.000	.517

The Company cares about my well-being	1.000	.621
The Company strongly considers my goals and values	1.000	.560
Help is available from my Company when I have a problem	1.000	.531
My immediate Manager holds meetings with my workgroups	1.000	.445
My immediate Manager collaborates with me to create strategies and work objectives	1.000	.489
I believe my pay is reasonable	1.000	.623
I believe my workload is reasonable	1.000	.550
Overall, the rewards I receive here are fair	1.000	.627
I get Praise from my Manager.	1.000	.494
The work I did well made me a more challenging job opportunity	1.000	.440
The work I did well got me some form of public recognition (eg: Employees of the Month)	1.000	.489
There is a reward or token of appreciation	1.000	.597
I like to stay working in this Company	1.000	.663
I have a very bright future with this Company	1.000	.552
I'm planning on working for another Company within three years	1.000	.637
If it were up to me, I would spend the next five years working with this company	1.000	.585
If I had the chance to start over, I would choose to work with another Company	1.000	.674
I would like to accept an attractive job offer from another Company	1.000	.579
Extraction Method: Principal Component Analysis.		

(Sources: Research Result)

The table mentioned above shows the communalities value which is also called covariance value for the factors responsible for Employee engagement in terms of the Bank Employees. The ideal value for the communalities should be greater than 0.5 due to which these parameters are going to support more for further analysis for the research to achieve more concrete results. The communalities table mentioned above shows the value for the Bank Employees for the Employee engagement factors identification.

Table: 1.30 Total Variance Explained for the Factors for the Employee's Opinion for Employees Engagement

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.41	24.603	24.603	5.41	24.603	24.603	2.72	12.403	12.403
2	2.00	9.133	33.736	2.00	9.133	33.736	2.34	10.673	23.076
3	1.48	6.754	40.490	1.48	6.754	40.490	1.93	8.798	31.874
4	1.27	5.806	46.296	1.27	5.806	46.296	1.88	8.583	40.457
5	1.15	5.251	51.547	1.15	5.251	51.547	1.80	8.191	48.647
6	1.114	5.065	56.612	1.114	5.065	56.612	1.752	7.965	56.612
7	.941	4.276	60.888						
8	.796	3.618	64.506						
9	.767	3.485	67.991						
10	.726	3.299	71.290						
11	.698	3.172	74.462						
12	.634	2.883	77.345						
13	.600	2.727	80.072						
14	.578	2.629	82.701						
15	.561	2.549	85.251						
16	.547	2.486	87.737						
17	.516	2.346	90.083						
18	.492	2.237	92.320						
19	.473	2.148	94.468						
20	.449	2.042	96.510						
21	.395	1.797	98.307						
22	.373	1.693	100.000						

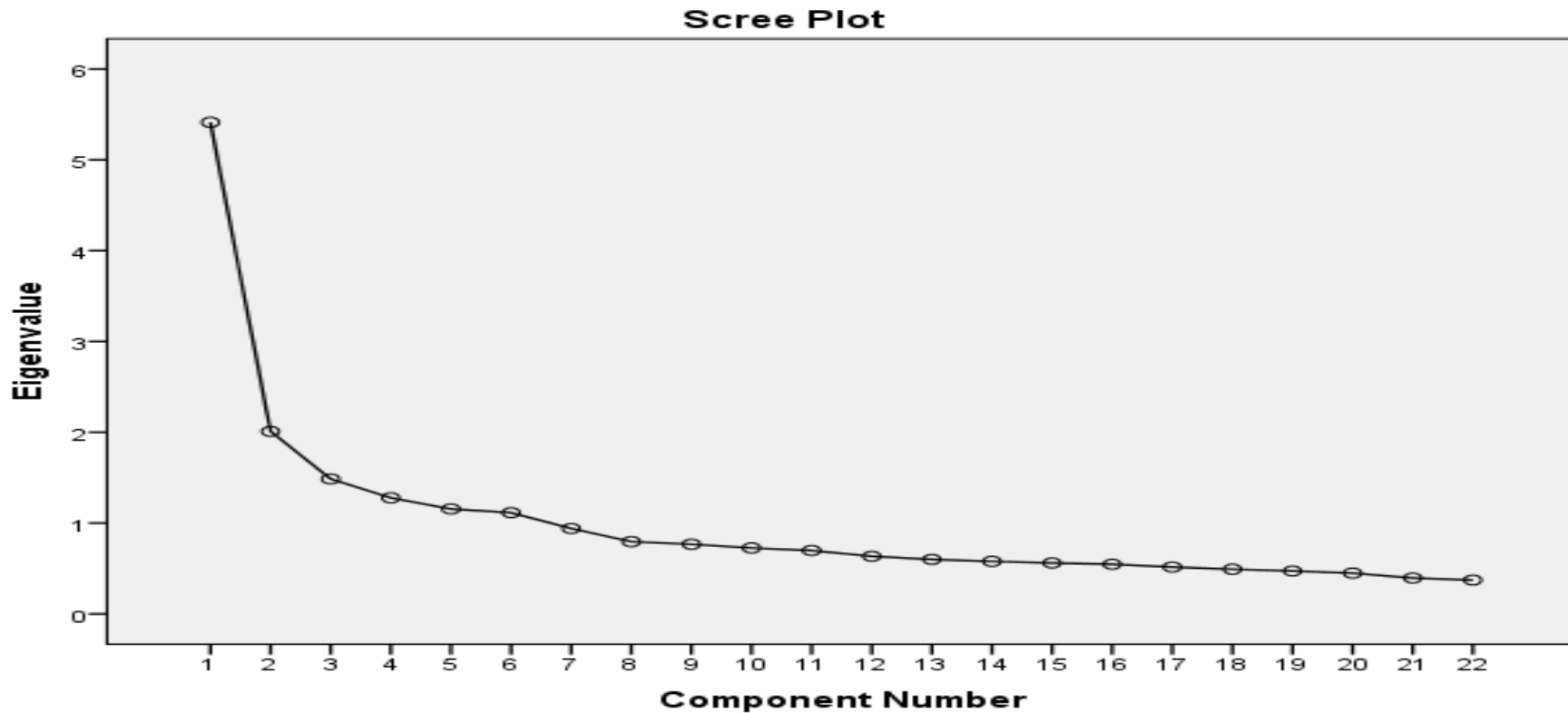
Extraction Method: Principal Component Analysis.

(Sources: Research Result)

The above table it the total variance that have been extracted from the factor analysis of the study for the perception of Bank Employees towards their engagement in their own organization, this study has successfully identified total six factors for the perception of bank Employees towards the factors that have the significant impact on the moral of Employees to increase their engagement into it and the total factor loading sum of squares that have been achieved through the rotation sum of square through the varimax method is 56.612 which indicates that the total six factors that have been reflected towards the bank

Employees perception towards the engagements represents the 56.61% of the total information that have been seen in the study and there is a data loss for the information that have been obtained through the factor analysis are 43.39% due to which the total 22 statements that have been asked for it which have been turned into the six factors for the perception of Employees towards the engagement into their organization. This study is purely incorporated for the getting major factors for the perception of Employees towards the Employee's engagement in the organization.

Figure: 1.18 Scree Plot for the Employee's Opinion for Employees Engagements Level.



(Sources: Research Result)

The above figure shows the Scree plot for the factors that have been extracted for the perception of Bank Employees towards the identification of factors for the Bank Employees. A scree plot is a representation of factor eigenvalues that are sorted from left to right in descending order of magnitude. By locating the point of inflexion (where the curve flattens) of the factors, it is intended to determine the maximum number of elements that may be preserved. The important number of factors to be retrieved for your factor analysis is therefore the number of factors before the curve flattens.

Table:1.31 Component Matrix for the Factors for Employees Engagement in the Opinion of Bank Employees

Component Matrix						
	Component					
	1	2	3	4	5	6
I have a very bright future with this Company	.615					
I get Praise from my Manager.	.604					
The work I did well made me a more challenging job opportunity	.602					
The work I did well got me some form of public recognition (eg: Employees of the Month)	.592					
There is a reward or token of appreciation	.584					
The Company cares about my opinions	.580					
The Company cares about my well-being	.577					
Overall, the rewards I receive here are fair	.574				.510	
I like to stay working in this Company	.563					.500
I believe my pay is reasonable	.557				.537	
The Company strongly considers my goals and values	.534					
My immediate Manager collaborates with me to create strategies and work objectives	.510					
Help is available from my Company when I have a problem						
I believe my workload is reasonable						
My immediate Manager holds meetings with my workgroups						
When I am working, I forget everything else around me						
If I had the chance to start over, I would choose to work with another Company		.728				
I'm planning on working for another Company within three years		.715				
I would like to accept an attractive job offer from another Company		.657				

The Company cares about my well-being		.743				
Help is available from my Company when I have a problem		.694				
The Company strongly considers my goals and values		.664				
The Company cares about my opinions		.626				
I believe my pay is reasonable			.734			
Overall, the rewards I receive here are fair			.719			
I believe my workload is reasonable			.682			
If I had the chance to start over, I would choose to work with another Company				.802		
I'm planning on working for another Company within three years				.789		
I would like to accept an attractive job offer from another Company				.733		
I like to stay working in this Company					.748	
If it were up to me, I would spend the next five years working with this company					.709	
I have a very bright future with this Company					.610	
I get carried away when I am working						.786
It is difficult to detach myself from my job						.732
When I am working, I forget everything else around me						.661
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 6 iterations.						

(Sources: Research Result)

Table:1.33 Factors for the Employee's Engagement in the Opinion of Bank Employees with the Statements

Rotated Component Matrix						
	Component					
	1	2	3	4	5	6
There is a reward or token of appreciation	Factor 1: Pay and Recognition Support					
My immediate Manager collaborates with me to create strategies and work objectives						
My immediate Manager holds meetings with my workgroups						
The work I did well got me some form of public recognition (eg: Employees of the Month)						
I get Praise from my Manager.						
The work I did well made me a more challenging job opportunity						
The Company cares about my well-being		Factor 2: Management Support to Employees				
Help is available from my Company when I have a problem						
The Company strongly considers my goals and values						
The Company cares about my opinions						
I believe my pay is reasonable			Factor 3: Organizational Justice			
Overall, the rewards I receive here are fair						

I believe my workload is reasonable						
If I had the chance to start over, I would choose to work with another Company				Factor 4: Career Development		
I'm planning on working for another Company within three years						
I would like to accept an attractive job offer from another Company						
I like to stay working in this Company					Factor 5: Intention to Stay	
If it were up to me, I would spend the next five years working with this company						
I have a very bright future with this Company						
I get carried away when I am working						Factor 6: Dedication towards Work
It is difficult to detach myself from my job						
When I am working, I forget everything else around me						
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 6 iterations.						

(Sources: Research Result)

Table: 1.34 Component Score Covariance Matrix in the Opinion of Bank Employees

Component Score Covariance Matrix						
Component	1	2	3	4	5	6
1	1.000	.000	0.000	0.000	0.000	0.000
2	0.000	1.000	0.000	0.000	0.000	0.000
3	0.000	0.000	1.000	0.000	0.000	0.000
4	0.000	0.000	0.000	1.000	0.000	0.000
5	0.000	0.000	0.000	0.000	1.000	0.000
6	0.000	0.000	0.000	0.000	0.000	1.000

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Component Scores.

(Sources: Research Result)

Table: 1.35 Summary of factors for Employee Engagement for Bank Employees.

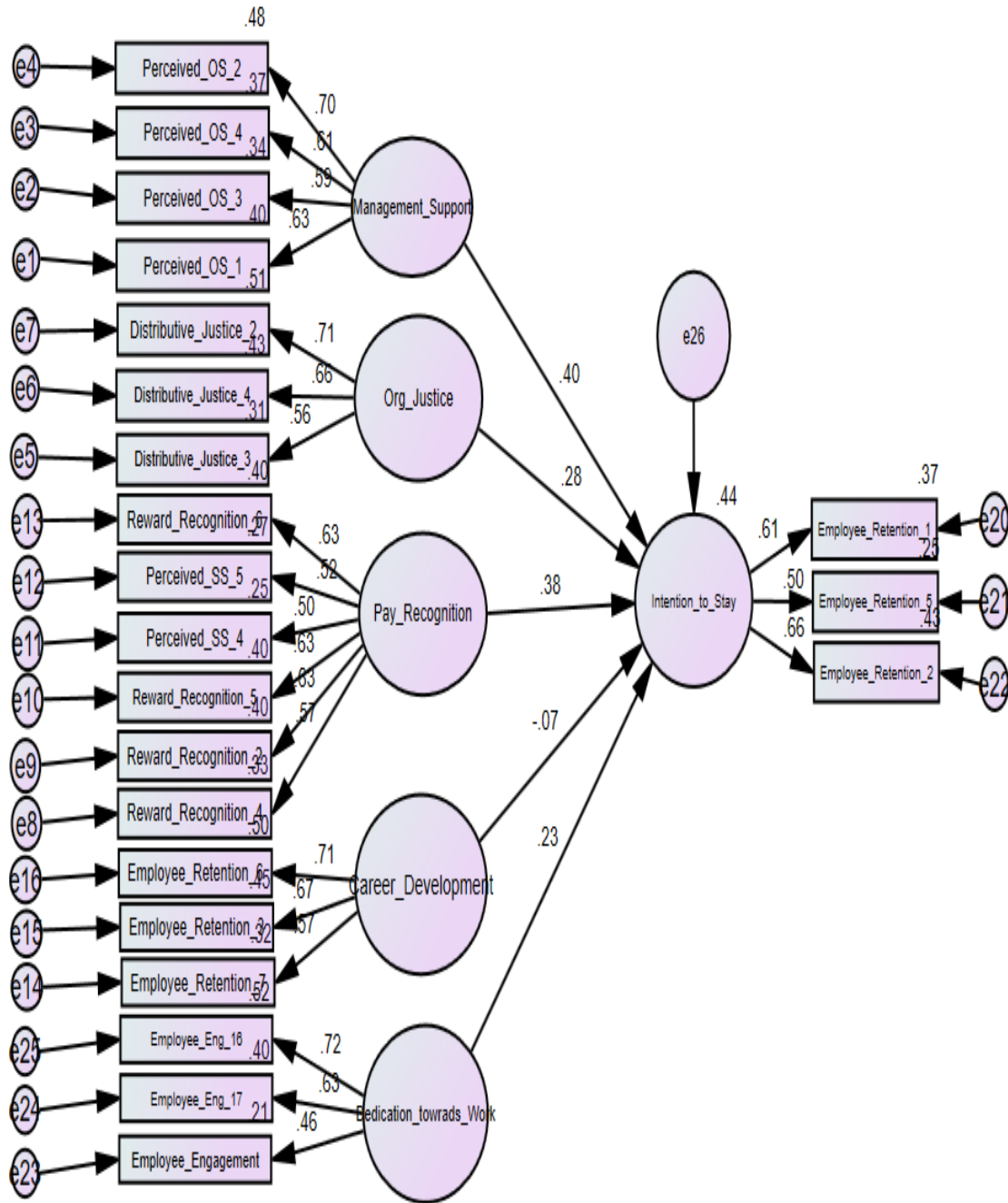
Factor Number	Factor Name
Factor 1	Pay and Recognition Support
Factor 2	Management Support to Employees
Factor 3	Organizational Justice
Factor 4	Career Development
Factor 5	Intention to Stay
Factor 6	Dedication towards Work

(Sources: Research Result)

The above table represents the summary of the factors that have been received from the bankers as a respondent regarding their perception towards their engagement in their organization, it has been noted that the total six factors that have been identified in the research have been mentioned above in the table.

OBJECTIVE 3: To establish the Significant relationship between the different factors affecting Employees Engagement in the opinion of Banking Employees.

Figure:1.19 Path Analysis for the relationship among the different factors responsible for Employee Engagement in the opinion of Employees.



H0₁: There is a significant impact of Pay and Recognition Support on the Employee Retention

H0₂: There is a significant impact of Management Support to Banking Employees on the Employee Retention

H0₃: There is a significant impact of Organizational Justice the Banking Employees on the Employee Retention

H0₄: There is a significant impact of Career Development on the Banking Employees on Employee Retention.

H0₅: There is a significant impact of Dedication towards Work on Employee Retention.

To establish the relationship between the different variables and the different models in terms of the construct for the study, the researcher needs to take into the consideration below mentioned parameters as a part of the model fit.

Convergent Validity for Model Fit for Factors for Employees Engagement for the Bank Employees

Convergent Validity

The items that are indicators of a specific construct should cover or share a high proportion of variance in common, known as convergent validity. (Hair, 2010) There are three methods to measure convergent validity and these methods are factor loading, average variance extracted, and construct reliability. (Hair, 2010)

Table: 1.36 Convergent Validity for the Factor for Employee Engagement in the Opinion of Bank Employees

Factors	CR	AVE
Pay and Recognition Support	0.75	0.34
Management Support to Employees	0.74	0.43
Organizational Justice	0.70	0.42
Career Development	0.53	0.43
Intention to Stay	0.52	0.41
Dedication towards Work	0.71	0.35

Discriminant Validity Measurement with Goodness of Fit for Factors for Employees Engagement for the Bank Employees

- Chi-Square (CMIN)
- Goodness of Fit Index (GFI)
- Baseline Comparisons in Model Fit
- Parsimony-Adjusted Measures
- Non-Centrality Parameter (NCP)
- Index of Model Fit (FMIN)
- Root Mean Square Error of Approximation (RMSEA)
- Akaike Information Criterion (AIC)
- Expected Cross Validation Index (ECVI)
- Hoelter Index

Here in this study, the researcher attempted to establish the relationship between the Different factors of Employees Engagement in Banking jobs and their effect on the Retention of Employees in the Organization.

- **Chi-Square (CMIN)**

The Chi-square value, or CMIN, is used to determine if a difference between the observed variables and the anticipated findings is statistically significant. In other words, CMIN reveals if the sample data and fictitious model suit the analysis well.

Table: 1.37 NPAR, CMIN, and DF

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	71	570.894	204	.000	2.799
Saturated model	275	.000	0		
Independence model	44	2189.108	231	.000	9.477

(Sources: AMOS 26 Output)

NPAR = Number of Parameters for each model (default, saturated, and independence).

CMIN = Chi-square value. If significant, the model can be considered unsatisfactory.

DF = Degree of Freedom measures the number of independent values that can diverge without obstructing any limitations in the model.

P = the probability of getting a discrepancy as large as the CMIN value if the respective model is correct.

CMIN/DF = discrepancy divided by degree of freedom.

From the above table of CMIN/ DF, it has been noted that the value for the CMIN/DF is 2.799 which is less than 3. Hence it can be concluded that the model is fit for Structural Equation Modelling as per the opinion (Kline, 1998).

- **Baseline Comparisons in Model Fit.**

Baseline Comparisons refer to the default, saturated, and independence models that Amos automatically fits for each analysis.

Table: 1.38 Baseline Comparisons (NFI, RFI, IFI, TLI, and CFI)

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.739	.705	.815	.788	.813
Saturated model	1.000	1.000	1.000	1.000	1.000
Independence model	.000	.000	.000	.000	.000

(Sources: AMOS 26 Output)

NFI = Normed Fit Index also referred to as Delta 1 (Bollen, 1898b), and consists of values scaling between the (terribly fitting) independence model and (perfectly fitting) saturated model. A value of 1 shows a perfect fit while models valued < 0.9 can be usually improved substantially (Bentler & Bonett, 1980). Here the value for the NFI in terms of the Saturated Model is 1.000 which is considered to be the perfect fit of the model.

RFI = Relative Fit Index and derived from NFI where values close to 1 indicate a very good fit while 1 indicates a perfect fit. Here the value for the RFI in terms of the Saturated Model is 1.000 which is considered to be the perfect fit of the model.

IFI = Incremental Fit Index where values closed to 1 indicates a very good fit while 1 indicates a perfect fit. Here the value for the IFI in terms of the Saturated Model is 1.000 which is considered to be the perfect fit of the model.

TLI = Tucker-Lewis’s coefficient also known as Bentler-Bonett non-normed fit index (NNFI) ranges from (but not limited to) 0 to 1 where a value closer to 1 represents a very good fit while 1 represents a perfect fit. Here the value for the TLI in terms of the Saturated Model is 1.000 which is considered to be the perfect fit of the model.

CFI = Comparative Fit Index has a value truncated between 0 and 1 where values closed to 1 show a very good fit while 1 represents the perfect fit (Hu & Bentler, 1999). Here the value for the CFI in terms of the Saturated Model is 1.000 which is considered to be the perfect fit of the model.

The value of interest here is CFI for the default model. A CFI value of ≥ 0.95 is considered an excellent fit for the model (West et al., 2012). Hence the Model for Employee Retention in the Banks is Excellently Fitting into the study.

- **Parsimony-Adjusted Measures**

Parsimony-Adjusted Measures are relative fit indices that have been corrected for most of the indices mentioned up to this point. Consider modifications as fines for less frugal models. In other words, a simpler explanation of phenomena is often preferred over a complicated one, hence the fit index decreases as the complexity of the model increases.

Table: 1.39 Parsimony-Adjusted Measures (PRATIO, PHFI, PCFI)

Model	PRATIO	PNFI	PCFI
Default model	.883	.653	.718
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

(Sources: AMOS 26 Output)

PRATIO = Parsimony Ratio that calculates the number of constraints in a model and is used to compute the PNFI and PCFI indices.

PNFI = Parsimony Normed Fixed Index expressing the result of parsimony adjustment (James, Mulaik & Brett, 1982) to the Normed Fixed Index (NFI). The ideal value for the model fit should be greater than 0.5 and here in this model, it is 0.653.

PCFI = Parsimony Comparative Fix Index expressing the result of parsimony adjustment applied to the Comparative Fit Index (CFI). This value should be between 0 to 1 and here in this model the value is 0.718 which is acceptable for model fit.

- **Non-Centrality Parameter (NCP)**

NCP, or non-centrality parameter, is a measure of how incorrect a null hypothesis is.

Table:1.40 Non-Centrality Parameter (NCP)

Model	NCP	LO 90	HI 90
Default model	366.894	299.446	441.990
Saturated model	.000	.000	.000
Independence model	1958.108	1811.960	2111.661

(Sources: AMOS 26 Output)

NCP = Non-Centrality Parameter value with boundaries expressed by LO (NcpLo) and Hi (NcpHi) respectively the lower and higher boundaries of 90% confidence interval for the NCP. LO 90 = Lower boundary (NcpLo method) of a 90% confidence interval for the NCP. HI 90 = Upper boundary (NcpHi method) of a 90% confidence interval for the NCP. From the example table above, the population NCP for the default model is between 299.446 and 441.990 with a confidence level of approximately 90 percent.

- **Index of Model Fit (FMIN)**

FMIN, or the Index of Model Fit, is employed when CMIN does not produce a favorable outcome, typically as a result of a higher sample size.

Table:1.41 Index of Model Fit (FMIN)

Model	FMIN	F0	LO 90	HI 90
Default model	1.431	.920	.750	1.108
Saturated model	.000	.000	.000	.000
Independence model	5.486	4.908	4.541	5.292

(Sources: AMOS 26 Output)

MIN = Index of Model Fit with boundaries expressed by LO and Hi respectively the lower and higher boundaries of 90% confidence interval for the FMIN. A value closer to 0 represents a better model fit for the observed data with 0 being the perfect fit. Here in this SEM Model for the Employees Engagement, the Model value is 0.000 which represents the better model fit of the data.

F0 = Confidence interval

LO 90 = Lower boundary of a 90% confidence interval of the FMIN.

HI 90 = Higher boundary of a 90% confidence interval of the FMIN.

- **Root Mean Square Error of Approximation (RMSEA)**

The difference between the observed covariance matrix per degree of freedom and the projected covariance matrix is measured by RMSEA, or root mean square error of approximation (Chen, 2007).

Table: 1.42 Model Fit with Direct and Indirect Effects for the Factors of Banking Employees Engagement

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.067	.061	.074	.000
Independence model	.146	.140	.151	.000

(Sources: AMOS 26 Output)

RMSEA = Root Mean Square Error of Approximation where values higher than 0.1 are considered poor, values between 0.08 and 0.1 are considered borderline, values ranging from 0.05 to 0.08 are considered acceptable, and values ≤ 0.05 are considered excellent (MacCallum et al, 1996). The RMSEA value for this model is 0.067 which is ranging in the acceptable category of the model (0.05 to 0.08).

- **Akaike Information Criterion (AIC)**

The Akaike Information Criterion, or AIC, was developed by Akaike in 1987 and is used to assess how well a statistical model fits the data sample. The AIC is a score that may be expressed as a single number that is used to assess which model fits the data set the best.

Table: 1.43 Akaike Information Criterion (AIC)

Model	AIC	BCC	BIC	CAIC
Default model	712.894	721.580		
Saturated model	550.000	583.644		
Independence model	2277.108	2282.491		

(Sources: AMOS 26 Output)

There is no ideal value that can be considered for the AIC model but for the measurement purpose of the ideal value for the AIC, the model with the lowest value of AIC is considered to be the better model and here in this SEM model the Saturated model is having the lowest AIC value which can be considered to be the ideal model for the Employees Engagement model in the Banking Sector.

- **Expected Cross Validation Index (ECVI)**

The expected Cross Validation Index, often known as ECVI (Browne & Cudeck, 1993), quantifies how well a model can predict the future using a straightforward chi-square transformation (excepting the constant scale factor).

Table: 1.44 Expected Cross Validation Index (ECVI)

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.787	1.618	1.975	1.808
Saturated model	1.378	1.378	1.378	1.463
Independence model	5.707	5.341	6.092	5.721

(Sources: AMOS 26 Output)

The model of lower value of ECVI and MECVI is considered to be the best-fitted model for Employees Engagement in the Banking Industry in Gujarat State. Here in this study, the model Saturated has the lowest ECVI i.e. 1.378, and MECVI i.e. 1.463 which is considered to be the best-fitted model for the study.

- **Hoelter Index**

To determine if the chi-square is significant or not, utilize the Hoelter index.

Table: 1.45 Hoelter Index

Model	HOELTER .05	HOELTER .01
Default model	167	178
Independence model	49	52

(Sources: AMOS 26 Output)

HOELTER .05 = measures if the sample size can be accepted at the 0.05 level for the default model. To paraphrase, if your sample size is higher than the value specified for the default model at 0.05 level, the default model should be rejected. Here in this study, the total sample size which

has been taken is 400 which is higher than the value specified in the HOELTER .05 which means that the default model is rejected at a 5% level of significance.

Table: 1.46 Discriminant Validity for the factors for Employee Engagement among the Bank Employees

Factors of Employee Engagement for Bank Employees	CR	AVE	Criteria for Discriminant Validity	
Pay and Recognition Support	0.75	0.34	CR > AVE	CR > 0.5 - Acceptable
Management Support to Employees	0.73	0.40		
Organizational Justice	0.68	0.42		
Career Development	0.53	0.43		
Intention to Stay	0.51	0.40		
Dedication towards Work	0.64	0.38		

(Source: Research Output)

From the above table of the discriminant validity, it has been noted that for all the factors for employee engagement among the bank employees the CR values are greater than 0.5 which falls under the category of Acceptance level as a part of the model fit and on the same side, the AVE values for all the factors for the employee engagement are falling short in comparison to the Composite Reliability (CR) which proves that we need to accept the model fir for all the factors of employee engagement among the bank employees in the selected cities of Gujarat State.

OBJECTIVE 4: To find out the significant difference of opinion among the different demographic profiles of the Bank Employees towards the Factors responsible for Employees Engagement.

For Banking Employees

Table: 1.47 Reliability Statistics for the Statements for Employee Engagement in the Opinion of Bank Employees

Reliability Statistics	
Cronbach's Alpha	N of Items
.931	53

(Sources: Research Result)

In the above study for checking the reliability of the statements for looking at the factors for the Employees engagement for the Banking Employees, it has been noted that the reliability value for all the statements is 0.931 which indicates the measurement for the reliability statistics for all the statements that have been asked to the respondent in terms of checking their perception towards the Employees engagement. The overall reliability of all the statements in terms of checking their perception towards the Employee's engagement, has been noted that it has proven very good reliability of the data for all the statements that have been asked for the Employee's engagement in this study.

Table:1.48 Item Statistics for the statements for Employee Engagement in the opinion of Bank Employees

Item Statistics			
	Mean	Std. Deviation	N
At my work, I feel bursting with energy	2.403	1.1912	400
At my job, I feel strong and vigorous	2.063	.8778	400
When I get up in the morning, I feel like going to work	2.108	.8905	400
I can continue to work for very long periods at a time	2.110	.9876	400
At my job, I am very resilient mentally	2.353	.9330	400
At my work I always persevere, even when things do not go well	2.143	.9243	400
I find the work that I do full of meaning and purpose	2.018	.9243	400
I am enthusiastic about my job	1.878	.8392	400
My job inspires me	2.058	.9494	400
I am proud of the work that I do	2.010	1.0572	400
Me, my job is challenging	2.053	1.0428	400
Time flies when I am working	2.003	.9772	400
When I am working, I forget everything else around me	2.273	1.0103	400
I feel happy when I am working intensely	2.045	.9435	400
I am immersed in my work	2.168	.8726	400
I get carried away when I am working	2.375	.9730	400
It is difficult to detach myself from my job	2.295	.9825	400

The Company cares about my opinions	2.480	1.1012	400
The Company cares about my well-being	2.515	1.0921	400
The Company strongly considers my goals and values	2.493	1.0899	400
Help is available from my Company when I have a problem	2.328	1.0597	400
The Company will forgive mistakes that I admit to honestly	2.658	1.1953	400
If given the opportunity, my Company would take advantage of me	2.675	1.1011	400
The Company shows very little concern for me	2.913	1.0899	400
My organization is willing to help me if I need a special favor	2.415	1.0419	400
My manager helps me to improve myself	2.070	.9963	400
My manager takes prompt and fair corrective action on Employees who fail to perform their work satisfactorily	2.218	.9837	400
When I do a good job, my immediate Manager praises me	2.135	1.0317	400
My immediate Manager holds meetings with my workgroups	2.023	.8854	400
My immediate Manager collaborates with me to create strategies and work objectives	2.050	.9272	400
My work schedule is fair	2.320	1.0980	400
I believe my pay is reasonable	2.383	1.0290	400
I believe my workload is reasonable	2.520	1.1392	400
Overall, the rewards I receive here are fair	2.288	1.0713	400
I feel that my job responsibilities are fair	2.288	.8870	400
My manager makes sure that all Employee's concerns are heard before job decisions are made	2.258	1.0555	400
To make job decisions, my manager collects accurate and complete information	2.258	.9345	400
My manager clarifies decisions and provides additional information when requested by Employees	2.163	1.0241	400
All job decisions are applied consistently across all affected Employees	2.130	.8804	400
Employees have the right to change or appeal a manager's job decision	2.455	1.0936	400

The work I did well had an impact on my salary increase, Job security, and promotion available to me	1.968	.9157	400
I get Praise from my Manager.	2.118	.9544	400
The work I did well had an impact on my training and development opportunities.	2.155	.9635	400
The work I did well made me a more challenging job opportunity	2.153	.9172	400
The work I did well got me some form of public recognition (eg: Employees of the Month)	2.190	.9650	400
There is a reward or token of appreciation	2.260	.9873	400
I like to stay working in this Company	2.018	.9106	400
I have a very bright future with this Company	2.210	1.0092	400
I'm planning on working for another Company within three years	2.600	1.1590	400
If I wanted to do another job, the first place I would look would be within this Company	2.298	.9651	400
If it were up to me, I would spend the next five years working with this company	2.430	1.0597	400
If I had the chance to start over, I would choose to work with another Company	2.620	1.0599	400
I would like to accept an attractive job offer from another Company	2.298	1.0986	400

(Sources: Research Result)

Table: 1.49 Item total Statistics for the statements for Employee Engagement in the opinion of Bank Employees

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
At my work, I feel bursting with energy	117.293	599.982	.345	.931
At my job, I feel strong and vigorous	117.633	597.722	.537	.929
When I get up in the morning, I feel like going to work	117.588	601.601	.438	.930
I can continue to work for very long periods at a time	117.585	600.815	.408	.930
At my job, I am very resilient mentally	117.343	601.549	.418	.930
At my work I always persevere, even when things do not go well	117.553	606.017	.322	.931

I find the work that I do full of meaning and purpose	117.678	598.580	.489	.930
I am enthusiastic about my job	117.818	597.939	.558	.929
My job inspires me	117.638	594.718	.560	.929
I am proud of the work that I do	117.685	595.805	.477	.930
Me, my job is challenging	117.643	599.694	.407	.930
Time flies when I am working	117.693	600.860	.412	.930
When I am working, I forget everything else around me	117.423	600.069	.413	.930
I feel happy when I am working intensely	117.650	599.406	.460	.930
I am immersed in my work	117.528	600.170	.482	.930
I get carried away when I am working	117.320	603.150	.365	.930
It is difficult to detach myself from my job	117.400	602.677	.371	.930
The Company cares about my opinions	117.215	593.092	.508	.929
The Company cares about my well-being	117.180	595.747	.462	.930
The Company strongly considers my goals and values	117.203	596.408	.450	.930
Help is available from my Company when I have a problem	117.368	597.742	.438	.930
The Company will forgive mistakes that I admit to honestly	117.038	595.370	.424	.930
If given the opportunity, my Company would take advantage of me	117.020	602.075	.338	.931
The Company shows very little concern for me	116.783	612.221	.151	.932
My organization is willing to help me if I need a special favor	117.280	595.535	.490	.930
My manager helps me to improve myself	117.625	595.699	.511	.929
My manager takes prompt and fair corrective action on Employees who fail to perform their work satisfactorily	117.478	595.774	.517	.929
When I do a good job, my immediate Manager praises me	117.560	597.069	.464	.930
My immediate Manager holds meetings with my workgroups	117.673	601.760	.437	.930
My immediate Manager collaborates with me to create strategies and work objectives	117.645	600.390	.447	.930

My work schedule is fair	117.375	598.340	.410	.930
I believe my pay is reasonable	117.313	596.812	.471	.930
I believe my workload is reasonable	117.175	597.187	.414	.930
Overall, the rewards I receive here are fair	117.408	595.420	.478	.930
I feel that my job responsibilities are fair	117.408	600.703	.461	.930
My manager makes sure that all Employee's concerns are heard before job decisions are made	117.438	594.412	.506	.929
To make job decisions, my manager collects accurate and complete information	117.438	597.094	.516	.929
My manager clarifies decisions and provides additional information when requested by Employees	117.533	595.032	.510	.929
All job decisions are applied consistently across all affected Employees	117.565	598.858	.509	.930
Employees have the right to change or appeal a manager's job decision	117.240	595.466	.466	.930
The work I did well had an impact on my salary increase, Job security, and promotion available to me	117.728	595.632	.561	.929
I get Praise from my Manager.	117.578	595.809	.533	.929
The work I did well had an impact on my training and development opportunities.	117.540	594.891	.547	.929
The work I did well made me a more challenging job opportunity	117.543	595.858	.555	.929
The work I did well got me some form of public recognition (eg: Employees of the Month)	117.505	595.639	.530	.929
There is a reward or token of appreciation	117.435	595.956	.511	.929
I like to stay working in this Company	117.678	598.259	.504	.930
I have a very bright future with this Company	117.485	594.100	.537	.929
I'm planning on working for another Company within three years	117.095	612.768	.130	.933
If I wanted to do another job, the first place I would look would be within this Company	117.398	599.969	.437	.930

If it were up to me, I would spend the next five years working with this company	117.265	597.945	.434	.930
If I had the chance to start over, I would choose to work with another Company	117.075	612.821	.145	.932
I would like to accept an attractive job offer from another Company	117.398	613.924	.118	.932

(Sources: Research Result)

The above table represents the Cronbach alpha value for all the statements that have been asked to the bank Employees for their perception towards the Employee's engagement in the organization, it has been seen from the Item total statistics table that all the statements that have been asked by the researcher to the respondent in terms of their perception in the Employees engagement, all the statements are having their Cronbach alpha greater than 0.9 which indicates that all the statements asked in this particular study for the objective of achieving the particular purpose has been resolved and it has been proven that all the statements are highly reliable.

To Check the Normality for the factors affecting the perception of bank Employees towards their engagement in the organization.

Table: 1.50 Test of Normality for the Statement of Bank Employees' Engagement towards the Organization

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
At my work, I feel bursting with energy	.262	400	.000	.868	400	.000
At my job, I feel strong and vigorous	.318	400	.000	.810	400	.000
When I get up in the morning, I feel like going to work	.271	400	.000	.853	400	.000
I can continue to work for very long periods at a time	.229	400	.000	.858	400	.000
At my job, I am very resilient mentally	.265	400	.000	.876	400	.000
At my work I always persevere, even when things do not go well	.271	400	.000	.855	400	.000
I find the work that I do full of meaning and purpose	.303	400	.000	.814	400	.000
I am enthusiastic about my job	.247	400	.000	.819	400	.000
My job inspires me	.237	400	.000	.851	400	.000

I am proud of the work that I do	.256	400	.000	.818	400	.000
Me, my job is challenging	.268	400	.000	.828	400	.000
Time flies when I am working	.261	400	.000	.830	400	.000
When I am working, I forget everything else around me	.216	400	.000	.883	400	.000
I feel happy when I am working intensely	.302	400	.000	.806	400	.000
I am immersed in my work	.309	400	.000	.839	400	.000
I get carried away when I am working	.268	400	.000	.878	400	.000
It is difficult to detach myself from my job	.238	400	.000	.882	400	.000
The Company cares about my opinions	.234	400	.000	.889	400	.000
The Company cares about my well-being	.216	400	.000	.897	400	.000
The Company strongly considers my goals and values	.232	400	.000	.885	400	.000
Help is available from my Company when I have a problem	.251	400	.000	.869	400	.000
The Company will forgive mistakes that I admit to honestly	.196	400	.000	.903	400	.000
If given the opportunity, my Company would take advantage of me	.210	400	.000	.902	400	.000
The Company shows very little concern for me	.193	400	.000	.909	400	.000
My organization is willing to help me if I need a special favor	.235	400	.000	.858	400	.000
My manager helps me to improve myself	.316	400	.000	.795	400	.000
My manager takes prompt and fair corrective action on Employees who fail to perform their work satisfactorily	.305	400	.000	.839	400	.000
When I do a good job, my immediate Manager praises me	.252	400	.000	.849	400	.000
My immediate Manager holds meetings with my workgroups	.293	400	.000	.827	400	.000
My immediate Manager collaborates with me to create strategies and work objectives	.269	400	.000	.843	400	.000
My work schedule is fair	.260	400	.000	.870	400	.000
I believe my pay is reasonable	.312	400	.000	.838	400	.000
I believe my workload is reasonable	.268	400	.000	.877	400	.000
Overall, the rewards I receive here are fair	.288	400	.000	.851	400	.000
I feel that my job responsibilities are fair	.325	400	.000	.821	400	.000

My manager makes sure that all Employee's concerns are heard before job decisions are made	.231	400	.000	.876	400	.000
To make job decisions, my manager collects accurate and complete information	.289	400	.000	.860	400	.000
My manager clarifies decisions and provides additional information when requested by Employees	.266	400	.000	.851	400	.000
All job decisions are applied consistently across all affected Employees	.286	400	.000	.844	400	.000
Employees have the right to change or appeal a manager's job decision	.188	400	.000	.892	400	.000
The work I did well had an impact on my salary increase, Job security, and promotion available to me	.281	400	.000	.812	400	.000
I get Praise from my Manager.	.271	400	.000	.851	400	.000
The work I did well had an impact on my training and development opportunities.	.336	400	.000	.806	400	.000
The work I did well made me a more challenging job opportunity	.319	400	.000	.827	400	.000
The work I did well got me some form of public recognition (eg: Employees of the Month)	.286	400	.000	.843	400	.000
There is a reward or token of appreciation	.294	400	.000	.855	400	.000
I like to stay working in this Company	.253	400	.000	.844	400	.000
I have a very bright future with this Company	.262	400	.000	.855	400	.000
I'm planning on working for another Company within three years	.185	400	.000	.899	400	.000
If I wanted to do another job, the first place I would look would be within this Company	.264	400	.000	.873	400	.000
If it were up to me, I would spend the next five years working with this company	.190	400	.000	.893	400	.000
If I had the chance to start over, I would choose to work with another Company	.208	400	.000	.903	400	.000
I would like to accept an attractive job offer from another Company	.249	400	.000	.856	400	.000
a. Lilliefors Significance Correction						

(Sources: Research Result)

H0: Data for all the statements for the bank Employees' perception towards the Employee's engagement are normally distributed.

H1: Data for all the statements for the bank Employees' perception towards the Employee's engagement are not normally distributed.

Interpretation of Normality Table (Statements)

From the above table of statements asked the banking Employees regarding their perception towards the Employee's engagements in the organization, it has been seen that all the statements for the same are having their P values are 0.000 which is falling into the chances of error level 0.05. On the other hand, it has also been clear that the author fails to accept the null hypothesis and hence it has been proven that all the statements supporting the opinion of banking Employees regarding their opinion of the Employee's engagements are not normally distributed.

Table: 1.51 Test of Normality for the Factors of Bank Employees

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Pay and Recognition Support	.081	400	.000	.954	400	.000
Management Support to Employees	.037	400	.200*	.986	400	.001
Organizational Justice	.084	400	.000	.974	400	.000
Career Development	.054	400	.008	.977	400	.000
Intention to Stay	.035	400	.200*	.996	400	.361
Dedication towards Work	.052	400	.010	.982	400	.000
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

(Sources: Research Result)

H0: Data for all the factors for the bank Employees' perception towards the Employee's engagement are normally distributed.

H1: Data for all the factors for the bank Employees' perception towards the Employee's engagement are not normally distributed.

Interpretation of Normality Table (Factors)

From the above table of Factors derived for the banking Employees regarding their perception towards the Employee's engagements in the organization, it has been seen that all the factors for the same are having their P values are 0.000 which is falling into the chances of error level 0.05. On the other hand, it has also been clear that the author failed to accept the null hypothesis and

hence it has been proven that all the factors supporting the opinion of banking Employees regarding their opinion of the Employee's engagements are not normally distributed.

Inferential Statistics for the Perception of Bankers towards their Engagements

H0₁: There is no significant difference of opinion among the gender of bank Employees towards the factors responsible for their engagement in the organization.

H0₂: There is no significant difference of opinion among the age of bank Employees towards the factors responsible for their engagement in the organization.

H0₃: There is no significant difference of opinion among the marital status of bank Employees towards the factors responsible for their engagement in the organization.

H0₄: There is no significant difference of opinion among the educational qualification of bank Employees towards the factors responsible for their engagement in the organization.

H0₅: There is no significant difference of opinion among the salary level of bank Employees towards the factors responsible for their engagement in the organization.

There is no significant difference of opinion among the gender of bank Employees towards the factors responsible for their engagement in the organization.

Table: 1.52 Mean Rank for the difference of opinion among the gender of bank Employees towards the factors responsible for their engagement in the organization.

Ranks				
Gender of Bank Employees		N	Mean Rank	Sum of Ranks
Pay and Recognition Support	Male	309	196.65	60766.00
	Female	91	213.56	19434.00
	Total	400		
Management Support to Employees	Male	309	200.74	62028.00
	Female	91	199.69	18172.00
	Total	400		
Organizational Justice	Male	309	197.67	61081.00
	Female	91	210.10	19119.00
	Total	400		

Career Development	Male	309	198.97	61483.00
	Female	91	205.68	18717.00
	Total	400		
Intention to Stay	Male	309	193.87	59907.00
	Female	91	223.00	20293.00
	Total	400		
Dedication towards Work	Male	309	206.76	63889.00
	Female	91	179.24	16311.00
	Total	400		

(Sources: Research Result)

Description of Mean Rank Table

From the above table for the Mean rank for the opinion of banking Employees towards their perception of the factors affecting the Employee's engagement in the bank, it has been noted that there is a significant difference of opinion for the factors of “Intention to Stay” and “Dedication towards the work”. Under the “Intention to Stay” factor the Mean value for the Male as their gender background is 59907.00 and for the female, it is 20293.00.

Out of all these three categories, the mean value for the female Employees is having a significant difference of opinion for the factors that are responsible for their perception of their engagement, and for the “Dedication towards the Work” factor the Mean value for the Male as their gender background is 63889.00 and for the female, it is 16311.00. Out of all these three categories, the mean value for the female Employees is having a significant difference of opinion for the factors that are responsible for their perception of their engagement.

Table: 1.53 Test Statistics for the difference of opinion among the gender of bank Employees towards the factors responsible for their engagement in the organization.

Test Statistics						
	Pay and Recognition Support	Management Support to Employees	Organizational Justice	Career Development	Intention to Stay	Dedication towards Work
Mann-Whitney U	12871.000	13986.000	13186.000	13588.000	12012.000	12125.000

Wilcoxon W	60766.00 0	18172.000	61081.000	61483.000	59907.000	16311.000
Z	-1.226	-.076	-.901	-.486	-2.112	-1.996
Asymp. Sig. (2-tailed)	.220	.940	.368	.627	.035*	.046*
a. Grouping Variable: Gender of Bank Employees						

(Sources: Research Result)

Note: (*) represents the rejection of the Null Hypothesis for the factor of Employee engagement in the opinion of bank Employees.

H0₁: There is no significant difference of opinion among the gender of bank Employees towards the factors responsible for their engagement in the organization.

H1₁: There is a significant difference of opinion among the gender of bank Employees towards the factors responsible for their engagement in the organization.

Result of Test Statistics

From the above table for the test statistics regarding the significant difference of opinion among the gender of bank Employees towards the factors responsible for their engagement in the organization, it has been noted that out of all the six factors for the bank Employees' engagement that have been derived from this particular study, two of them are having their P values below 0.05 significance level i.e. 0.035 and 0.046 respectively and hence it has been noted that the researcher is failed to accept the null hypothesis for these two factors i.e. “Intention to Stay” and “Dedication towards work”.

While the other four factors are having their P values above the significance level which means that they are falling into the acceptance region of the null hypothesis hence it has been concluded that there is no significant difference of opinion regarding the impact of these four factors on the Employees engagements in the organization as per the opinion taken from the bank Employees.

There is no significant difference of opinion among the age of bank Employees towards the factors responsible for their engagement in the organization.

Table: 1.54 Mean Rank for the difference of opinion among the age of bank Employees towards the factors responsible for their engagement in the organization.

Ranks			
Age of Bank Employees		N	Mean Rank
Pay and Recognition Support	Below 25 Years	119	198.16
	25-35 Years	189	204.82
	36-45 Years	78	195.06
	Above 45 Years	14	192.32
	Total	400	
Management Support to Employees	Below 25 Years	119	203.71
	25-35 Years	189	200.13
	36-45 Years	78	197.65
	Above 45 Years	14	194.11
	Total	400	
Organizational Justice	Below 25 Years	119	208.43
	25-35 Years	189	200.48
	36-45 Years	78	183.63
	Above 45 Years	14	227.32
	Total	400	
Career Development	Below 25 Years	119	199.23
	25-35 Years	189	194.66
	36-45 Years	78	216.74
	Above 45 Years	14	199.61
	Total	400	
Intention to Stay	Below 25 Years	119	223.23
	25-35 Years	189	193.67
	36-45 Years	78	182.49
	Above 45 Years	14	199.89
	Total	400	
Dedication towards Work	Below 25 Years	119	207.18
	25-35 Years	189	196.94
	36-45 Years	78	211.12
	Above 45 Years	14	132.61
	Total	400	

(Sources: Research Result)

Description of Mean Rank Table

From the above table for the Mean rank for the opinion of banking Employees towards their perception of the factors affecting the Employee's engagement in the bank, it has been noted that there is a significant difference of opinion for the factors of “Intention to Stay” and “Dedication towards the work”. Under the “Intention to Stay” factor the Mean value for the Below 25 Years as their age background is 223.23, for 25-35 Years it is 193.67, for 36-45 Years it is 182.49 and Above 45 Years it is 199.89. Out of all these three categories, the mean value for the 25-35 Years

Employees is having a significant difference of opinion regarding the factors that are responsible for their perception of their engagement.

Table: 1.55 Test Statistics for the difference of opinion among the age of bank Employees towards the factors responsible for their engagement in the organization.

Test Statistics ^b						
	Pay and Recognition Support	Management Support to Employees	Organizational Justice	Career Development	Intention to Stay	Dedication towards Work
Chi-Square	.555	.184	2.974	2.037	7.152	6.061
df	3	3	3	3	3	3
Asymp. Sig.	.907	.980	.396	.565	.047*	.109
a. Kruskal Wallis Test						
b. Grouping Variable: Age of Bank Employees						

(Sources: Research Result)

Note: (*) represents the rejection of the Null Hypothesis for the factor of Employee engagement in the opinion of bank Employees.

H₀2: There is no significant difference of opinion among the age of bank Employees towards the factors responsible for their engagement in the organization.

H₁2: There is a significant difference of opinion among the age of bank Employees towards the factors responsible for their engagement in the organization.

Result of Test Statistics

From the above table for the test statistics regarding the significant difference of opinion among the age of bank Employees towards the factors responsible for their engagement in the organization, it has been noted that out of all the six factors for the bank Employees' engagement that have been derived from this particular study, one of them are having their P values below 0.05 significance level i.e. 0.047 and hence it has been noted that the researcher is failed to accept the null hypothesis for the factor of “Intention to Stay”. While the other five factors are having their P values above the significance level which means that they are falling into the acceptance region of the null hypothesis hence it has been concluded that there is no significant difference of opinion

regarding the impact of these five factors on the Employees engagements in the organization as per the opinion taken from the bank Employees based on their opinion on different age group.

There is no significant difference of opinion among the marital status of bank Employees towards the factors responsible for their engagement in the organization.

Table: 1.56 Mean Rank for the difference of opinion among the marital status of bank Employees towards the factors responsible for their engagement in the organization.

Ranks			
Marital Status of Bank Employees		N	Mean Rank
Pay and Recognition Support	Single	165	206.68
	Married	235	196.16
	Total	400	
Management Support to Employees	Single	165	190.16
	Married	235	207.76
	Total	400	
Organizational Justice	Single	165	205.72
	Married	235	196.83
	Total	400	
Career Development	Single	165	198.29
	Married	235	202.05
	Total	400	
Intention to Stay	Single	165	214.22
	Married	235	190.87
	Total	400	
Dedication towards Work	Single	165	213.54
	Married	235	191.35
	Total	400	

(Sources: Research Result)

Description of Mean Rank Table

From the above table for the Mean rank for the opinion of banking Employees towards their perception of the factors affecting the Employee's engagement in the bank, it has been noted that there is a significant difference of opinion for the factors of “Intention to Stay” and “Dedication

towards the work”. Under the “Intention to Stay” factor the Mean value for the Single as their marital status background is 214.22 and for married it is 190.87. Out of all these three categories, the mean value for the married Employees is having a significant difference of opinion for the factors that are responsible for their perception in their engagement and for the “Intention to Stay” factor the Mean value for the Single as their educational background is 213.54 and married it is 191.35. Out of all these three categories, the mean value for the married Employees is having the significant difference of opinion for the factors that are responsible for their perception in their engagement.

Table: 1.57 Test Statistics for difference of opinion among the marital status of bank Employees towards the factors responsible for their engagement in the organization.

Test Statistics ^{a,b}						
	Pay and Recognition Support	Management Support to Employees	Organizational Justice	Career Development	Intention to Stay	Dedication towards Work
Chi-Square	.803	2.246	.573	.103	3.952	3.571
df	1	1	1	1	1	1
Asymp. Sig.	.370	.134	.449	.748	.047*	.039*
a. Kruskal Wallis Test						
b. Grouping Variable: Marital Status of Bank Employees						

(Sources: Research Result)

Note: (*) represents the rejection of Null Hypothesis for the factor of Employees engagement in the opinion of bank Employees.

H0₃: There is no significant difference of opinion among the marital status of bank Employees towards the factors responsible for their engagement in the organization.

H1₃: There is a significant difference of opinion among the marital status of bank Employees towards the factors responsible for their engagement in the organization.

Result of Test Statistics

From the above table for the test statistics regarding the significant difference of opinion among the marital status of bank Employees towards the factors responsible for their engagement in the organization, it has been noted that out of all the six factors for the bank Employees engagement that have been derived from this particular study, two of them are having their P values below 0.05

significance level i.e. 0.047 and hence it has been noted that the researcher are failed to accept the null hypothesis for these factors of “Intention to Stay” and “Dedication towards the work”.

While the other four factors are having their P values above the significance level which means that they are falling into the acceptance region of the null hypothesis and hence it has been concluded that there is no significant difference of opinion for the impact of these four factors on the Employees engagements in the organization as per the opinion taken from the bank Employees based on their opinion on different marital status group.

There is no significant difference of opinion among the educational qualification of bank Employees towards the factors responsible for their engagement in the organization.

Table:1.58 Mean Rank for difference of opinion among the educational qualification of bank Employees towards the factors responsible for their engagement in the organization.

Ranks			
Educational Qualification of Bank Employees		N	Mean Rank
Pay and Recognition Support	Graduate	139	193.90
	Post-Graduate	251	203.02
	Professional Course (CA, CS & CFS)	10	229.05
	Total	400	
Management Support to Employees	Graduate	139	207.42
	Post-Graduate	251	195.06
	Professional Course (CA, CS & CFS)	10	240.75
	Total	400	
Organizational Justice	Graduate	139	205.35
	Post-Graduate	251	197.52
	Professional Course (CA, CS & CFS)	10	207.85
	Total	400	
Career Development	Graduate	139	179.58
	Post-Graduate	251	210.76
	Professional Course (CA, CS & CFS)	10	233.65
	Total	400	

Intention to Stay	Graduate	139	194.64
	Post-Graduate	251	202.34
	Professional Course (CA, CS & CFS)	10	235.85
	Total	400	
Dedication towards Work	Graduate	139	202.67
	Post-Graduate	251	201.82
	Professional Course (CA, CS & CFS)	10	137.35
	Total	400	

(Sources: Research Result)

Description of Mean Rank Table

From the above table for the Mean rank for the opinion of banking Employees towards their perception for the factors affecting the Employees engagement in the bank, it has been noted that there is significant difference of opinion for the factors of “Career Development”. Under this factor the Mean value for the Graduate as their educational background is 179.58, for the post-Graduate it is 210.36 and professional course (CA, CS & CFS) it is 233.65. Out of all these three categories, the mean value for the Graduate employees is having a significant difference of opinion for the factors that are responsible for their perception in their engagement.

Table: 1.59 Test Statistics for difference of opinion among the educational qualification of bank Employees towards the factors responsible for their engagement in the organization.

Test Statistics ^{a,b}						
	Pay and Recognition Support	Management Support to Employees	Organizational Justice	Career Development	Intention to Stay	Dedication towards Work
Chi-Square	1.183	2.265	.451	7.352	1.356	3.065
df	2	2	2	2	2	2
Asymp. Sig.	.554	.322	.798	.025*	.508	.216
a. Kruskal Wallis Test						
b. Grouping Variable: Educational Qualification of Bank Employees						

(Sources: Research Result)

Note: (*) represents the rejection of Null Hypothesis for the particular factor of Employees engagement in the opinion of bank Employees.

H0₄: *There is no significant difference of opinion among the educational qualification of bank Employees towards the factors responsible for their engagement in the organization.*

H1₄: *There is a significant difference of opinion among the educational qualification of bank Employees towards the factors responsible for their engagement in the organization.*

Result of Test Statistics

From the above table for the test statistics regarding the significant difference of opinion among the educational qualification of bank Employees towards the factors responsible for their engagement in the organization, it has been noted that out of all the six factors for the bank Employees engagement that have been derived from this particular study, one of them is having its P values below 0.05 significance level i.e. 0.025 and hence it has been noted that the researcher are failed to accept the null hypothesis for this factor of “Career Development”. While the other five factors are having their P values above the significance level which means that they are falling into the acceptance region of the null hypothesis and hence it has been concluded that there is no significant difference of opinion for the impact of these five factors on the Employees engagements in the organization as per the opinion taken from the bank Employees based on their opinion on different educational qualification group.

There is no significant difference of opinion among the salary of bank Employees towards the factors responsible for their engagement in the organization.

Table: 1.60 Mean Rank for difference of opinion among the salary of bank Employees towards the factors responsible for their engagement in the organization.

Ranks			
Salary of Bank Employees		N	Mean Rank
Pay and Recognition Support	Below Rs. 15,000	33	221.20
	Rs.15,000- Rs.30,000	173	185.87
	Rs.30,001 - Rs.45,000	68	221.34
	Above Rs.45,000	126	203.92
	Total	400	
Management Support to Employees	Below Rs. 15,000	33	235.80
	Rs.15,000- Rs.30,000	173	206.18
	Rs.30,001 - Rs.45,000	68	189.29

	Above Rs.45,000	126	189.51
	Total	400	
Organizational Justice	Below Rs. 15,000	33	200.17
	Rs.15,000- Rs.30,000	173	205.54
	Rs.30,001 - Rs.45,000	68	201.37
	Above Rs.45,000	126	193.20
	Total	400	
Career Development	Below Rs. 15,000	33	188.38
	Rs.15,000- Rs.30,000	173	189.93
	Rs.30,001 - Rs.45,000	68	200.41
	Above Rs.45,000	126	218.24
	Total	400	
Intention to Stay	Below Rs. 15,000	33	198.80
	Rs.15,000- Rs.30,000	173	196.41
	Rs.30,001 - Rs.45,000	68	212.57
	Above Rs.45,000	126	200.05
	Total	400	
Dedication towards Work	Below Rs. 15,000	33	183.08
	Rs.15,000- Rs.30,000	173	206.63
	Rs.30,001 - Rs.45,000	68	189.54
	Above Rs.45,000	126	202.56
	Total	400	

(Sources: Research Result)

Description of Mean Rank Table

From the above table for the Mean rank for the opinion of banking Employees towards their perception for the factors affecting the Employees engagement in the bank, it has been noted that there are no such factors for which the Employees of the banks are having their significant difference of opinion due to which there is no description for the specific group of income group of banking Employees are having the significant difference of opinion for any of such factors in their opinion.

Table: 1.61 Test Statistics for difference of opinion among the salary of bank Employees towards the factors responsible for their engagement in the organization.

Test Statistics ^{a,b}						
	Pay and Recognition Support	Management Support to Employees	Organizational Justice	Career Development	Intention to Stay	Dedication towards Work
Chi-Square	6.147	5.272	.835	4.775	.967	1.886
df	3	3	3	3	3	3
Asymp. Sig.	.105	.153	.841	.189	.809	.596
a. Kruskal Wallis Test						
b. Grouping Variable: Salary of Bank Employees						

(Sources: Research Result)

Note: (*) represents the rejection of Null Hypothesis for the factor of Employees engagement in the opinion of bank Employees.

H0₄: There is no significant difference of opinion among the salary of bank Employees towards the factors responsible for their engagement in the organization.

H1₄: There is a significant difference of opinion among the salary of bank Employees towards the factors responsible for their engagement in the organization.

Result of Test Statistics

From the above table for the test statistics regarding the significant difference of opinion among the salary of bank Employees towards the factors responsible for their engagement in the organization, it has been noted that out of all the six factors for the bank Employees engagement that have been derived from this particular study, all of them are having their P values above 0.05 which indicates that it is falling under the acceptance region of Null Hypothesis and hence it has been noted that all the factors for the Employees engagement are not having the significant difference of opinion based on their current salary in the organization.

Objective 5: To find out the Significant association between working parameters for the current job (Tenure for Present Bank, Work Experience of Bank Employees and City of leaving for Bank Employees) towards the demographic profile of Bank Employees.

Table: 1.62 Crosstab between the Gender of Bank Employees and Tenure for Present Bank for Bank Employees

Crosstab					
			Gender of Bank Employees		Total
			Male	Female	
Tenure for Present Bank	Less than or Equal to 1 year	Count	79	27	106
		% within Tenure for Present Bank	74.5%	25.5%	100.0%
		% within Gender of Bank Employees	25.6%	29.7%	26.5%
		% of Total	19.8%	6.8%	26.5%
	2-5 years	Count	126	42	168
		% within Tenure for Present Bank	75.0%	25.0%	100.0%
		% within Gender of Bank Employees	40.8%	46.2%	42.0%
		% of Total	31.5%	10.5%	42.0%
	6-10 years	Count	50	13	63
		% within Tenure for Present Bank	79.4%	20.6%	100.0%
		% within Gender of Bank Employees	16.2%	14.3%	15.8%
		% of Total	12.5%	3.3%	15.8%
	11-15 years	Count	41	4	45
		% within Tenure for Present Bank	91.1%	8.9%	100.0%
		% within Gender of Bank Employees	13.3%	4.4%	11.3%
		% of Total	10.3%	1.0%	11.3%
	16-20 years	Count	13	3	16
		% within Tenure for Present Bank	81.3%	18.8%	100.0%
		% within Gender of Bank Employees	4.2%	3.3%	4.0%
		% of Total	3.3%	.8%	4.0%
>20 years	Count	0	2	2	
	% within Tenure for Present Bank	0.0%	100.0%	100.0%	
	% within Gender of Bank Employees	0.0%	2.2%	.5%	
	% of Total	0.0%	.5%	.5%	
Total		Count	309	91	400

	% within Tenure for Present Bank	77.3%	22.8%	100.0%
	% within Gender of Bank Employees	100.0%	100.0%	100.0%
	% of Total	77.3%	22.8%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the Gender of Bank Employees and working parameters (Tenure for Present Bank), it has been noted that from the total of 106 responses for the Less than or Equal to 1 year tenure, the total of male are 79 (74.5%) and for the female it is 27 (25.5%), for the 2-5 years tenure total responses are 168, the male are 126 (75.0%) and the female it is 42 (25.0%), for the 6-10 years tenure total responses are 63, the male are 50 (79.4%) and the female it is 13 (20.6%), for the 11-15 years tenure total responses are 45, the male are 41 (91.1%) and the female it is 04 (8.9%), for the 16-20 years tenure total responses are 16, the male are 13 (81.3%) and the female it is 03 (18.8%) and for the >20 years tenure total responses are 02, the male are 00 (0.00%) and the female it is 02 (100.0%).

Table: 1.63 Crosstab between the Age of Bank Employees and Tenure for Present Bank for Bank Employees

Crosstab							
			Age of Bank Employees				Total
			Below 25 Years	25-35 Years	36-45 Years	Above 45 Years	
Tenure for Present Bank	Less than or Equal to 1 year	Count	83	21	1	1	106
		% within Tenure for Present Bank	78.3%	19.8%	.9%	.9%	100.0%
		% within Age of Bank Employees	69.7%	11.1%	1.3%	7.1%	26.5%
		% of Total	20.8%	5.3%	.3%	.3%	26.5%
	2-5 years	Count	31	125	11	1	168
		% within Tenure for Present Bank	18.5%	74.4%	6.5%	.6%	100.0%
		% within Age of Bank Employees	26.1%	66.1%	14.1%	7.1%	42.0%
		% of Total	7.8%	31.3%	2.8%	.3%	42.0%
	6-10 years	Count	3	33	23	4	63

		% within Tenure for Present Bank	4.8%	52.4%	36.5%	6.3%	100.0%
		% within Age of Bank Employees	2.5%	17.5%	29.5%	28.6%	15.8%
		% of Total	.8%	8.3%	5.8%	1.0%	15.8%
	11-15 years	Count	1	10	31	3	45
		% within Tenure for Present Bank	2.2%	22.2%	68.9%	6.7%	100.0%
		% within Age of Bank Employees	.8%	5.3%	39.7%	21.4%	11.3%
		% of Total	.3%	2.5%	7.8%	.8%	11.3%
	16-20 years	Count	1	0	12	3	16
		% within Tenure for Present Bank	6.3%	0.0%	75.0%	18.8%	100.0%
		% within Age of Bank Employees	.8%	0.0%	15.4%	21.4%	4.0%
		% of Total	.3%	0.0%	3.0%	.8%	4.0%
	>20 years	Count	0	0	0	2	2
% within Tenure for Present Bank		0.0%	0.0%	0.0%	100.0%	100.0%	
% within Age of Bank Employees		0.0%	0.0%	0.0%	14.3%	.5%	
% of Total		0.0%	0.0%	0.0%	.5%	.5%	
Total	Count	119	189	78	14	400	
	% within Tenure for Present Bank	29.8%	47.3%	19.5%	3.5%	100.0%	
	% within Age of Bank Employees	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	29.8%	47.3%	19.5%	3.5%	100.0%	

(Sources: Research Result)

From the above table for the crosstab between the age of Bank Employees and working parameters (Tenure for Present Bank), it has been noted that from the total of 106 responses for the Less than or Equal to 1 year tenure, the total of Below 25 Years is 83 (78.3%), for the 25-35 Years it is 21 (19.8%), for the 36-45 Years it is 1 (0.9%) and Above 45 Years it is 1 (0.9%). Total of 168 responses for the 2-5 years tenure, the total of Below 25 Years is 31 (18.5%), for the 25-35 Years it is 125 (74.4%), for the 36-45 Years it is 11 (6.5%) and Above 45 Years it is 1 (.6%). Total of 63 responses for the 6-10 years tenure, the total of Below 25 Years is 03 (4.8%), for the 25-35 Years it is 33 (52.4%), for the 36-45 Years it is 23 (36.5%) and Above 45 Years it is 04 (6.3%). Total of

45 responses for the 11-15 years tenure, the total of Below 25 Years is 01 (2.2%), for the 25-35 Years it is 10 (22.2%), for the 36-45 Years it is 31 (68.9%) and Above 45 Years it is 03 (6.7%). Total of 16 responses for the 16-20 years tenure, the total of Below 25 Years is 01 (6.3%), for the 25-35 Years it is 00 (0.0%), for the 36-45 Years it is 12 (75.0%) and Above 45 Years it is 03 (18.8%) and Total of 02 responses for the 16-20 years tenure, the total of Below 25 Years is 00 (00.0%), for the 25-35 Years it is 00 (0.0%), for the 36-45 Years it is 00 (00.0%) and Above 45 Years it is 02 (100.0%).

Table: 1.64 Crosstab between the Marital Status of Bank Employees and Tenure for Present Bank for Bank Employees

Crosstab					
			Marital Status of Bank Employees		Total
			Single	Married	
Tenure for Present Bank	Less than or Equal to 1 year	Count	84	22	106
		% within Tenure for Present Bank	79.2%	20.8%	100.0%
		% within Marital Status of Bank Employees	50.9%	9.4%	26.5%
		% of Total	21.0%	5.5%	26.5%
	2-5 years	Count	72	96	168
		% within Tenure for Present Bank	42.9%	57.1%	100.0%
		% within Marital Status of Bank Employees	43.6%	40.9%	42.0%
		% of Total	18.0%	24.0%	42.0%
	6-10 years	Count	7	56	63
		% within Tenure for Present Bank	11.1%	88.9%	100.0%
		% within Marital Status of Bank Employees	4.2%	23.8%	15.8%
		% of Total	1.8%	14.0%	15.8%
	11-15 years	Count	1	44	45
		% within Tenure for Present Bank	2.2%	97.8%	100.0%

		% within Marital Status of Bank Employees	.6%	18.7%	11.3%
		% of Total	.3%	11.0%	11.3%
	16-20 years	Count	1	15	16
		% within Tenure for Present Bank	6.3%	93.8%	100.0%
		% within Marital Status of Bank Employees	.6%	6.4%	4.0%
		% of Total	.3%	3.8%	4.0%
	>20 years	Count	0	2	2
		% within Tenure for Present Bank	0.0%	100.0%	100.0%
		% within Marital Status of Bank Employees	0.0%	.9%	.5%
		% of Total	0.0%	.5%	.5%
Total		Count	165	235	400
		% within Tenure for Present Bank	41.3%	58.8%	100.0%
		% within Marital Status of Bank Employees	100.0%	100.0%	100.0%
		% of Total	41.3%	58.8%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the marital status of Bank Employees and working parameters (Tenure for Present Bank), it has been noted that from the total of 106 responses for the Less than or Equal to 1 year tenure, the total of single is 84 (79.2%) and for the married it is 22 (20.8%). Total of 168 responses for the 2-5 years tenure, the total of single is 72 (42.9%) and for the married it is 96 (57.1%). Total of 63 responses for the 6-10 years tenure, the total of single is 07 (11.1%) and for the married it is 56 (88.9%). Total of 45 responses for the 11-15 years tenure, the total of single is 07 (11.1%) and for the married it is 56 (88.9%). Total of 16 responses for the 16-20 years tenure, the total of single is 01 (6.3%) and for the married it is 15 (93.8%) and Total of 02 responses for the > 20 years tenure, the total of single is 00 (0.00%) and for the married it is 02 (100.0%).

Table: 1.65 Crosstab between the Educational Qualification of Bank Employees and Tenure for Present Bank for Bank Employees

Crosstab						
			Educational Qualification of Bank Employees			Total
			Graduate	Post-Graduate	Professional Course (CA, CS & CFS)	
Tenure for Present Bank	Less than or Equal to 1 year	Count	33	71	2	106
		% within Tenure for Present Bank	31.1%	67.0%	1.9%	100.0%
		% within Educational Qualification of Bank Employees	23.7%	28.3%	20.0%	26.5%
		% of Total	8.3%	17.8%	.5%	26.5%
	2-5 years	Count	62	103	3	168
		% within Tenure for Present Bank	36.9%	61.3%	1.8%	100.0%
		% within Educational Qualification of Bank Employees	44.6%	41.0%	30.0%	42.0%
		% of Total	15.5%	25.8%	.8%	42.0%
	6-10 years	Count	19	40	4	63
		% within Tenure for Present Bank	30.2%	63.5%	6.3%	100.0%
		% within Educational Qualification of Bank Employees	13.7%	15.9%	40.0%	15.8%
		% of Total	4.8%	10.0%	1.0%	15.8%
			Count	22	22	1

	11-15 years	% within Tenure for Present Bank	48.9%	48.9%	2.2%	100.0%
		% within Educational Qualification of Bank Employees	15.8%	8.8%	10.0%	11.3%
		% of Total	5.5%	5.5%	.3%	11.3%
	16-20 years	Count	3	13	0	16
		% within Tenure for Present Bank	18.8%	81.3%	0.0%	100.0%
		% within Educational Qualification of Bank Employees	2.2%	5.2%	0.0%	4.0%
	>20 years	% of Total	.8%	3.3%	0.0%	4.0%
		Count	0	2	0	2
		% within Tenure for Present Bank	0.0%	100.0%	0.0%	100.0%
		% within Educational Qualification of Bank Employees	0.0%	.8%	0.0%	.5%
	Total	% of Total	0.0%	.5%	0.0%	.5%
		Count	139	251	10	400
% within Tenure for Present Bank		34.8%	62.8%	2.5%	100.0%	
% within Educational Qualification of Bank Employees		100.0%	100.0%	100.0%	100.0%	
	% of Total	34.8%	62.8%	2.5%	100.0%	

(Sources: Research Result)

From the above table for the crosstab between the educational qualification of Bank Employees and working parameters (Tenure for Present Bank), it has been noted that from the total of 106 responses for the Less than or Equal to 1 year tenure, the total of graduate is 33 (31.1%), for the

post-graduate it is 71 (67.0%) and for the Professional Course (CA, CS & CFS) it is 02 (1.9%). Total of 168 responses for the 2-5 years tenure, the total of graduate is 62 (36.9%), for the post-graduate it is 103 (61.3%) and for the Professional Course (CA, CS & CFS) it is 03 (1.8%). Total of 63 responses for the 6-10 years tenure, the total of graduate is 19 (30.2%), for the post-graduate it is 40 (63.5%) and for the Professional Course (CA, CS & CFS) it is 04 (6.3%). Total of 45 responses for the 11-15 years tenure, the total of graduate is 22 (48.9%), for the post-graduate it is 22 (48.9%) and for the Professional Course (CA, CS & CFS) it is 01 (2.2%). Total of 16 responses for the 16-20 years tenure, the total of graduate is 03 (18.8%), for the post-graduate it is 13 (81.3%) and for the Professional Course (CA, CS & CFS) it is 00 (0.0%) and Total of 02 responses for the > 20 years tenure, the total of graduate is 00 (0.00%), for the post-graduate it is 02 (100.0%) and for the Professional Course (CA, CS & CFS) it is 00 (0.0%).

Table: 1.66 Crosstab between the Salary of Bank Employees and Tenure for Present Bank for Bank Employees

Crosstab							
			Salary of Bank Employees				Total
			Below Rs. 15,000	Rs.15,000- Rs.30,000	Rs.30,001 - Rs.45,000	Above Rs.45,000	
Tenure for Present Bank	Less than or Equal to 1 year	Count	20	66	8	12	106
		% within Tenure for Present Bank	18.9%	62.3%	7.5%	11.3%	100.0%
		% within Salary of Bank Employees	60.6%	38.2%	11.8%	9.5%	26.5%
		% of Total	5.0%	16.5%	2.0%	3.0%	26.5%
	2-5 years	Count	10	88	34	36	168
		% within Tenure for Present Bank	6.0%	52.4%	20.2%	21.4%	100.0%
		% within Salary of Bank Employees	30.3%	50.9%	50.0%	28.6%	42.0%
		% of Total	2.5%	22.0%	8.5%	9.0%	42.0%
	6-10 years	Count	2	15	15	31	63

		% within Tenure for Present Bank	3.2%	23.8%	23.8%	49.2%	100.0%
		% within Salary of Bank Employees	6.1%	8.7%	22.1%	24.6%	15.8%
		% of Total	.5%	3.8%	3.8%	7.8%	15.8%
	11-15 years	Count	1	4	10	30	45
		% within Tenure for Present Bank	2.2%	8.9%	22.2%	66.7%	100.0%
		% within Salary of Bank Employees	3.0%	2.3%	14.7%	23.8%	11.3%
		% of Total	.3%	1.0%	2.5%	7.5%	11.3%
	16-20 years	Count	0	0	1	15	16
		% within Tenure for Present Bank	0.0%	0.0%	6.3%	93.8%	100.0%
		% within Salary of Bank Employees	0.0%	0.0%	1.5%	11.9%	4.0%
		% of Total	0.0%	0.0%	.3%	3.8%	4.0%
	>20 years	Count	0	0	0	2	2
		% within Tenure for Present Bank	0.0%	0.0%	0.0%	100.0%	100.0%
		% within Salary of Bank Employees	0.0%	0.0%	0.0%	1.6%	.5%
		% of Total	0.0%	0.0%	0.0%	.5%	.5%
Total		Count	33	173	68	126	400
		% within Tenure for Present Bank	8.3%	43.3%	17.0%	31.5%	100.0%
		% within Salary of Bank Employees	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	8.3%	43.3%	17.0%	31.5%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the salary of Bank Employees and working parameters (Tenure for Present Bank), it has been noted that from the total of 106 responses for the Less than or Equal to 1 year tenure, the total of Below Rs. 15,000 is 20 (18.9%), for the

Rs.15,000- Rs.30,000 it is 66 (62.3%), for the Rs.30,001 - Rs.45,000 it is 8 (7.5%) and for the Above Rs.45,000 it is 12 (11.3%). Total of 168 responses for the 2-5 years tenure, the total of Below Rs. 15,000 is 20 (18.9%), for the Rs.15,000- Rs.30,000 it is 88 (52.4%), for the Rs.30,001 - Rs.45,000 it is 34 (20.2%) and for the Above Rs.45,000 it is 36 (21.4%). Total of 63 responses for the 6-10 years tenure, the total of Below Rs. 15,000 is 02 (3.2%), for the Rs.15,000- Rs.30,000 it is 15 (23.8%), for the Rs.30,001 - Rs.45,000 it is 15 (23.8%) and for the Above Rs.45,000 it is 31 (49.2%). Total of 45 responses for the 11-15 years tenure, the total of Below Rs. 15,000 is 01 (2.2%), for the Rs.15,000- Rs.30,000 it is 04 (8.9%), for the Rs.30,001 - Rs.45,000 it is 10 (22.2%) and for the Above Rs.45,000 it is 30 (66.7%). Total of 16 responses for the 16-20 years tenure, the total of Below Rs. 15,000 is 00 (0.0%), for the Rs.15,000- Rs.30,000 it is 00 (0.0%), for the Rs.30,001 - Rs.45,000 it is 01 (6.3%) and for the Above Rs.45,000 it is 15 (93.8%) and Total of 02 responses for the > 20 years tenure, the total of Below Rs. 15,000 is 00 (0.0%), for the Rs.15,000- Rs.30,000 it is 00 (0.0%), for the Rs.30,001 - Rs.45,000 it is 00 (0.0%) and for the Above Rs.45,000 it is 02 (100.0%).

Table: 1.67 Association among Tenure for Present Bank <=> Demographic Profile of Bank Employees

Tenure for Present Bank <=> Demographic Profile of Bank Employees	Chi Square Value	Sig (P) Value	H0: Accepted/ Rejected
Tenure for Present Bank <=> Gender of Bank Employees	12.948	0.024**	H0: Rejected
Tenure for Present Bank <=> Age of Bank Employees	374.474	0.000**	H0: Rejected
Tenure for Present Bank <=> Marital Status of Bank Employees	124.712	0.000**	H0: Rejected
Tenure for Present Bank <=> Educational Qualification of Bank Employees	13.225	0.211	H0: Accepted
Tenure for Present Bank <=> Salary of Bank Employees	134.856	0.000**	H0: Rejected

(Sources: Research Result)

H0: There is no significant association between the parameters of Bank Employees and the demographic factors of the Bank Employees.

H1: There is a significant association between the parameters of Bank Employees and the demographic factors of the Bank Employees.

Comments on Significance Values

From the above table for the parameters for the Bank Employees (Tenure for Present Banks) and demographic profile of the Bank Employees, it has been noted that the P values for the Tenure for Present Bank \leftrightarrow Gender of Bank Employees, Tenure for Present Bank \leftrightarrow Age of Bank Employees, Tenure for Present Bank \leftrightarrow Marital Status of Bank Employees and Tenure for Present Bank \leftrightarrow Salary of Bank Employees are 0.024, 0.000, 0.000 and 0.000 which are falling under the significance level of 5%. Hence, here the researcher fail to accept the null hypothesis for these association of parameters with the demographic profile of bank Employees for their engagement in the work. While, for the Tenure for Present Bank \leftrightarrow Educational Qualification of Bank Employees, the P value is 0.211 which is greater than 5% level of significance and hence it is falling into the acceptance region of null hypothesis and hence it has been concluded that there is no significant association between these parameters for work and demographic profile of them.

Table: 1.68 Crosstab between the Gender of Bank Employees and Work Experience of Bank Employees

Crosstab					
			Gender of Bank Employees		Total
			Male	Female	
Work Experience of Bank Employees	Below 5 years	Count	137	55	192
		% within Work Experience of Bank Employees	71.4%	28.6%	100.0%
		% within Gender of Bank Employees	44.3%	60.4%	48.0%
		% of Total	34.3%	13.8%	48.0%
	5-15 years	Count	139	29	168
		% within Work Experience of Bank Employees	82.7%	17.3%	100.0%
		% within Gender of Bank Employees	45.0%	31.9%	42.0%
		% of Total	34.8%	7.3%	42.0%
	16-25 years	Count	32	6	38

		% within Work Experience of Bank Employees	84.2%	15.8%	100.0%
		% within Gender of Bank Employees	10.4%	6.6%	9.5%
		% of Total	8.0%	1.5%	9.5%
	Above 25 years	Count	1	1	2
		% within Work Experience of Bank Employees	50.0%	50.0%	100.0%
		% within Gender of Bank Employees	.3%	1.1%	.5%
		% of Total	.3%	.3%	.5%
Total		Count	309	91	400
		% within Work Experience of Bank Employees	77.3%	22.8%	100.0%
		% within Gender of Bank Employees	100.0%	100.0%	100.0%
		% of Total	77.3%	22.8%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the salary of Bank Employees and working parameters (Work Experience), it has been noted that from the total of 192 responses for the Below 5 years, the total of male is 137 (71.4%) and for the female it is 55 (28.6%). Total of 168 responses for the 5-15 years, the total of male is 139 (82.7%) and for the female it is 29 (17.3%). Total of 38 responses for the 16-25 years, the total of male is 32 (84.2%) and for the female it is 06 (15.8%) and total of 02 responses for the 16-25 years, the total of male is 01 (50.0%) and for the female it is 01 (50.0%).

Table: 1.69 Crosstab between the Age of Bank Employees and Work Experience of Bank Employees

Crosstab							
			Age of Bank Employees				Total
			Below 25 Years	25-35 Years	36-45 Years	Above 45 Years	
		Count	114	78	0	0	192

Work Experience of Bank Employees	Below 5 years	% within Work Experience of Bank Employees	59.4%	40.6%	0.0%	0.0%	100.0%
		% within Age of Bank Employees	95.8%	41.3%	0.0%	0.0%	48.0%
		% of Total	28.5%	19.5%	0.0%	0.0%	48.0%
	5-15 years	Count	4	110	53	1	168
		% within Work Experience of Bank Employees	2.4%	65.5%	31.5%	.6%	100.0%
		% within Age of Bank Employees	3.4%	58.2%	67.9%	7.1%	42.0%
		% of Total	1.0%	27.5%	13.3%	.3%	42.0%
	16-25 years	Count	1	1	25	11	38
		% within Work Experience of Bank Employees	2.6%	2.6%	65.8%	28.9%	100.0%
		% within Age of Bank Employees	.8%	.5%	32.1%	78.6%	9.5%
		% of Total	.3%	.3%	6.3%	2.8%	9.5%
	Above 25 years	Count	0	0	0	2	2
		% within Work Experience of Bank Employees	0.0%	0.0%	0.0%	100.0%	100.0%
		% within Age of Bank Employees	0.0%	0.0%	0.0%	14.3%	.5%
		% of Total	0.0%	0.0%	0.0%	.5%	.5%
	Total	Count	119	189	78	14	400
% within Work Experience of Bank Employees		29.8%	47.3%	19.5%	3.5%	100.0%	
% within Age of Bank Employees		100.0%	100.0%	100.0%	100.0%	100.0%	
% of Total		29.8%	47.3%	19.5%	3.5%	100.0%	

(Sources: Research Result)

From the above table for the crosstab between the salary of Bank Employees and working parameters (Work Experience), it has been noted that from the total of 192 responses for the Below 5 years, the total of Below 25 Years is 114 (59.4%), for the 25-35 Years it is 78 (40.6%), for the 36-45 Years it is 00 (0.00%) and for the above 45 Years it is 00 (0.00%). Total of 168 responses for the 5-15 years, the total of Below 25 Years is 04 (2.4%), for the 25-35 Years it is 110 (65.5%), for the 36-45 Years it is 53 (31.5%) and for the above 45 Years it is 01 (0.6%). Total of 38 responses for the 16-25 years, the total of Below 25 Years is 01 (2.6%), for the 25-35 Years it is

01 (2.6%), for the 36-45 Years it is 25 (65.8%) and for the above 45 Years it is 11 (28.9%) and total of 02 responses for the 16-25 years, the total of Below 25 Years is 00 (0.0%), for the 25-35 Years it is 00 (0.0%), for the 36-45 Years it is 00 (0.0%) and for the above 45 Years it is 02 (100.0%).

Table: 1.70 Crosstab between the Marital Status of Bank Employees and Work Experience of Bank Employees

Crosstab					
			Marital Status of Bank Employees		Total
			Single	Married	
Work Experience of Bank Employees	Below 5 years	Count	140	52	192
		% within Work Experience of Bank Employees	72.9%	27.1%	100.0%
		% within Marital Status of Bank Employees	84.8%	22.1%	48.0%
		% of Total	35.0%	13.0%	48.0%
	5-15 years	Count	24	144	168
		% within Work Experience of Bank Employees	14.3%	85.7%	100.0%
		% within Marital Status of Bank Employees	14.5%	61.3%	42.0%
		% of Total	6.0%	36.0%	42.0%
	16-25 years	Count	1	37	38
		% within Work Experience of Bank Employees	2.6%	97.4%	100.0%
		% within Marital Status of Bank Employees	.6%	15.7%	9.5%
		% of Total	.3%	9.3%	9.5%
	Above 25 years	Count	0	2	2
		% within Work Experience of Bank Employees	0.0%	100.0%	100.0%

		% within Marital Status of Bank Employees	0.0%	.9%	.5%
		% of Total	0.0%	.5%	.5%
Total		Count	165	235	400
		% within Work Experience of Bank Employees	41.3%	58.8%	100.0%
		% within Marital Status of Bank Employees	100.0%	100.0%	100.0%
		% of Total	41.3%	58.8%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the marital status of Bank Employees and working parameters (Work Experience), it has been noted that from the total of 192 responses for the Below 5 years, the total of single is 140 (72.9%) and for the married it is 52 (27.1%). Total of 168 responses for the 5-15 years, the total of single is 24 (14.3%) and for the married it is 144 (85.7%). Total of 38 responses for the 16-25 years, the total of single is 01 (2.6%) and for the married it is 37 (97.4%) and total of 02 responses for the Above 25 years, the total of single is 00 (0.00%) and for the married it is 02 (100.0%).

Table: 1.71 Crosstab between the Educational Qualification of Bank Employees and Work Experience of Bank Employees

Crosstab						
			Educational Qualification of Bank Employees			Total
			Graduate	Post-Graduate	Professional Course (CA, CS & CFS)	
Work Experience of Bank Employees	Below 5 years	Count	67	123	2	192
		% within Work Experience of Bank Employees	34.9%	64.1%	1.0%	100.0%

		% within Educational Qualification of Bank Employees	48.2%	49.0%	20.0%	48.0%
		% of Total	16.8%	30.8%	.5%	48.0%
	5-15 years	Count	59	102	7	168
		% within Work Experience of Bank Employees	35.1%	60.7%	4.2%	100.0%
		% within Educational Qualification of Bank Employees	42.4%	40.6%	70.0%	42.0%
		% of Total	14.8%	25.5%	1.8%	42.0%
	16-25 years	Count	12	25	1	38
		% within Work Experience of Bank Employees	31.6%	65.8%	2.6%	100.0%
		% within Educational Qualification of Bank Employees	8.6%	10.0%	10.0%	9.5%
		% of Total	3.0%	6.3%	.3%	9.5%
	Above 25 years	Count	1	1	0	2
		% within Work Experience of Bank Employees	50.0%	50.0%	0.0%	100.0%
		% within Educational Qualification of Bank Employees	.7%	.4%	0.0%	.5%
		% of Total	.3%	.3%	0.0%	.5%
Total		Count	139	251	10	400
		% within Work Experience of Bank Employees	34.8%	62.8%	2.5%	100.0%

	% within Educational Qualification of Bank Employees	100.0%	100.0%	100.0%	100.0%
	% of Total	34.8%	62.8%	2.5%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the marital status of Bank Employees and working parameters (Work Experience), it has been noted that from the total of 192 responses for the Below 5 years, the total of Graduate is 67 (34.9%), for the post-graduate it is 123 (64.1%) and for the Professional Course (CA, CS & CFS) it is 02 (1.0%). Total of 168 responses for the 5-15 years, the total of Graduate is 69 (35.1%), for the post-graduate it is 102 (60.7%) and for the Professional Course (CA, CS & CFS) it is 07 (4.2%). Total of 38 responses for the 16-25 years, the total of Graduate is 12 (31.6%), for the post-graduate it is 25 (65.8%) and for the Professional Course (CA, CS & CFS) it is 01 (2.6%) and total of 02 responses for the Above 25 years, the total of Graduate is 01 (50.0%), for the post-graduate it is 01 (50.0%) and for the Professional Course (CA, CS & CFS) it is 00 (0.00%).

Table: 1.72 Crosstab between the Salary of Bank Employees and Work Experience of Bank Employees

Crosstab							
			Salary of Bank Employees				Total
			Below Rs. 15,000	Rs.15,000- Rs.30,000	Rs.30,001 - Rs.45,000	Above Rs.45,000	
Work Experience of Bank Employees	Below 5 years	Count	29	124	20	19	192
		% within Work Experience of Bank Employees	15.1%	64.6%	10.4%	9.9%	100.0%
		% within Salary of Bank Employees	87.9%	71.7%	29.4%	15.1%	48.0%
		% of Total	7.3%	31.0%	5.0%	4.8%	48.0%
		Count	4	46	44	74	168

	5-15 years	% within Work Experience of Bank Employees	2.4%	27.4%	26.2%	44.0%	100.0%
		% within Salary of Bank Employees	12.1%	26.6%	64.7%	58.7%	42.0%
		% of Total	1.0%	11.5%	11.0%	18.5%	42.0%
	16-25 years	Count	0	3	3	32	38
		% within Work Experience of Bank Employees	0.0%	7.9%	7.9%	84.2%	100.0%
		% within Salary of Bank Employees	0.0%	1.7%	4.4%	25.4%	9.5%
		% of Total	0.0%	.8%	.8%	8.0%	9.5%
	Above 25 years	Count	0	0	1	1	2
		% within Work Experience of Bank Employees	0.0%	0.0%	50.0%	50.0%	100.0%
		% within Salary of Bank Employees	0.0%	0.0%	1.5%	.8%	.5%
		% of Total	0.0%	0.0%	.3%	.3%	.5%
	Total	Count	33	173	68	126	400
% within Work Experience of Bank Employees		8.3%	43.3%	17.0%	31.5%	100.0%	
% within Salary of Bank Employees		100.0%	100.0%	100.0%	100.0%	100.0%	
% of Total		8.3%	43.3%	17.0%	31.5%	100.0%	

(Sources: Research Result)

From the above table for the crosstab between the salary of Bank Employees and working parameters (Work Experience), it has been noted that from the total of 192 responses for the Below 5 years, the total of Below Rs. 15,000 is 67 (34.9%), for the Rs.15,000- Rs.30,000 it is 123 (64.1%),

for the Rs.30,001 - Rs.45,000 it is 20 (10.4%) and for the Above Rs.45,000 it is 19 (9.9%). Total of 168 responses for the 5-15 years, the total of Below Rs. 15,000 is 04 (2.4%), for the Rs.15,000- Rs.30,000 it is 46 (27.4%), for the Rs.30,001 - Rs.45,000 it is 44 (26.2%) and for the Above Rs.45,000 it is 74 (44.0%). Total of 38 responses for the 16-25 years, the total of Below Rs. 15,000 is 00 (0.0%), for the Rs.15,000- Rs.30,000 it is 03 (7.9%), for the Rs.30,001 - Rs.45,000 it is 03 (7.9%) and for the Above Rs.45,000 it is 32 (84.2%) and total of 02 responses for the Above 25 years, the total of Below Rs. 15,000 is 00 (0.0%), for the Rs.15,000- Rs.30,000 it is 00 (0.0%), for the Rs.30,001 - Rs.45,000 it is 01 (50.0%) and for the Above Rs.45,000 it is 02 (50.0%).

Table: 1.73 Association between Work Experience of Bank Employees <=> Demographic Profile of Bank Employees

Work Experience of Bank Employees <=> Demographic Profile of Bank Employees	Chi Square Value	Sig (P) Value	H0: Accepted/ Rejected
Work Experience of Bank Employees <=> Gender of Bank Employees	8.569	0.036**	H0: Rejected
Work Experience of Bank Employees <=> Age of Bank Employees	365.861	0.000**	H0: Rejected
Work Experience of Bank Employees <=> Marital Status of Bank Employees	154.639	0.000**	H0: Rejected
Work Experience of Bank Employees <=> Educational Qualification of Bank Employees	4.076	0.666	H0: Accepted
Work Experience of Bank Employees <=> Salary of Bank Employees	150.038	0.000**	H0: Rejected

(Sources: Research Result)

H07: There is no significant association between the work experience of Bank Employees and the demographic factors of the Bank Employees.

H17: There is a significant association between the Work Experience of Bank Employees and the demographic factors of the Bank Employees.

Comments on Significance Values

From the above table for the parameters for the Bank Employees (Tenure for Present Banks) and demographic profile of the Bank Employees, it has been noted that the P values for the Work Experience <=> Gender of Bank Employees, Work Experience for Present Bank <=> Age of

Bank Employees, Work Experience for Present Bank \leftrightarrow Marital Status of Bank Employees and Work Experience for Present Bank \leftrightarrow Salary of Bank Employees are 0.036, 0.000, 0.000 and 0.000 which are falling under the significance level of 5%. Hence, here the researcher fails to accept the null hypothesis for these association of parameters with the demographic profile of bank Employees for their engagement in the work. While, for the Tenure for Present Bank \leftrightarrow Educational Qualification of Bank Employees, the P value is 0.211 which is greater than 5% level of significance and hence it is falling into the acceptance region of null hypothesis and hence it has been concluded that there is no significant association between these work experience of bank Employees and demographic profile of them.

Table: 1.74 Crosstab between the Gender of Bank Employees and City of leaving for Bank Employees

Crosstab					
			Gender of Bank Employees		Total
			Male	Female	
City of Leaving for Bank Employees	Ahmedabad	Count	103	28	131
		% within City of Leaving for Bank Employees	78.6%	21.4%	100.0%
		% within Gender of Bank Employees	33.3%	30.8%	32.8%
		% of Total	25.8%	7.0%	32.8%
	Vadodara	Count	82	32	114
		% within City of Leaving for Bank Employees	71.9%	28.1%	100.0%
		% within Gender of Bank Employees	26.5%	35.2%	28.5%
		% of Total	20.5%	8.0%	28.5%
	Surat	Count	69	25	94
		% within City of Leaving for Bank Employees	73.4%	26.6%	100.0%
		% within Gender of Bank Employees	22.3%	27.5%	23.5%
		% of Total	17.3%	6.3%	23.5%

	Rajkot	Count	55	6	61
		% within City of Leaving for Bank Employees	90.2%	9.8%	100.0%
		% within Gender of Bank Employees	17.8%	6.6%	15.3%
		% of Total	13.8%	1.5%	15.3%
Total		Count	309	91	400
		% within City of Leaving for Bank Employees	77.3%	22.8%	100.0%
		% within Gender of Bank Employees	100.0%	100.0%	100.0%
		% of Total	77.3%	22.8%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the gender of Bank Employees and working parameters (city of Leaving), it has been noted that from the total of 131 responses for the Ahmedabad, the total of male is 103 (78.6%) and for female it is 28 (21.4%). Total of 114 responses for the Vadodara, the total of male is 82 (71.9%) and for female it is 32 (28.1%). Total of 94 responses for the Surat, the total of male is 69 (73.4%) and for female it is 25 (26.6%) and total of 61 responses for the Rajkot, the total of male is 55 (90.2%) and for female it is 06 (9.8%).

Table: 1.75 Crosstab between the Age of Bank Employees and City of Leaving for Bank Employees

Crosstab							
			Age of Bank Employees				Total
			Below 25 Years	25-35 Years	36-45 Years	Above 45 Years	
City of Leaving for Bank Employees	Ahmedabad	Count	29	57	40	5	131
		% within City of Leaving for Bank Employees	22.1%	43.5%	30.5%	3.8%	100.0%
		% within Age of Bank Employees	24.4%	30.2%	51.3%	35.7%	32.8%
		% of Total	7.3%	14.3%	10.0%	1.3%	32.8%
	Vadodara	Count	42	48	19	5	114

		% within City of Leaving for Bank Employees	36.8%	42.1%	16.7%	4.4%	100.0%
		% within Age of Bank Employees	35.3%	25.4%	24.4%	35.7%	28.5%
		% of Total	10.5%	12.0%	4.8%	1.3%	28.5%
	Surat	Count	34	47	10	3	94
		% within City of Leaving for Bank Employees	36.2%	50.0%	10.6%	3.2%	100.0%
		% within Age of Bank Employees	28.6%	24.9%	12.8%	21.4%	23.5%
		% of Total	8.5%	11.8%	2.5%	.8%	23.5%
	Rajkot	Count	14	37	9	1	61
		% within City of Leaving for Bank Employees	23.0%	60.7%	14.8%	1.6%	100.0%
		% within Age of Bank Employees	11.8%	19.6%	11.5%	7.1%	15.3%
		% of Total	3.5%	9.3%	2.3%	.3%	15.3%
	Total	Count	119	189	78	14	400
% within City of leaving for Bank Employees		29.8%	47.3%	19.5%	3.5%	100.0%	
% within Age of Bank Employees		100.0%	100.0%	100.0%	100.0%	100.0%	
% of Total		29.8%	47.3%	19.5%	3.5%	100.0%	

(Sources: Research Result)

From the above table for the crosstab between the age of Bank Employees and working parameters (city of leaving), it has been noted that from the total of 131 responses for Ahmedabad, the total of Below 25 Years is 29 (22.1%), for the 25-35 Years it is 57 (43.5%), for the 36-45 Years it is 40 (30.5%) and for Above 45 Years it is 05 (3.8%). Total of 114 responses for the Vadodara, the total of Below 25 Years is 42 (36.8%), for the 25-35 Years it is 38 (42.1%), for the 36-45 Years it is 19 (16.7%) and for Above 45 Years it is 05 (4.4%). Total of 94 responses for the Surat, the total of Below 25 Years is 34 (36.2%), for the 25-35 Years it is 47 (50.0%), for the 36-45 Years it is 10 (10.6%) ,and for Above 45 Years it is 03 (3.2%) and total of 61 responses for the Rajkot, the total

of Below 25 Years is 14 (23.0%), for the 25-35 Years it is 37 (60.7%), for the 36-45 Years it is 09 (14.8%) and for Above 45 Years it is 01 (1.6%).

Table: 1.76 Crosstab between the Marital Status of Bank Employees and City of leaving for Bank Employees

Crosstab					
			Marital Status of Bank Employees		Total
			Single	Married	
City of Leaving for Bank Employees	Ahmedabad	Count	44	87	131
		% within City of leaving for Bank Employees	33.6%	66.4%	100.0%
		% within Marital Status of Bank Employees	26.7%	37.0%	32.8%
		% of Total	11.0%	21.8%	32.8%
	Vadodara	Count	55	59	114
		% within City of leaving for Bank Employees	48.2%	51.8%	100.0%
		% within Marital Status of Bank Employees	33.3%	25.1%	28.5%
		% of Total	13.8%	14.8%	28.5%
	Surat	Count	43	51	94
		% within City of leaving for Bank Employees	45.7%	54.3%	100.0%
		% within Marital Status of Bank Employees	26.1%	21.7%	23.5%
		% of Total	10.8%	12.8%	23.5%
	Rajkot	Count	23	38	61
		% within City of leaving for Bank Employees	37.7%	62.3%	100.0%
		% within Marital Status of Bank Employees	13.9%	16.2%	15.3%

		% of Total	5.8%	9.5%	15.3%
Total		Count	165	235	400
		% within City of leaving for Bank Employees	41.3%	58.8%	100.0%
		% within Marital Status of Bank Employees	100.0%	100.0%	100.0%
		% of Total	41.3%	58.8%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the marital status of Bank Employees and working parameters (city of leaving), it has been noted that from the total of 131 responses for the Ahmedabad, the total of single is 44 (33.6%) and for married it is 87 (66.4%). Total of 114 responses for the Vadodara, the total of single is 55 (48.2%) and for married it is 59 (51.8%). Total of 94 responses for the Surat, the total of single is 43 (45.7%) and for married it is 51 (54.3%) and total of 61 responses for the Rajkot, the total of single is 23 (37.7%) and for married it is 38 (62.3%).

Table: 1.77 Crosstab between the Educational Qualification of Bank Employees and City of leaving for Bank Employees

Crosstab						
			Educational Qualification of Bank Employees			Total
			Graduate	Post-Graduate	Professional Course (CA, CS & CFS)	
City of leaving for Bank Employees	Ahmedabad	Count	47	79	5	131
		% within City of leaving for Bank Employees	35.9%	60.3%	3.8%	100.0%

		% within Educational Qualification of Bank Employees	33.8%	31.5%	50.0%	32.8%
		% of Total	11.8%	19.8%	1.3%	32.8%
	Vadodara	Count	40	71	3	114
		% within City of leaving for Bank Employees	35.1%	62.3%	2.6%	100.0%
		% within Educational Qualification of Bank Employees	28.8%	28.3%	30.0%	28.5%
		% of Total	10.0%	17.8%	.8%	28.5%
	Surat	Count	32	60	2	94
		% within City of leaving for Bank Employees	34.0%	63.8%	2.1%	100.0%
		% within Educational Qualification of Bank Employees	23.0%	23.9%	20.0%	23.5%
		% of Total	8.0%	15.0%	.5%	23.5%
	Rajkot	Count	20	41	0	61
		% within City of leaving for Bank Employees	32.8%	67.2%	0.0%	100.0%
		% within Educational Qualification of Bank Employees	14.4%	16.3%	0.0%	15.3%
		% of Total	5.0%	10.3%	0.0%	15.3%
Total		Count	139	251	10	400

	% within City of leaving for Bank Employees	34.8%	62.8%	2.5%	100.0%
	% within Educational Qualification of Bank Employees	100.0%	100.0%	100.0%	100.0%
	% of Total	34.8%	62.8%	2.5%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the educational qualification of Bank Employees and working parameters (city of leaving), it has been noted that from the total of 131 responses for the Ahmedabad, the total of Graduate is 47 (35.9%), for post-graduate it is 79 (60.3%) and for Professional Course (CA, CS & CFS) it is 05 (3.8%). Total of 114 responses for the Vadodara, the total of Graduate is 40 (35.1%), for post-graduate it is 71 (62.3%) and for Professional Course (CA, CS & CFS) it is 03 (2.6%). Total of 94 responses for the Surat, the total of Graduate is 32 (34.0%), for post-graduate it is 60 (63.8%) and for Professional Course (CA, CS & CFS) it is 02 (2.1%) and total of 61 responses for the Rajkot, the total of Graduate is 20 (32.8%), for post-graduate it is 41 (67.2%) and for Professional Course (CA, CS & CFS) it is 00 (0.0%).

Table: 1.78 Crosstab between the Salary of Bank Employees and City of leaving for Bank Employees

Crosstab							
			Salary of Bank Employees				Total
			Below Rs. 15,000	Rs.15,000- Rs.30,000	Rs.30,001 - Rs.45,000	Above Rs.45,000	
City of leaving for Bank Employees	Ahmedabad	Count	8	55	21	47	131
		% within City of leaving for Bank Employees	6.1%	42.0%	16.0%	35.9%	100.0%
		% within Salary of	24.2%	31.8%	30.9%	37.3%	32.8%

		Bank Employees					
		% of Total	2.0%	13.8%	5.3%	11.8%	32.8%
	Vadodara	Count	10	54	16	34	114
		% within City of leaving for Bank Employees	8.8%	47.4%	14.0%	29.8%	100.0%
		% within Salary of Bank Employees	30.3%	31.2%	23.5%	27.0%	28.5%
		% of Total	2.5%	13.5%	4.0%	8.5%	28.5%
		Surat	Count	11	36	19	28
	% within City of leaving for Bank Employees		11.7%	38.3%	20.2%	29.8%	100.0%
	% within Salary of Bank Employees		33.3%	20.8%	27.9%	22.2%	23.5%
	% of Total		2.8%	9.0%	4.8%	7.0%	23.5%
	Rajkot		Count	4	28	12	17
		% within City of leaving for Bank Employees	6.6%	45.9%	19.7%	27.9%	100.0%
		% within Salary of Bank Employees	12.1%	16.2%	17.6%	13.5%	15.3%
		% of Total	1.0%	7.0%	3.0%	4.3%	15.3%
Total		Count	33	173	68	126	400
	% within City of leaving for Bank Employees	8.3%	43.3%	17.0%	31.5%	100.0%	
	% within Salary of	100.0%	100.0%	100.0%	100.0%	100.0%	

	Bank Employees					
	% of Total	8.3%	43.3%	17.0%	31.5%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the salary of Bank Employees and working parameters (city of leaving), it has been noted that from the total of 131 responses for the Ahmedabad, the total of Below Rs. 15,000 is 08 (6.1%), for Rs.15,000- Rs.30,000 it is 55 (42.0%), for Rs.30,001 - Rs.45,000 it is 21 (16.0%) and Above Rs.45,000 it is 47 (35.9%). Total of 114 responses for the Vadodara, the total of Below Rs. 15,000 is 10 (8.8%), for Rs.15,000- Rs.30,000 it is 54 (47.4%), for Rs.30,001 - Rs.45,000 it is 16 (14.0%) and Above Rs.45,000 it is 34 (29.8%). Total of 94 responses for the Surat, the total of Below Rs. 15,000 is 11 (11.7%), for Rs.15,000- Rs.30,000 it is 36 (38.3%), for Rs.30,001 - Rs.45,000 it is 09 (20.2%) and Above Rs.45,000 it is 28 (29.8%) and total of 61 responses for the Rajkot, the total of Below Rs. 15,000 is 04 (6.6%), for Rs.15,000- Rs.30,000 it is 28 (45.9%), for Rs.30,001 - Rs.45,000 it is 12 (19.7%) and Above Rs.45,000 it is 17 (27.9%).

Table: 1.79 Association among the City of Leaving for Bank Employees <=> Demographic Profile of Bank Employees

City of Leaving for Bank Employees <=> Demographic Profile of Bank Employees	Chi Square Value	Sig (P) Value	H0: Accepted/ Rejected
City of Leaving of Bank Employees <=> Gender of Bank Employees	8.557	0.036**	H0: Rejected
City of Leaving for Bank Employees <=> Age of Bank Employees	24.287	0.004**	H0: Rejected
City of Leaving for Bank Employees <=> Marital Status of Bank Employees	8.577	0.047**	H0: Rejected
City of Leaving for Bank Employees <=> Educational Qualification of Bank Employees	2.966	0.813	H0: Accepted
City of Leaving for Bank Employees <=> Salary of Bank Employees	6.195	0.720	H0: Accepted

(Sources: Research Result)

H0: There is no significant association between the city of leaving of Bank Employees and the demographic factors of the Bank Employees.

H17: There is a significant association between the city of leaving of Bank Employees and the demographic factors of the Bank Employees.

Comments on Significance Values

From the above table for the parameters for the Bank Employees (City of Leaving) and demographic profile of the Bank Employees, it has been noted that the P values for the Work City of Leaving \leftrightarrow Gender of Bank Employees, City of leaving for Present Bank \leftrightarrow Age of Bank Employees, City of leaving for Present Bank \leftrightarrow Marital Status of Bank Employees of Bank Employees are 0.036, 0.004 and 0.047 which are falling under the significance level of 5%. Hence, here the researcher fails to accept the null hypothesis for these association of parameters with the demographic profile of bank Employees for their engagement in the work. While, city of leaving for Present Bank \leftrightarrow Educational Qualification of Bank Employees and city of leaving for Present Bank \leftrightarrow Salary, the P value is 0.813 and 0.720 which is greater than 5% level of significance and hence it is falling into the acceptance region of null hypothesis and hence it has been concluded that there is no significant association between these work experience of bank Employees and demographic profile of them.

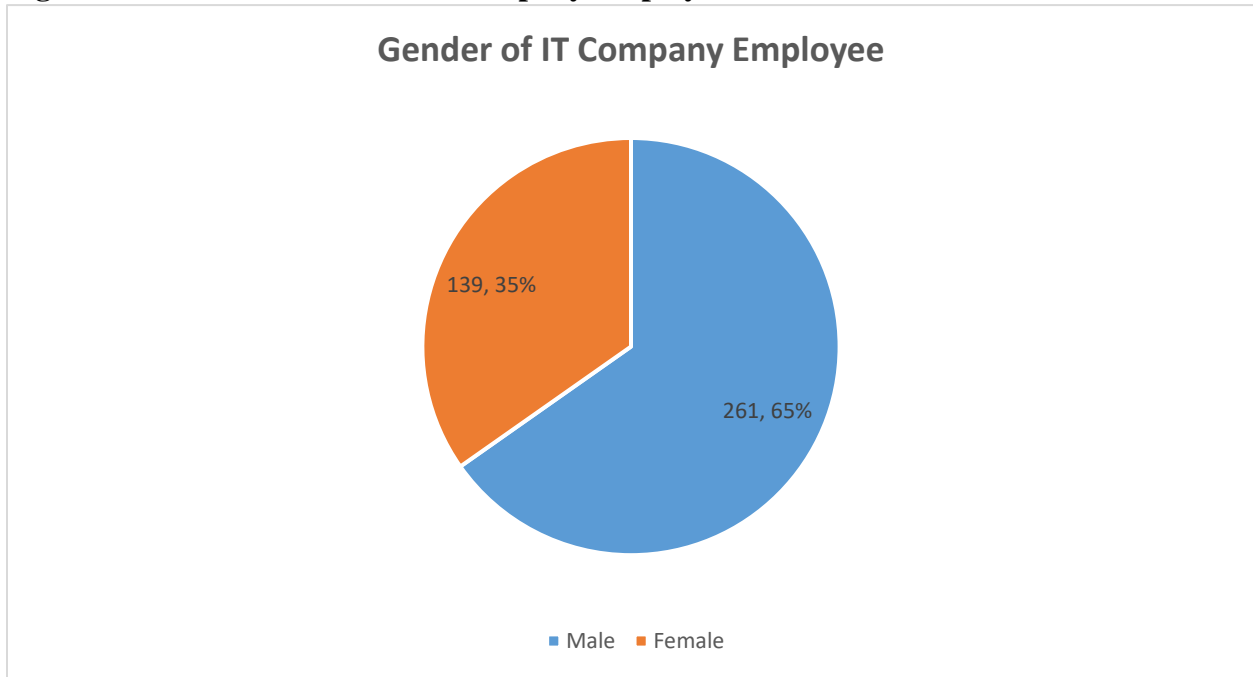
IT-ITeS COMPANY EMPLOYEES

Table: 1.80 Gender of IT- ITeS Company Employees

Gender of IT- ITeS Company Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	261	65.3	65.3	65.3
	Female	139	34.8	34.8	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.20 Gender of IT- ITeS Company Employees



(Sources: Research Result)

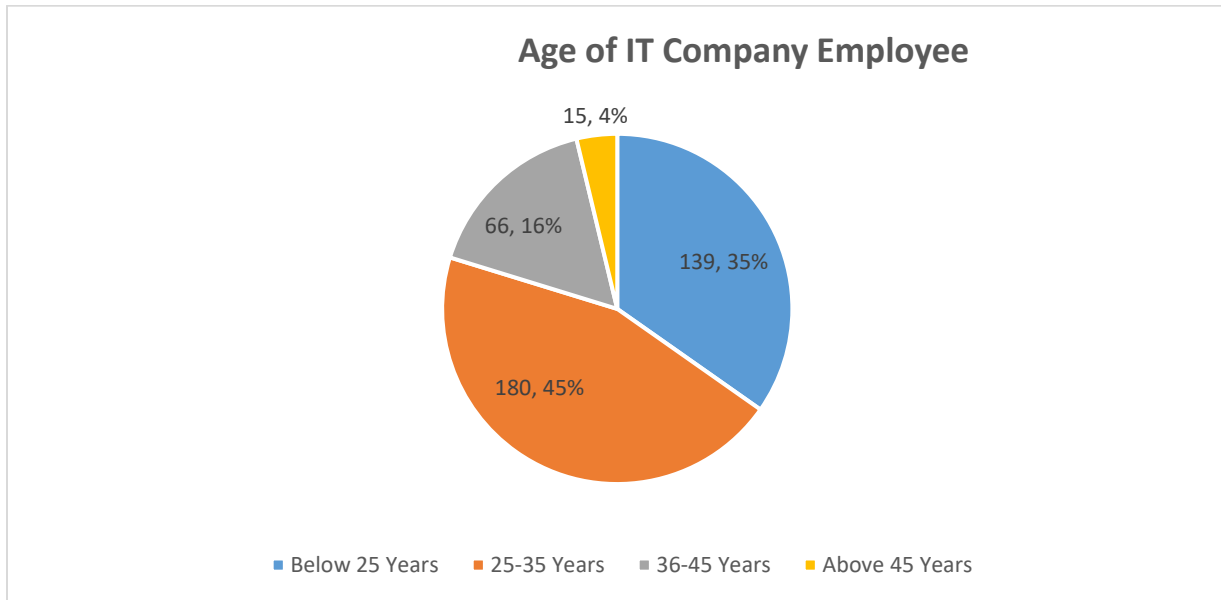
From the above table and figure regarding the demographic profile in terms of Gender, it has been noted that the majority of the IT- ITeS Company Employees are falling into the category of Male i.e., 261 (65.3%) out of the total 400 responses followed by the female Employees in the IT- ITeS i.e., 139 (34.8%).

Table: 1.81 Age of IT- ITeS Company Employees

Age of IT- ITeS Company Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 Years	139	34.8	34.8	34.8
	25-35 Years	180	45.0	45.0	79.8
	36-45 Years	66	16.5	16.5	96.3
	Above 45 Years	15	3.8	3.8	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.21 Age of IT- ITES Company Employees



(Sources: Research Result)

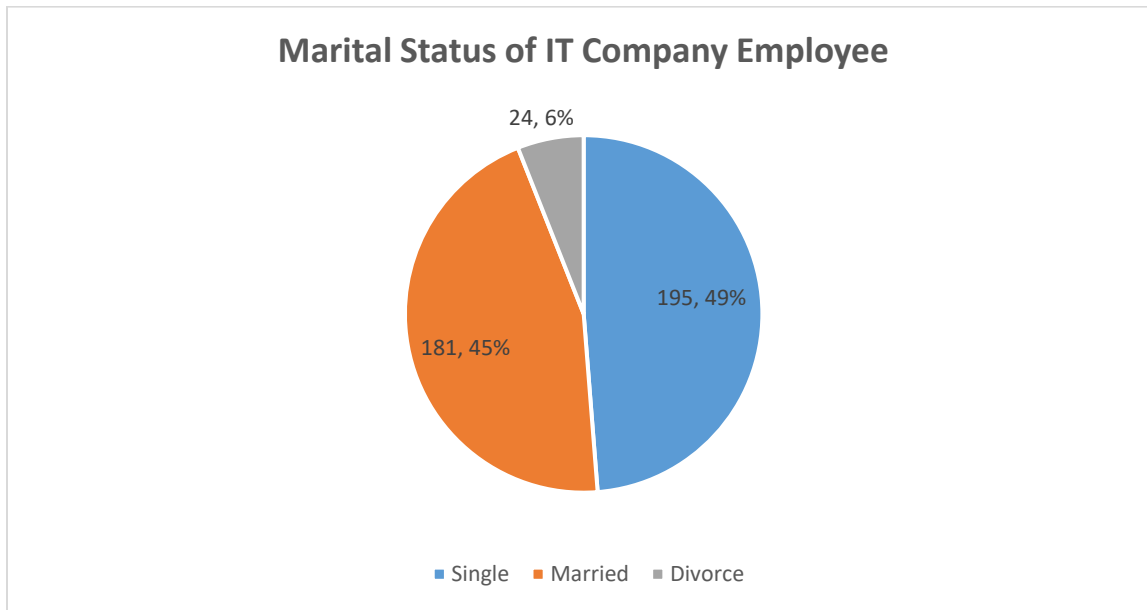
From the above table and figure regarding the demographic profile in terms of Age, it has been noted that the majority of the IT- ITES Company Employees are falling into the category of 25-35 Years i.e. 180 (45.0%) out of the total responses of 400 followed by the age group of Below 25 Years i.e. 139 (34.8%). The IT- ITES Company Employees who are falling into the 36-45 Years are 66 (16.5%) and the Age group Above 45 Years are 15 (3.8%).

Table: 1.82 Marital Status of IT- ITeS Company Employees

Marital Status of IT- ITeS Company Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	195	48.8	48.8	48.8
	Married	181	45.3	45.3	94.0
	Divorce	24	6.0	6.0	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.22 Marital Status of IT- ITES Company Employees



(Sources: Research Result)

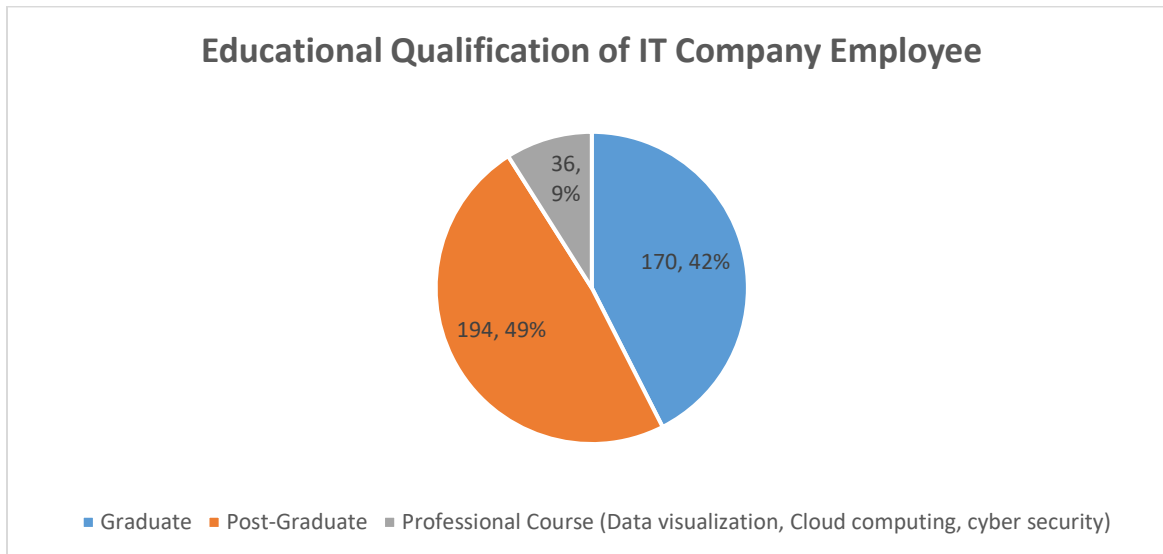
From the above table and figure regarding the demographic profile in terms of Marital Status, it has been noted that the majority of the IT- ITES Company Employees are falling into the category of Single i.e., 195 (48.8%) out of the total responses of 400 followed by the Married i.e., 181 (45.3%). Those who are falling into Divorce are 24 (6.0%).

Table: 1.83 Educational Qualification of IT- ITeS Company Employees

Educational Qualification of IT- ITeS Company Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	170	42.5	42.5	42.5
	Post-Graduate	194	48.5	48.5	91.0
	Professional Course (Data visualization, Cloud computing, cyber security)	36	9.0	9.0	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.23 Educational Qualification of IT- ITES Company Employees



(Sources: Research Result)

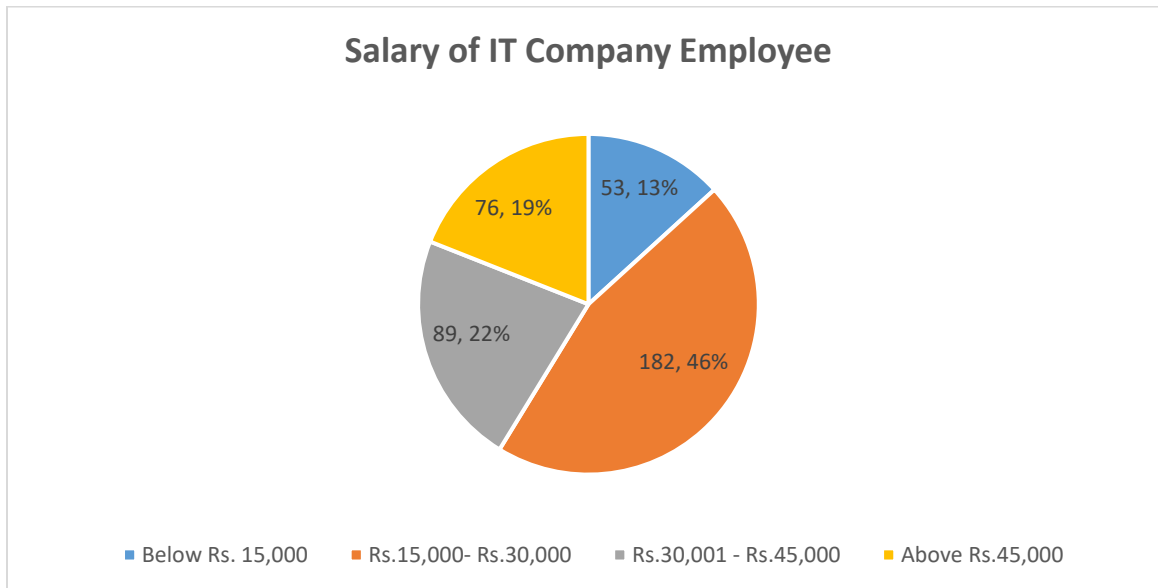
From the above table and figure regarding the demographic profile in terms of Educational Qualification, it has been noted that the majority of the IT- ITES Company Employees are falling into the category of post-Graduate i.e., 194 (48.5%) out of the total responses of 400 followed by the Graduate i.e., 170 (42.5%). The IT- ITES Company Employees who have their qualification in Professional Courses (Data visualization, Cloud computing, cyber security) are 36 (9.0%).

Table: 1.84 Salary of IT- ITeS Company Employees

Salary of IT- ITeS Company Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Rs. 15,000	53	13.3	13.3	13.3
	Rs.15,000- Rs.30,000	182	45.5	45.5	58.8
	Rs.30,001 - Rs.45,000	89	22.3	22.3	81.0
	Above Rs.45,000	76	19.0	19.0	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure:1.24 Salary of IT -ITES Company Employees



(Sources: Research Result)

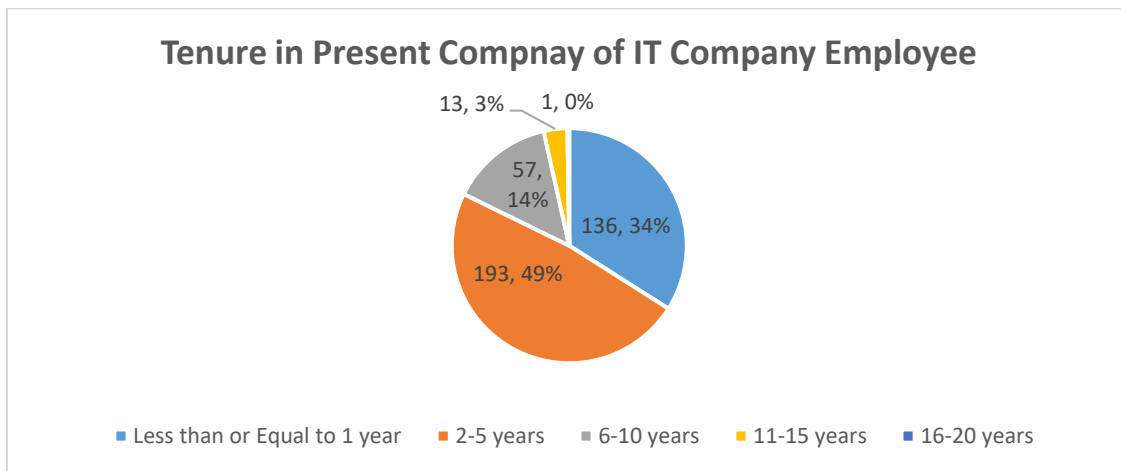
From the above table and figure regarding the demographic profile in terms of Salary, it has been noted that the majority of the IT- ITES Company Employees are falling into the category of Rs.15,000- Rs.30,000 i.e., 182 (45.5%) out of the total responses of 400 followed by the Salary Rs.30,001 - Rs.45,000 i.e., 89 (22.3%). The IT- ITES Company Employees who are having salary Above Rs.45,000 are 76 (19.0%) and those Employees who are having a salary Below Rs. 15,000 are 53 (13.3%).

Table: 1.85 Tenure of Present Company of IT- ITeS Employees

Tenure in Present Company of IT- ITeS Company Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than or Equal to 1 year	136	34.0	34.0	34.0
	2-5 years	193	48.3	48.3	82.3
	6-10 years	57	14.3	14.3	96.5
	11-15 years	13	3.3	3.3	99.8
	16-20 years	1	.3	.3	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.25 Tenure of Present Company of IT- ITES Employees



(Sources: Research Result)

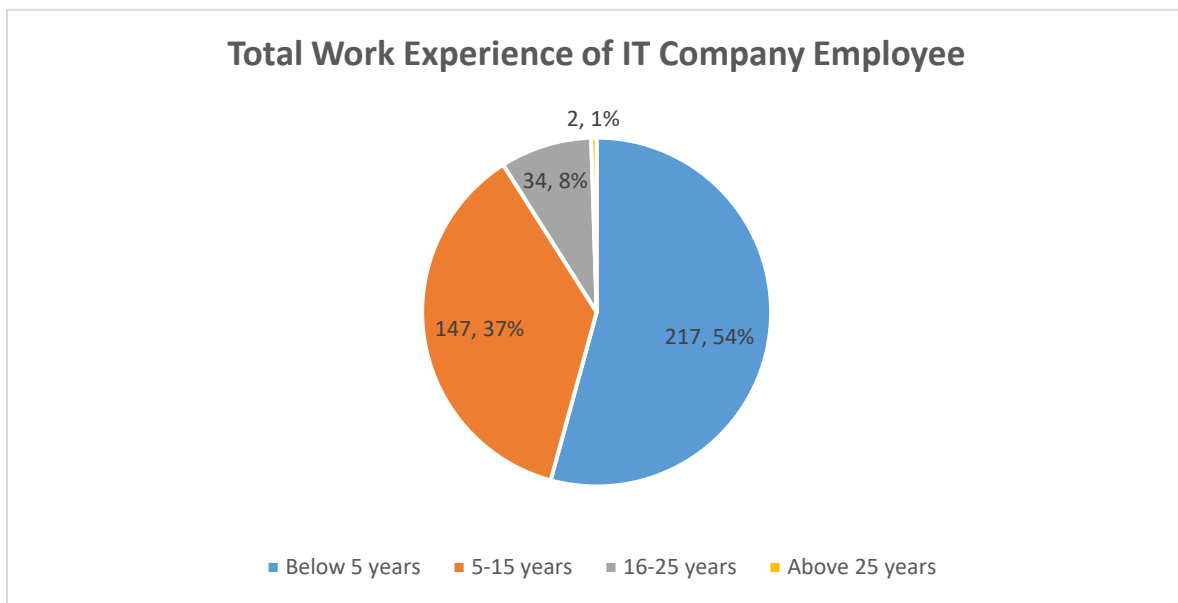
From the above table and figure regarding the demographic profile in terms of Tenure for Present IT-ITES company, it has been noted that the majority of the IT- ITES Company Employees are falling into the category of 2-5 years i.e., 193 (48.3%) out of the total responses of 400 followed by the Less than or Equal to 1 year i.e., 136 (34.0%). The IT- ITES Company Employees who are having their Tenure in present IT 6-10 years are 57 (14.3%), for those Employees who are having the salary of 11-15 years are 13 (3.3%), for those who are having the tenure of 16-20 years are 16 (4.0%) and for those who are having tenure of >20 years are 1 (.3%).

Table: 1.86 Total Work Experience of IT-ITeS Company Employees

Total Work Experience of IT-ITeS Company Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	217	54.3	54.3	54.3
	5-15 years	147	36.8	36.8	91.0
	16-25 years	34	8.5	8.5	99.5
	Above 25 years	2	.5	.5	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure: 1.26 Total Work Experience of IT-ITES Company Employees



(Sources: Research Result)

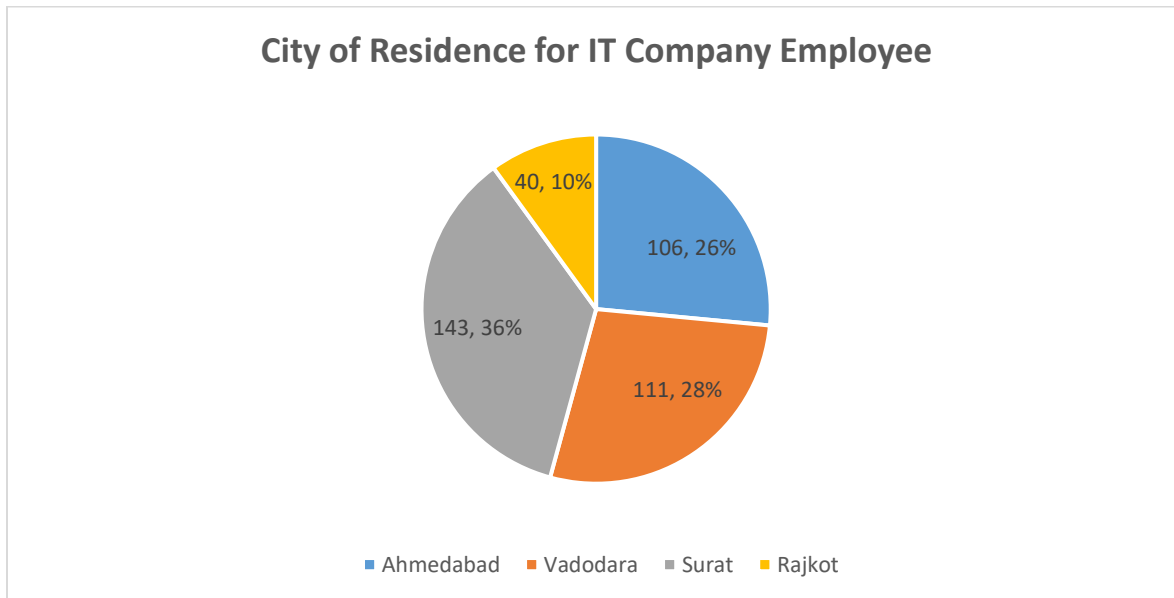
From the above table and figure regarding the demographic profile in terms of Work Experience of IT-ITES employees, it has been noted that the majority of the IT-ITES company Employees are falling into the category of Below 5 years i.e., 207 (54.3%) out of the total responses of 400 followed by 5-15 years i.e., 147 (36.8%). The IT-ITES Company Employees who are having their work experience of 16-25 years are 34 (8.5%), and for those who are having experience of Above 25 years are 2 (0.5%).

Table: 1.87 City of Residence for IT-ITES Company Employees

City of Residence for IT-ITES Company Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ahmedabad	106	26.5	26.5	26.5
	Vadodara	111	27.8	27.8	54.3
	Surat	143	35.8	35.8	90.0
	Rajkot	40	10.0	10.0	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure:1.27 City of Residence for IT-ITES Company Employees



(Sources: Research Result)

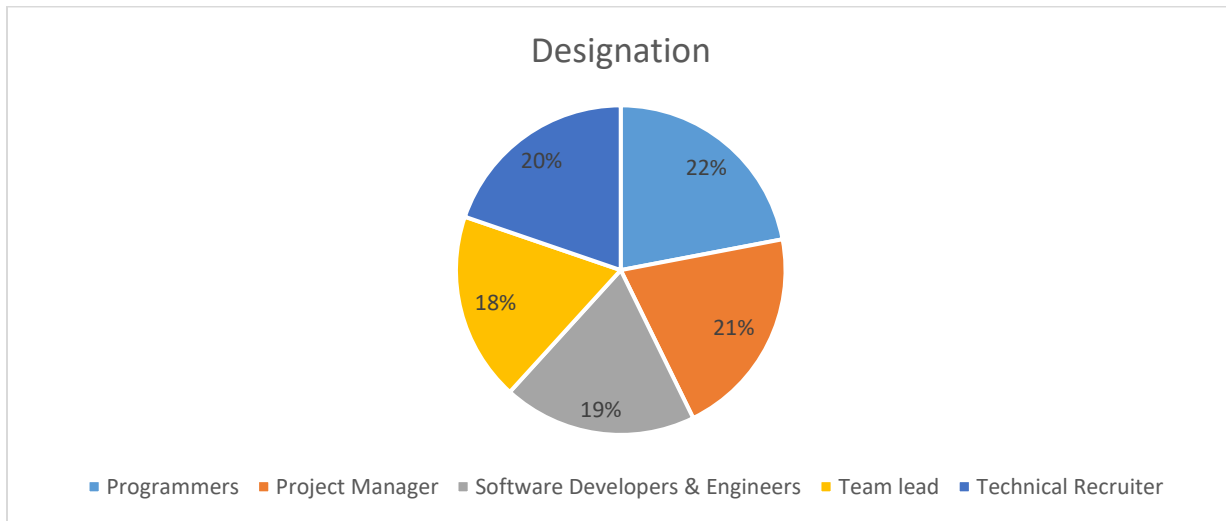
From the above table and figure regarding the demographic profile in terms of City of leaving for IT-ITES company employees, it has been noted that most of the IT-ITES company employees are falling into the city of Surat i.e., 143 (35.8%) out of the total responses of 400 followed by Vadodara city i.e., 111 (27.8%). The IT-ITES Company Employees, who are from Ahmedabad, are 106 (26.5%), and for those who are having experience of Rajkot are 40 (10.0%).

Table: 1.88 Designation for IT-ITES Company Employees

Designation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Programmers	88	22.0	22.0	22.0
	Project Manager	83	20.8	20.8	42.8
	Software Developers & Engineers	76	19.0	19.0	61.8
	Team lead	74	18.5	18.5	80.3
	Technical Recruiter	79	19.8	19.8	100.0
	Total	400	100.0	100.0	

(Sources: Research Result)

Figure:1.28 Designation for IT-ITES Company Employees



(Sources: Research Result)

From the above table and figure and out of 400 respondents, it has been observed that 22% respondents are falling into the programmer, 20.8 % are project Manager, 19% are software developers and engineers, 18.5% are Team lead, 19.8% are technical recruiters.

OBJECTIVE 2: To find out the factors for the Employees' Engagement in terms of IT-ITES Employees.

IT-ITeS EMPLOYEES

Table:1.89 Descriptive Summary of statements for the factors affecting IT-ITES Employees' Engagements

Statements of Factors affecting IT-ITES Company Engagements	SA	A	N	DA	SDA
At my work, I feel bursting with energy.	157	121	92	18	12
<i>% of Total IT-ITES Employees</i>	39.3%	30.3%	23.0%	04.5%	03.0%
At my job, I feel strong and vigorous	180	132	50	21	17
<i>% of Total IT-ITES Employees</i>	45.0%	33.0%	12.5%	05.3%	04.3%
When I get up in the morning, I feel like going to work	195	148	36	12	09
<i>% of Total IT-ITES Employees</i>	48.8%	37.0%	09.0%	03.0%	02.3%
I can continue to work for very long periods at a time	182	127	68	09	14
<i>% of Total IT-ITES Employees</i>	45.5%	31.8%	17.0%	02.3%	03.5%
At my job, I am very resilient, mentally	137	119	128	09	07
<i>% of Total IT-ITES Employees</i>	34.3%	29.8%	32.0%	02.3%	01.8%
At my work I always persevere, even when things do not go well	143	118	86	22	31
<i>% of Total IT-ITES employees</i>	35.8%	29.5%	21.5%	05.5%	07.8%
I find the work that I do full of meaning and purpose.	185	141	53	06	15
<i>% of Total IT-ITES Employees</i>	46.3%	35.3%	13.3%	01.5%	03.8%
I am enthusiastic about my job	211	141	29	11	08
<i>% of Total IT-ITES employees</i>	52.8%	35.3%	07.3%	02.8%	02.0%
My job inspires me	184	130	63	11	12
<i>% of Total IT-ITES Employees</i>	46.0%	32.5%	15.8%	02.8%	03.0%
I am proud of the work that I do.	181	148	45	11	15
<i>% of Total IT-ITES Employees</i>	45.3%	37.0%	11.8%	02.8%	03.8%
Me, my job is challenging	147	124	58	26	45

<i>% of Total IT-ITES Employees</i>	36.8%	31.0%	14.5%	06.5%	11.3%
Time flies when I am working	143	140	84	09	24
<i>% of Total IT-ITES Employees</i>	35.8%	35.0%	21.0%	02.3%	06.0%
When I am working, I forget everything else around me	135	133	62	23	47
<i>% of Total IT-ITES Employees</i>	33.8%	33.3%	15.5%	05.8%	11.8%
I feel happy when I am working intensely.	186	141	50	14	09
<i>% of Total IT-ITES Employees</i>	46.5%	35.3%	12.5%	03.5%	02.3%
I am immersed in my work.	164	129	82	07	18
<i>% of Total IT-ITES Employees</i>	41.0%	32.3%	20.5%	01.8%	04.5%
I get carried away when I am working	159	117	68	21	35
<i>% of Total IT-ITES Employees</i>	39.8%	29.3%	17.0%	05.3%	08.8%
It is difficult to detach myself from my job	164	94	93	20	29
<i>% of Total IT-ITES Employees</i>	41.0%	23.5%	23.3%	05.0%	07.3%
The Company cares about my opinions.	174	134	76	05	11
<i>% of Total IT-ITES Employees</i>	43.5%	33.5%	19.0%	01.3%	02.8%
The Company cares about my well-being.	191	133	52	10	14
<i>% of Total IT-ITES Employees</i>	47.8%	33.3%	13.0%	02.5%	03.5%
The Company strongly considers my goals and values	182	124	83	04	07
<i>% of Total IT-ITES Employees</i>	45.5%	31.0%	20.8%	01.0%	01.8%
Help is available from my Company when I have a problem.	183	142	51	11	13
<i>% of Total IT-ITES Employees</i>	45.5%	35.8%	12.8%	02.8%	03.3%
The Company will forgive mistakes that I admit honestly.	173	139	53	16	19
<i>% of Total IT-ITES Employees</i>	43.3%	34.8%	13.3%	04.0%	04.8%
If given the opportunity, my Company would take advantage of me.	134	101	89	31	45
<i>% of Total IT-ITES Employees</i>	33.5%	25.3%	22.3%	07.8%	11.3%
The Company shows little concern for me.	77	81	103	53	86
<i>% of Total IT-ITES Employees</i>	19.3%	20.3%	25.8%	13.3%	21.5%

My organization is willing to help me if I need a special favor.	157	131	86	11	15
<i>% of Total IT-ITES Employees</i>	39.3%	32.8%	21.5%	02.8%	03.8%
My manager helps me to improve myself.	164	146	47	20	23
<i>% of Total IT-ITES Employees</i>	41.0%	36.5%	11.8%	05.0%	05.8%
My manager takes prompt and fair corrective action on employees who fail to perform their work satisfactorily	157	125	70	18	30
<i>% of Total IT-ITES Employees</i>	39.3%	31.3%	17.5%	04.5%	07.5%
When I do a decent job, my immediate Manager praises me.	165	130	57	28	20
<i>% of Total IT-ITES Employees</i>	41.3%	32.5%	14.3%	07.0%	05.0%
My immediate Manager holds meetings with my workgroups	166	129	54	28	23
<i>% of Total IT-ITES Employees</i>	41.5%	32.3%	13.5%	07.0%	05.8%
My immediate Manager collaborates with me to create strategies and work objectives.	169	136	53	20	22
<i>% of Total IT-ITES Employees</i>	42.3%	34.0%	13.3%	05.0%	05.5%
My work schedule is fair	175	138	50	23	14
<i>% of Total IT-ITES Employees</i>	43.8%	34.5%	12.5%	05.8%	03.5%
I believe my pay is reasonable	135	110	76	38	41
<i>% of Total IT-ITES Employees</i>	33.8%	27.5%	19.0%	09.5%	10.3%
I believe my workload is reasonable.	151	110	75	31	33
<i>% of Total IT-ITES Employees</i>	37.8%	27.5%	18.8%	07.8%	08.3%
Overall, the rewards I receive here are fair	130	126	81	32	31
<i>% of Total IT-ITES Employees</i>	32.5%	31.5%	20.3%	08.0%	07.8%
I feel that my job responsibilities are fair	167	125	50	27	31
<i>% of Total IT-ITES Employees</i>	41.8%	31.3%	12.5%	06.8%	07.8%
My manager makes sure that all employee concerns are heard before job decisions are made	164	141	55	18	22
<i>% of Total IT-ITES Employees</i>	41.0%	35.3%	13.8%	04.5%	05.5%

To make job decisions, my manager collects accurate and complete information	163	137	56	14	30
<i>% of Total IT-ITES Employees</i>	40.8%	34.3%	14.0%	03.5%	07.5%
My manager clarifies decisions and provides additional information when requested by employees	171	132	41	20	36
<i>% of Total IT-ITES Employees</i>	42.8%	33.0%	10.3%	05.0%	09.0%
All job decisions are applied consistently across all affected employees	160	135	69	10	26
<i>% of Total IT-ITES Employees</i>	40.0%	33.8%	17.3%	02.5%	06.5%
Employees have the right to change or appeal a manager's job decision	163	135	61	23	18
<i>% of Total IT-ITES Employees</i>	40.8%	33.8%	15.3%	05.8%	04.5%
The work I did well had an impact on my salary increase, Job security, and promotion available to me	136	131	75	24	34
<i>% of Total IT-ITES Employees</i>	34.0%	32.8%	18.8%	06.0%	08.5%
I get Praise from my Manager.	140	135	69	27	29
<i>% of Total IT-ITES Employees</i>	35.0%	33.8%	17.3%	06.8%	07.3%
The work I did well had an impact on my training and development opportunities.	173	122	66	16	23
<i>% of Total IT-ITES Employees</i>	43.3%	30.5%	16.5%	04.0%	05.8%
The work I did well made me a more challenging job opportunity	163	133	52	26	26
<i>% of Total IT-ITES Employees</i>	40.8%	33.3%	13.0%	06.5%	06.5%
The work I did well got me some form of public recognition (for example Employee of the Month)	158	115	59	38	30
<i>% of Total IT-ITES Employees</i>	39.5%	28.8%	14.8%	09.5%	07.5%
There is a reward or token of appreciation.	169	118	52	29	32
<i>% of Total IT-ITES Employees</i>	42.3%	29.5%	13.0%	07.3%	08.0%
I like to stay working in this IT	165	147	46	17	25
<i>% of Total IT-ITES Employees</i>	41.3%	36.8%	11.5%	04.3%	06.3%
I have a very bright future with this IT.	148	122	82	24	24

<i>% of Total IT-ITES Employees</i>	37.0%	30.5%	20.5%	06.0%	06.0%
I am planning on working for another IT within three years	73	76	114	55	82
<i>% of Total IT-ITES Employees</i>	18.3%	19.0%	28.5%	13.8%	20.5%
If I wanted to do another job, the first place I would look would be within this IT.	123	134	101	22	20
<i>% of Total IT-ITES Employees</i>	30.8%	33.5%	25.3%	05.5%	05.0%
If it were up to me, I would spend the next five years working with this IT-ITES.	149	137	74	18	22
<i>% of Total IT-ITES Employees</i>	37.3%	34.3%	25.3%	05.5%	05.5%
If I had the chance to start over, I would choose to work with another IT.	91	71	92	58	88
<i>% of Total IT-ITES Employees</i>	22.8%	17.8%	23.0%	14.5%	22.0%
I would like to accept an attractive job offer from another IT	104	82	73	58	83
<i>% of Total IT-ITES Employees</i>	26.0%	20.5%	18.3%	14.5%	20.8%

(Sources: Research Result)

From the above table and Charts with respect to the Statements of Factors affecting IT-ITES Employees' Engagements, it has been noted that.

- For the statement called “At my work, I feel bursting with energy,” the response received for the category of Strongly Agree is 157 (39.3%), for the Agree 121 (30.3%), for the Neutral 92 (23.0%), the Disagree 18 (04.5%) and for the Strongly Disagree 12 (03.0%)
- For the statement called “At my job, I feel strong and vigorous,” the response received for the category of Strongly Agree are 195 (48.8%), for the Agree 148 (37.0%), for the Neutral 36 (09.0%), the Disagree 12 (03.0%) and for the Strongly Disagree 09 (02.3%).
- For the statement called “When I get up in the morning, I feel like going to work”, the response received for the category of Strongly Agree is 195 (48.8%), for Agree 148 (37.0%), the Neutral 36 (09.0%), for the Disagree 12 (03.0%) and for the Strongly Disagree 09 (02.3%).
- For the statement called “I can continue to work for very long periods at a time”, the response received for the category of Strongly Agree is 182 (45.5%), for the Agree 127

(31.8%), for the Neutral 68 (17.0%), for Disagree 09 (02.3%) and for the Strongly Disagree 14 (03.5%).

- For the statement called “At my job, I am very resilient, mentally,” the response received for the category of Strongly Agree is 137 (34.3%), for the Agree 119 (29.8%), the Neutral 128 (32.0%), for the Disagree 09 (02.3%) and for the Strongly Disagree 07 (01.8%).
- For the statement called “At my work, I always persevere, even when things do not go well”, the response received for the category of Strongly Agree is 99 (24.8%), for Agree 185 (46.3%), for the Neutral 83 (20.8%), for the Disagree 26 (06.5%) and for the Strongly Disagree 07 (01.8%).
- For the statement called “I find the work that I do full of meaning and purpose.”, the response received for the category of Strongly Agree is 143 (35.8%), for the Agree 118 (29.5%), for the Neutral 86 (21.5%), for the Disagree 22 (05.5%) and for the Strongly Disagree 31 (07.8%).
- For the statement called “I find the work that I do full of meaning and purpose.”, the response received for the category of Strongly Agree is 185 (46.3%), for the Agree 141 (35.3%), for the Neutral 53 (13.3%), for the Disagree 06 (01.5%) and for the Strongly Disagree 15 (03.8%).
- For the statement called “I am enthusiastic about my job”, the response received for the category of Strongly Agree is 211 (52.8%), for the Agree 141 (35.3%), for the Neutral 29 (07.3%), for the Disagree 11 (02.8%) and for the Strongly Disagree 08 (02.0%).
- For the statement called “My job inspires me”, the response received for the category of Strongly Agree is 184 (46.0%), for the Agree 130 (32.5%), for the Neutral 63 (15.8%), for the Disagree 11 (02.8%) and for the Strongly Disagree 12 (03.0%).
- For the statement called “I am proud of the work that I do.”, the response received for the category of Strongly Agree is 141 (45.3%), for the Agree 148 (37.0%), for the Neutral 45 (11.8%), for the Disagree 11 (02.8%) and for the Strongly Disagree 15 (03.8%).
- For the statement called “To me, my job is challenging.”, the response received for the category of Strongly Agree is 147 (36.8%), for the Agree 124 (31.0%), for the Neutral 58 (14.5%), for the Disagree 26 (06.5%) and for the Strongly Disagree 45 (11.3%).

- For the statement called “Time flies when I am working.”, the response received for the category of Strongly Agree is 143 (35.8%), for the Agree 140 (35.0%), for the Neutral 84 (21.0%), for the Disagree 09 (02.3%) and for the Strongly Disagree 24 (06.0%).
- For the statement called “When I am working, I forget everything else around me.”, the response received for the category of Strongly Agree is 135 (33.8%), for the Agree 133 (33.3%), for the Neutral 62 (15.5%), for the Disagree 23 (05.8%) and for the Strongly Disagree 47 (11.8%).
- For the statement called “I feel happy when I am working intensely.”, the response received for the category of Strongly Agree is 186 (46.5%), for the Agree 141 (35.3%), for the Neutral 50 (12.5%), for the Disagree 14 (03.5%) and for the Strongly Disagree 09 (02.3%).
- For the statement called “I am immersed in my work.”, the response received for the category of Strongly Agree is 164 (41.0%), for the Agree 129 (32.3%), for the Neutral 82 (20.5%), for the Disagree 07 (01.8%) and for the Strongly Disagree 18 (04.5%).
- For the statement called “I get carried away when I am working.”, the response received for the category of Strongly Agree is 158 (39.8%), for the Agree 117 (29.3%), for the Neutral 68 (17.0%), for the Disagree 21 (05.3%) and for the Strongly Disagree 35 (08.8%).
- For the statement called “It is difficult to detach myself from my job.”, the response received for the category of Strongly Agree is 164 (41.0%), for the Agree 94 (23.5%), for the Neutral 93 (23.3%), for the Disagree 20 (05.0%) and for the Strongly Disagree 29 (07.3%).
- For the statement called “The Company cares about my opinions.”, the response received for the category of Strongly Agree are 174 (43.5%), for the Agree 134 (33.5%), for the Neutral 76 (19.0%), for the Disagree 05 (01.3%) and for the Strongly Disagree 11 (02.8%).
- For the statement called “The Company strongly considers my goals and values.”, the response received for the category of Strongly Agree is 182 (45.5%), for the Agree 124 (31.0%), for the Neutral 83 (20.8%), for the Disagree 04 (01.0%) and for the Strongly Disagree 07 (01.8%).
- For the statement called “Help is available from my IT when I have a problem.”, the response received for the category of Strongly Agree is 183 (45.5%), for the Agree 142 (35.8%), for the Neutral 51 (12.8%), for the Disagree 11 (02.8%) and for the Strongly Disagree 13 (03.3%).

- For the statement called “The company will forgive mistakes that I admit honestly.”, the response received for the category of Strongly Agree is 173 (43.3%), for the Agree 139 (34.8%), for the Neutral 53 (13.3%), for the Disagree 16 (04.0%) and for the Strongly Disagree 19 (04.8%).
- For the statement called “If given the opportunity, my IT would take advantage of me.”, the response received for the category of Strongly Agree is 134 (33.5%), for the Agree 101 (25.3%), for the Neutral 89 (22.3%), for the Disagree 31 (07.8%) and for the Strongly Disagree 45 (11.3%).
- For the statement called “The Company shows very little concern for me.”, the response received for the category of Strongly Agree is 77 (19.3%), for the Agree 81 (20.3%), for the Neutral 103 (25.8%), for the Disagree 53 (13.3%) and for the Strongly Disagree 86 (21.5%).
- For the statement called “My organization is willing to help me if I need a special favour.”, the response received for the category of Strongly Agree is 157 (39.3%), for the Agree 131 (32.8%), for the Neutral 86 (21.5%), for the Disagree 11 (02.8%) and for the Strongly Disagree 15 (03.8%).
- For the statement called “My manager helps me to improve myself.”, the response received for the category of Strongly Agree is 112 (28.0%), for the Agree 203 (50.8%), for the Neutral 48 (12.0%), for the Disagree 19 (04.8%) and for the Strongly Disagree 18 (04.5%).
- For the statement called “My manager takes prompt and fair corrective action on employees who fail to perform their work satisfactorily.”, the response received for the category of Strongly Agree is 164 (41.0%), for the Agree 146 (36.5%), for the Neutral 47 (11.8%), for the Disagree 20 (05.0%) and for the Strongly Disagree 23 (05.8%).
- For the statement called “When I do a good job, my immediate Manager praises me.”, the response received for the category of Strongly Agree is 165 (41.3%), for the Agree 130 (32.5%), for the Neutral 57 (14.3%), for the Disagree 28 (07.0%) and for the Strongly Disagree 20 (05.0%).
- For the statement called “My immediate Manager holds meetings with my work groups.”, the response received for the category of Strongly Agree is 166 (41.5%), for the Agree 129 (32.3%), for the Neutral 54 (13.5%), for the Disagree 28 (07.0%) and for the Strongly Disagree 23 (05.8%).

- For the statement called “My immediate Manager collaborates with me to create strategies and work objectives.”, the response received for the category of Strongly Agree is 169 (42.3%), for the Agree 136 (34.0%), for the Neutral 53 (13.3%), for the Disagree 20 (05.0%) and for the Strongly Disagree 22 (05.5%).
- For the statement called “My work schedule is fair.”, the response received for the category of Strongly Agree is 175 (43.8%), for the Agree 138 (34.5%), for the Neutral 50 (12.5%), for the Disagree 23 (05.8%) and for the Strongly Disagree 14 (03.5%).
- For the statement called “I believe my pay is reasonable.”, the response received for the category of Strongly Agree is 135 (33.8%), for the Agree 110 (27.5%), for the Neutral 76 (19.0%), for the Disagree 38 (09.5%) and for the Strongly Disagree 41 (10.3%).
- For the statement called “I believe my workload is reasonable.”, the response received for the category of Strongly Agree is 151 (37.8%), for the Agree 110 (27.5%), for the Neutral 75 (18.8%), for the Disagree 31 (07.8%) and for the Strongly Disagree 33 (08.3%).
- For the statement called “Overall, the rewards I receive here are fair.”, the response received for the category of Strongly Agree is 130 (32.5%), for the Agree 126 (31.5%), for the Neutral 81 (20.3%), for the Disagree 32 (08.0%) and for the Strongly Disagree 31 (07.8%).
- For the statement called “I feel that my job responsibilities are fair.”, the response received for the category of Strongly Agree is 167 (41.8%), for the Agree 125 (31.3%), for the Neutral 50 (12.5%), for the Disagree 27 (06.8%) and for the Strongly Disagree 31 (07.8%).
- For the statement called “My manager makes sure that all employee concerns are heard before job decisions are made.”, the response received for the category of Strongly Agree is 164 (41.0%), for the Agree 141 (35.3%), for the Neutral 55 (13.8%), for the Disagree 18 (04.5%) and for the Strongly Disagree 22 (05.5%).
- For the statement called “To make job decisions, my manager collects accurate and complete information.”, the response received for the category of Strongly Agree is 163 (40.8%), for the Agree 137 (34.3%), for the Neutral 56 (14.0%), for the Disagree 14 (03.5%) and for the Strongly Disagree 30 (07.5%).
- For the statement called “My manager clarifies decisions and provides additional information when requested by employees.”, the response received for the category of

Strongly Agree is 171 (42.8%), for the Agree 132 (33.0%), for the Neutral 41 (10.3%), for the Disagree 20 (05.0%) and for the Strongly Disagree 36 (09.0%).

- For the statement called “All job decisions are applied consistently across all affected employees.”, the response received for the category of Strongly Agree is 160 (40.0%), for the Agree 135 (33.8%), for the Neutral 69 (17.3%), for the Disagree 10 (02.5%) and for the Strongly Disagree 26 (06.5%).
- For the statement called “Employees have the right to change or appeal a manager's job decision.”, the response received for the category of Strongly Agree is 163 (40.8%), for the Agree 135 (33.8%), for the Neutral 61 (15.3%), for the Disagree 23 (05.8%) and for the Strongly Disagree 18 (04.5%).
- For the statement called “The work I did well had an impact on my salary increase, Job security, and promotion available to me.”, the response received for the category of Strongly Agree is 136 (34.0%), for the Agree 131 (32.8%), for the Neutral 75 (18.8%), for the Disagree 24 (06.0%) and for the Strongly Disagree 34 (08.5%).
- For the statement called “I get Praise from my Manager.”, the response received for the category of Strongly Agree is 140 (35.0%), for the Agree 135 (33.8%), for the Neutral 69 (17.3%), for the Disagree 27 (06.8%) and for the Strongly Disagree 29 (07.3%).
- For the statement called “The work I did well had an impact on my training and development opportunities.”, the response received for the category of Strongly Agree is 173 (43.3%), for the Agree 122 (30.5%), for the Neutral 66 (16.5%), for the Disagree 16 (04.0%) and for the Strongly Disagree 23 (05.8%).
- For the statement called “The work I did well made me have a more challenging job opportunity.”, the response received for the category of Strongly Agree is 163 (40.8%), for the Agree 133 (33.3%), for the Neutral 52 (13.0%), for the Disagree 26 (06.5%) and for the Strongly Disagree 26 (06.5%).
- For the statement called “The work I did well got me some form of public recognition (example: Employee of the month).”, the response received for the category of Strongly Agree is 158 (39.5%), for the Agree 115 (28.8%), for the Neutral 59 (14.8%), for the Disagree 38 (09.5%) and for the Strongly Disagree 30 (07.5%).

- For the statement called “There is a reward or token of appreciation.”, the response received for the category of Strongly Agree is 169 (42.3%), for the Agree 118 (29.5%), for the Neutral 52 (13.0%), for the Disagree 29 (07.3%) and for the Strongly Disagree 32 (08.0%).
- For the statement called “I like to stay working in this IT-ITES.”, the response received for the category of Strongly Agree is 165 (41.3%), for the Agree 147 (36.8%), for the Neutral 46 (11.5%), for the Disagree 17 (04.3%) and for the Strongly Disagree 25 (06.3%).
- For the statement called “I have a very bright future with this IT.”, the response received for the category of Strongly Agree is 148 (37.0%), for the Agree 122 (30.5%), the Neutral 82 (20.5%), Disagree 24 (06.0%) and for the Strongly Disagree 16 (04.0%).
- For the statement called “I’m planning on working for another IT within three years.”, the response received for the category of Strongly Agree is 73 (18.3%), for the Agree 76 (19.0%), for the Neutral 114 (28.5%), the Disagree 55 (13.8%) and the Strongly Disagree 82 (20.5%).
- For the statement called “If I wanted to do another job, the first place I would look would be within this IT.”, the response received for the category of Strongly Agree is 123 (30.8%), for the Agree 134 (33.5%), for the Neutral 101 (25.3%), for the Disagree 22 (05.5%) and for the Strongly Disagree 20 (05.0%).
- For the statement called “If it were up to me, I would spend the next five years working with this IT.”, the response received for the category of Strongly Agree is 149 (37.3%), for the Agree 147 (34.3%), for the Neutral 74 (25.3%), for the Disagree 18 (05.5%) and for the Strongly Disagree 22 (05.5%).
- For the statement called “If I had the chance to start over, I would choose to work with another IT.”, the response received for the category of Strongly Agree is 91 (22.8%), for the Agree 71 (17.8%), for the Neutral 92 (23.0%), for the Disagree 58 (14.5%) and for the Strongly Disagree 88 (22.0%).
- For the statement called “I would like to accept an attractive job offer from another IT.”, the response received for the category of Strongly Agree is 104 (26.0%), for the Agree 82 (20.5%), for the Neutral 73 (18.3%), for the Disagree 58 (14.5%) and for the Strongly Disagree 83 (20.8%).
- Mean score of employee engagement in IT-ITeS company is comparatively less than Private Bank employees.

OBJECTIVE 3: To identify the causal relationship between employee engagement and employee retention in the private bank & selected IT -ITeS companies of Gujarat.

H0: There is no significant impact of Employees engagement on Employees Retention in selected IT -ITeS companies of Gujarat.

H1: There is a significant impact of Employees engagement on Employees Retention in selected IT -ITeS companies of Gujarat.

Table 1.90: Model Summary for the Impact of Employee Engagement on the Employee Retention

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.071 ^a	.005	.002	.11999	.096
a. Predictors: (Constant), Employee Engagement					
b. Dependent Variable: Employee Retention					

The model summary provides information about the goodness-of-fit of the regression model assessing the impact of employee engagement on employee retention for selected IT employees. The model fit statistics indicate that the model explaining Employee Retention based on Employee Engagement is not very effective. The R square value is very low, suggesting that Employee Engagement accounts for only a small proportion of the variance in Employee Retention. The low R square and adjusted R square values suggest that the model does not adequately explain the variability in Employee Retention based on Employee Engagement.

Table 1.91: ANOVA for the Impact of Employee Engagement on the Employee Retention

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	.026	1	.026	1.779	.183 ^b
	Residual	5.126	398	.014		
	Total	5.152	399			
a. Dependent Variable: Employee Retention						
b. Predictors: (Constant), Employee Engagement						

The ANOVA table provides information about the analysis of variance for the regression model assessing the impact of employee engagement on employee retention for selected IT employees. The ANOVA results suggest that the regression model, which examines the impact of Employee Engagement on Employee Retention, is not statistically significant ($p = 0.183$). This means that the variability in Employee Retention explained by Employee Engagement in the model is not significantly different from what would be expected by chance. Therefore, based on the ANOVA results, there is insufficient evidence to conclude that Employee Engagement has a significant impact on Employee Retention among the selected IT employees in this model.

Table 1.92 : Coefficient for the Impact of Employee Engagement on the Employee Retention

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.439	.019		129.658	.000		
	Employee Engagement	.012	.009	.071	1.334	.183	1.000	1.000
a. Dependent Variable: Employee Retention								

The coefficients table provides information about the coefficients of the regression model assessing the impact of employee engagement on employee retention for selected IT employees. For the constant term (intercept), the unstandardized coefficient (B) is 2.439, indicating the

expected value of Employee Retention when Employee Engagement is zero. For the Employee Engagement variable, the unstandardized coefficient (B) is 0.012, suggesting that for each one-unit increase in Employee Engagement, the average Employee Retention is expected to increase by 0.012 units. For Employee Engagement, the standardized coefficient (Beta) is 0.071, indicating the strength and direction of the relationship between Employee Engagement and Employee Retention, considering their standard deviations. the coefficient for Employee Engagement is not statistically significant ($p = 0.183$), suggesting that Employee Engagement may not have a significant impact on Employee Retention among the selected IT employees in this model. Additionally, there is no evidence of multicollinearity between the predictor variables.

Table: 1.93 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Bartlett's Test of Sphericity	Approx. Chi-Square	2219.869
	Df	253
	Sig.	0.000

(Sources: Research Result)

Several characteristics will be used to assess and evaluate the value of the KMO and Bartlett Test. Here in this study, the KMO value is 0.856, which is a good value when it comes to running the factor analysis for the IT-ITES employees' variables to identify employee engagement.

A whole set of distributions' multivariate normality is assessed for sphericity in component analysis using the Bartlett Test of Sphericity, on the other hand. Since it depends on whether the correlation matrix for the data set an ordinal signal matrix for the researcher is, it is also connected to their capacity for factor analysis. If the data is less than 0.05, then it is often accepted to run the factors for the research according to the Bartlett test's acceptable criteria. The Bartlett test of sphericity value in this study is 0.000, which is less than 0.05, indicating that the study supports further analysis of the variables that have been necessary for customer satisfaction for IT-ITES employees for the identification of employee engagement at their organization.

Table: 1.94 Communalities Value for the Statements of IT-ITES employee engagement

Communalities		
	Initial	Extraction

Employee_Eng_1	1.000	.644
Employee_Eng_2	1.000	.748
Employee_Eng_3	1.000	.672
Employee_Eng_4	1.000	.612
Employee_Eng_5	1.000	.773
Employee_Eng_6	1.000	.599
Employee_Eng_7	1.000	.722
Employee_Eng_8	1.000	.809
Employee_Eng_11	1.000	.572
Employee_Eng_12	1.000	.623
Employee_Eng_13	1.000	.769
Employee_Eng_14	1.000	.604
Employee_Eng_15	1.000	.744
Employee_Eng_16	1.000	.685
Employee_Eng_17	1.000	.679
Perceived_OS_1	1.000	.871
Perceived_OS_2	1.000	.874
Perceived_OS_3	1.000	.795
Perceived_OS_4	1.000	.684
Perceived_OS_5	1.000	.871
Perceived_OS_6	1.000	.874
Perceived_OS_7	1.000	.795
Perceived_OS_8	1.000	.597
Perceived_SS_1	1.000	.674
Perceived_SS_2	1.000	.753
Perceived_SS_3	1.000	.561
Perceived_SS_4	1.000	.575
Distributive_Justice_3	1.000	.719
Distributive_Justice_4	1.000	.653
Distributive_Justice_5	1.000	.698
Proce_Justice_1	1.000	.541
Proce_Justice_2	1.000	.639
Reward_Recognition_1	1.000	.626
Reward_Recognition_2	1.000	.766
Reward_Recognition_3	1.000	.752
Reward_Recognition_4	1.000	.717
Reward_Recognition_5	1.000	.754
Reward_Recognition_6	1.000	.671
Employee_Retention_1	1.000	.530
Employee_Retention_2	1.000	.801

Employee_Retention_4	1.000	.778
Employee_Retention_5	1.000	.722
Employee_Retention_6	1.000	.809
Proce_Justice_3	1.000	.706
Extraction Method: Principal Component Analysis.		

(Sources: Research Result)

The table mentioned above shows the communalities value which is also called covariance value for the factors responsible for employee engagement in terms of IT-ITES employees. The ideal value for the communalities should be greater than 0.7 due to which these parameters are going to support more for further analysis for the research to achieve more concrete results. The communalities table mentioned above shows the value for the IT-ITES employees for the employee engagement factors identification.

Table: 1.95 Total Variance Explained for the IT-ITES Employees in the Employee Engagements

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.47	28.35	28.38	12.47	28.35	28.358	8.331	18.935	18.935
2	7.676	17.44	45.80	7.67	17.44	45.803	7.649	17.38	36.319
3	4.641	10.54	56.34	4.64	10.54	56.349	5.827	13.24	49.562
4	1.923	4.370	60.72	1.92	4.370	60.720	3.324	7.555	57.117
5	1.684	3.827	64.54	1.684	3.827	64.547	2.866	6.514	63.632
6	1.451	3.297	67.84	1.451	3.297	67.844	1.706	3.876	67.508
7	1.211	2.752	70.59						
8	.970	2.205	72.80						
9	.853	1.939	74.74						
10	.842	1.914	76.65						
11	.802	1.822	78.47						
12	.700	1.590	80.06						
13	.645	1.467	81.53						
14	.589	1.338	82.87						
15	.584	1.328	84.19						

16	.535	1.216	85.41						
17	.523	1.188	86.60						
18	.497	1.129	87.73						
19	.463	1.053	88.78						
20	.451	1.024	89.81						
21	.430	.976	90.78						
22	.400	.909	91.69						
23	.378	.860	92.55						
24	.342	.778	93.33						
25	.339	.769	94.10						
26	.307	.697	94.80						
27	.301	.685	95.48						
28	.268	.609	96.09						
29	.255	.579	96.67						
30	.221	.501	97.17						
31	.208	.474	97.64						
32	.202	.460	98.10						
33	.192	.437	98.54						
34	.180	.409	98.95						
35	.159	.362	99.31						
36	.148	.337	99.65						
37	.135	.307	99.96						
38	.016	.035	99.99						
39	.002	.005	100.0						
40	0.00	0.00	100.0						
41	0.00	0.00	100.0						
42	0.00	0.00	100.0						
43	0.00	0.00	100.0						
44	0.00	0.00	100.0						

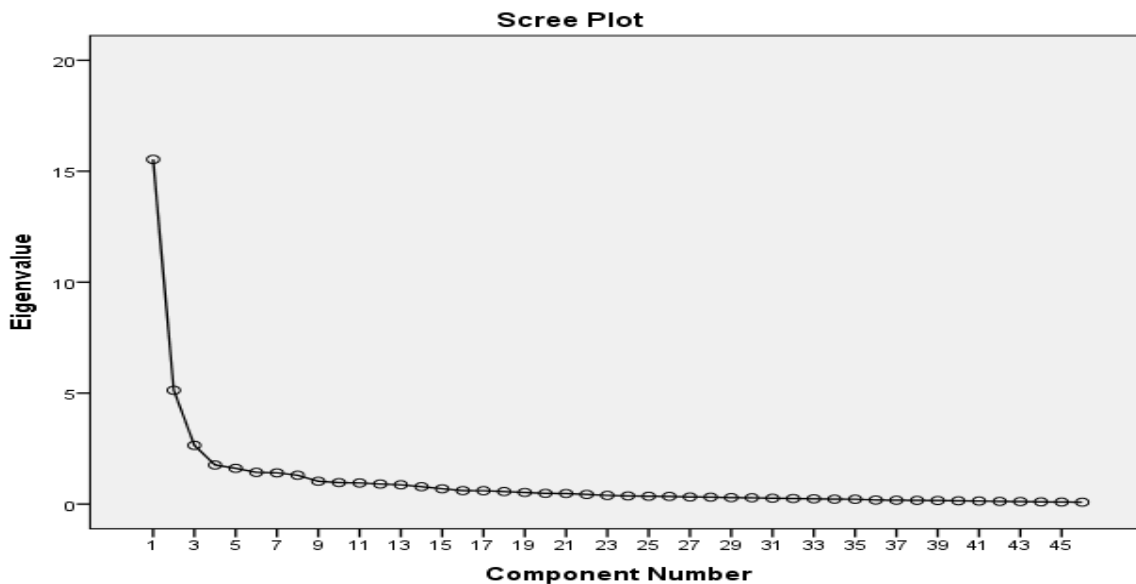
Extraction Method: Principal Component Analysis.

(Sources: Research Result)

The above table it the total variance that have been extracted from the factor analysis of the study for the perception of IT-ITES employee towards their engagement in their own organization, this study has successfully identified total six factors for the perception of IT-ITES employees towards the factors that have the significant impact on the moral of employees to increase their engagement into it and the total factor loading sum of squares that have been achieved through the rotation sum

of square through the varimax method is 67.508 which indicates that the total six factors that have been reflected towards the IT-ITES employees perception towards the engagements represents the 67.51% of the total information that have been seen in the study and there is a data loss for the information that have been obtained through the factor analysis are 32.49% due to which the total 44 statements that have been asked for it which have been turned into the six factors for the perception of employees towards the engagement into their organization. This study is purely incorporated for the getting major factors for the perception of employees towards employee engagement in the organization.

Figure: 1.29 Scree plot for the perception of IT-ITES Employee Engagement



(Sources: Research Result)

The above figure shows the Scree plot for the factors that have been extracted for the perception of IT-ITES employees towards the identification of factors for the IT-ITES Employees. A scree plot is a representation of factor eigenvalues that are sorted from left to right in descending order of magnitude. By locating the point of inflection (where the curve flattens) of the factors, it is intended to determine the maximum number of elements that may be preserved. The important number of factors to be retrieved for your factor analysis is therefore the number of factors before the curve flattens.

Table: 1.96 Component Matrix for the Statements of IT-ITES Employees

Component Matrix ^a						
	Component					
	1	2	3	4	5	6
Perceived_OS_2	.774					
Perceived_OS_6	.774					
Perceived_SS_2	.738					
Perceived_OS_4	.710					
Reward_Recognition_3	.694					
Perceived_SS_1	.689					
Perceived_OS_3	.688					
Perceived_OS_7	.688					
Perceived_OS_5	.686					
Perceived_OS_1	.686					
Proce_Justice_3	.670					
Employee_Eng_14	.662					
Proce_Justice_1	.660					
Reward_Recognition_4	.654					
Distributive_Justice_5	.647					
Reward_Recognition_2	.645		-.563			
Proce_Justice_2	.641					
Employee_Eng_15	.637					
Reward_Recognition_5	.628					
Perceived_OS_8	.615					
Reward_Recognition_6	.614					
Employee_Eng_4	.604					
Distributive_Justice_3	.579					
Distributive_Justice_4	.549					
Reward_Recognition_1	.538		-.520			
Employee_Eng_12						
Employee_Eng_11						
Employee_Retention_6		.884				
Employee_Eng_8		.884				
Employee_Retention_2		.878				
Employee_Retention_4		.859				
Employee_Eng_5		.857				
Employee_Eng_7		.829				
Employee_Retention_5		.829				
Employee_Eng_3		.801				

Perceived_SS_4		.739				
Perceived_SS_3		.738				
Employee_Retention_1		.718				
Employee_Eng_17			.502			
Employee_Eng_16						
Employee_Eng_13				.574		
Employee_Eng_6						
Employee_Eng_1						
Employee_Eng_2						.624
Extraction Method: Principal Component Analysis.						
a. 7 components extracted.						

(Sources: Research Result)

The above table shows the component matrix for the perception of IT-ITES employees towards their engagement in their organization, it has been seen from the above table that there is no clear-cut clarity regarding the factors that are responsible for employee engagement as the statements are getting to overlap into the multiple factors for the employee engagement. To get clarity regarding the factors that are responsible for employee engagement, the researcher needs to proceed further with the 360-degree rotational method in terms of the Varimax, Equamax, or Quatrimax to get the exact factors with supporting statements for the factors responsible for the employee engagement in the IT-ITES Employees.

Table: 1.97 Rotated Component Matrix for the Statements of IT-ITES Employees

Rotated Component Matrix ^a						
	Component					
	1	2	3	4	5	6
Employee_Eng_8	.885					
Employee_Retention_6	.885					
Employee_Retention_2	.878					
Employee_Retention_4	.871					
Employee_Eng_5	.869					
Employee_Eng_7	.845					
Employee_Retention_5	.845					
Employee_Eng_3	.815					
Perceived_SS_3	.744					
Perceived_SS_4	.738					
Employee_Retention_1	.725					
Reward_Recognition_2		.833				

Reward_Recognition_3		.815				
Proce_Justice_3		.809				
Distributive_Justice_3		.795				
Distributive_Justice_5		.775				
Perceived_SS_2		.770				
Distributive_Justice_4		.769				
Perceived_SS_1		.766				
Proce_Justice_2		.737				
Reward_Recognition_5		.665				
Perceived_OS_2			.834			
Perceived_OS_6			.834			
Perceived_OS_1			.811			
Perceived_OS_5			.811			
Perceived_OS_3			.785			
Perceived_OS_7			.785			
Perceived_OS_4			.713			
Perceived_OS_8			.611			
Employee_Eng_13				.786		
Employee_Eng_12				.717		
Employee_Eng_11				.677		
Employee_Eng_6				.649		
Employee_Eng_16					.750	
Employee_Eng_17					.707	
Employee_Eng_1						.734
Employee_Eng_2						.728
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 6 iterations.						

(Sources: Research Result)

Table: 1.98 Factors Name with Statements supporting IT-ITES Employees for Engagements

Rotated Component Matrix ^a						
	Component					
	1	2	3	4	5	6
Employee_Eng_8	.885					
Employee_Retention_6	.885					
Employee_Retention_2	.878					
Employee_Retention_4	.871					
Employee_Eng_5	.869					

Employee_Eng_7	.845				
Employee_Retention_5	.845				
Employee_Eng_3	.815				
Perceived_SS_3	.744				
Perceived_SS_4	.738				
Employee_Retention_1	.725				
Reward_Recognition_2	.833				
Reward_Recognition_3	.815				
Proce_Justice_3	.809				
Distributive_Justice_3	.795				
Distributive_Justice_5	.775				
Perceived_SS_2	.770				
Distributive_Justice_4	.769				
Perceived_SS_1	.766				
Proce_Justice_2	.737				
Reward_Recognition_5	.665				
Perceived_OS_2		.834			
Perceived_OS_6		.834			
Perceived_OS_1		.811			
Perceived_OS_5		.811			
Perceived_OS_3		.785			
Perceived_OS_7		.785			
Perceived_OS_4		.713			
Perceived_OS_8		.611			
Employee_Eng_13			.786		
Employee_Eng_12			.717		
Employee_Eng_11			.677		
Employee_Eng_6			.649		
Employee_Eng_16				.750	
Employee_Eng_17				.707	
Employee_Eng_1					.734
Employee_Eng_2					.728
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 6 iterations.					

(Sources: Research Result)

Table: 1.99 Component Transformation Matrix for IT-ITES Employees

Component Transformation Matrix
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Component	1	2	3	4	5	6	7
1	.682	-.085	.563	.337	.274	.144	.019
2	.146	.988	-.035	.007	-.011	.036	.013
3	-.711	.115	.455	.382	.306	.186	-.017
4	.076	-.032	-.649	.364	.658	.063	-.048
5	-.023	.038	.224	-.657	.603	-.323	-.218
6	-.010	-.025	-.027	-.371	.173	.583	.701

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

(Sources: Research Result)

Table: 1.100 Summary of the Factors of Perception of IT-ITES Employees

Factor Number	Factor Name
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

(Sources: Research Result)

The above table represents the summary of the factors that have been received from the IT-ITES a respondent regarding their perception towards their engagement in their organization, it has been noted that the total six factors that have been identified in the research have been mentioned above in the table.

Objective 3: To establish the Significant relationship between the different factors affecting Employee Engagement in the opinion of IT-ITES Employees.

The author has tried to establish the relationship among the different factors affecting the employee’s engagement in the opinion of IT-ITES employees. But it has been observed that there is no significant effect of these factors as a part of the opinion that has been taken from the employees.

Objective 4: To find out the significant difference of opinion among the different demographic profiles of IT-ITES Employees towards the Factors responsible for Employee Engagement.

For IT-ITES Employees

Table:1.101 Reliability Statistics for IT-ITES Employees

Reliability Statistics	
Cronbach's Alpha	N of Items
.955	53

(Sources: Research Result)

In the above study for checking the reliability of the statements for looking at the factors for the employee engagement for the IT-ITES employees, it has been noted that the reliability value for all the statements is 0.955 which indicates the measurement for the reliability statistics for all the statements that have been asked to the respondent in terms of checking their perception towards the employee engagement. The overall reliability of all the statements in terms of checking their perception towards employee engagement, has been noted that it has proven very good reliability of the data for all the statements that have been asked for the employee engagement in this study.

Table:1.102 Item Statistics for IT-ITES Employees

Item Statistics			
	Mean	Std. Deviation	N
At my work, I feel bursting with energy	2.018	1.0368	400
At my job, I feel strong and vigorous	1.908	1.0779	400
When I get up in the morning, I feel like going to work	1.730	.9106	400
I can continue to work for very long periods at a time	1.865	1.0071	400
At my job, I am very resilient mentally	2.075	.9522	400
At my work I always persevere, even when things do not go well	2.200	1.2057	400
I find the work that I do full of meaning and purpose	1.813	.9797	400
I am enthusiastic about my job	1.660	.8811	400
My job inspires me	1.843	.9875	400
I am proud of the work that I do	1.828	.9926	400
Me, my job is challenging	2.245	1.3150	400
Time flies when I am working	2.078	1.0929	400
When I am working, I forget everything else around me	2.285	1.3050	400
I feel happy when I am working intensely	1.798	.9454	400
I am immersed in my work	1.965	1.0448	400

I get carried away when I am working	2.140	1.2447	400
It is difficult to detach myself from my job	2.140	1.2162	400
The Company cares about my opinions	1.863	.9518	400
The Company cares about my well-being	1.808	.9939	400
The Company strongly considers my goals and values	1.825	.9118	400
Help is available from my Company when I have a problem	1.823	.9790	400
The Company will forgive mistakes that I admit to honestly	1.923	1.0721	400
If given the opportunity, my Company would take advantage of me	2.380	1.3191	400
The Company shows very little concern for me	2.975	1.4033	400
My organization is willing to help me if I need a special favor	1.990	1.0284	400
My manager helps me to improve myself	1.980	1.1170	400
My manager takes prompt and fair corrective action on employees who fail to perform their work satisfactorily	2.098	1.1902	400
When I do a good job, my immediate Manager praises me	2.020	1.1348	400
My immediate Manager holds meetings with my workgroups	2.033	1.1618	400
My immediate Manager collaborates with me to create strategies and work objectives	1.975	1.1192	400
My work schedule is fair	1.908	1.0496	400
I believe my pay is reasonable	2.350	1.3083	400
I believe my workload is reasonable	2.213	1.2555	400
Overall, the rewards I receive here are fair	2.270	1.2148	400
I feel that my job responsibilities are fair	2.075	1.2281	400
My manager makes sure that all employee concerns are heard before job decisions are made	1.983	1.1069	400
To make job decisions, my manager collects accurate and complete information	2.028	1.1684	400
My manager clarifies decisions and provides additional information when requested by employees	2.045	1.2417	400
All job decisions are applied consistently across all affected employees	2.018	1.1227	400
Employees have the right to change or appeal a manager's job decision	1.995	1.0945	400
The work I did well had an impact on my salary increase, Job security, and promotion available to me	2.223	1.2193	400

I get Praise from my Manager.	2.175	1.1908	400
The work I did well had an impact on my training and development opportunities.	1.985	1.1305	400
The work I did well made me a more challenging job opportunity	2.048	1.1763	400
The work I did well got me some form of public recognition (e.g.: Employee of the Month)	2.168	1.2543	400
There is a reward or token of appreciation	2.093	1.2481	400
I like to stay working in this Company	1.975	1.1236	400
I have a very bright future with this Company	2.135	1.1576	400
I'm planning on working for another Company within three years	2.993	1.3719	400
If I wanted to do another job, the first place I would look would be within this Company	2.205	1.0913	400
If it were up to me, I would spend the next five years working with this company	2.068	1.1095	400
If I had the chance to start over, I would choose to work with another Company	2.953	1.4545	400
I would like to accept an attractive job offer from another Company	2.835	1.4827	400

(Sources: Research Result)

Table: 1.103 Item Total Statistics for IT-ITES Employees

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
At my work, I feel bursting with energy	108.995	1075.133	.367	.954
At my job, I feel strong and vigorous	109.105	1069.934	.427	.954
When I get up in the morning, I feel like going to work	109.283	1063.892	.614	.953
I can continue to work for very long periods at a time	109.148	1060.106	.611	.953

At my job, I am very resilient mentally	108.938	1078.329	.351	.954
At my work I always persevere, even when things do not go well	108.813	1070.544	.370	.955
I find the work that I do full of meaning and purpose	109.200	1061.133	.612	.953
I am enthusiastic about my job	109.353	1060.971	.687	.953
My job inspires me	109.170	1058.367	.651	.953
I am proud of the work that I do	109.185	1056.427	.678	.953
Me, my job is challenging	108.768	1067.196	.375	.955
Time flies when I am working	108.935	1069.379	.428	.954
When I am working, I forget everything else around me	108.728	1059.452	.471	.954
I feel happy when I am working intensely	109.215	1059.452	.664	.953
I am immersed in my work	109.048	1057.218	.631	.953
I get carried away when I am working	108.873	1063.049	.451	.954
It is difficult to detach myself from my job	108.873	1063.655	.454	.954
The Company cares about my opinions	109.150	1067.336	.530	.954
The Company cares about my well-being	109.205	1058.374	.647	.953
The Company strongly considers my goals and values	109.188	1065.977	.577	.954
Help is available from my Company when I have a problem	109.190	1058.976	.647	.953
The Company will forgive mistakes that I admit to honestly	109.090	1058.338	.598	.953
If given the opportunity, my Company would take advantage of me	108.633	1076.915	.260	.955
The Company shows very little concern for me	108.038	1098.633	.006	.957
My organization is willing to help me if I need a special favor	109.023	1062.253	.565	.954
My Manager helps me to improve myself	109.033	1050.743	.679	.953

My Manager takes prompt and fair corrective action on employees who fail to perform their work satisfactorily	108.915	1044.629	.717	.953
When I do a good job, my immediate Manager praises me	108.993	1050.378	.673	.953
My immediate Manager holds meetings with my workgroups	108.980	1054.270	.604	.953
My immediate Manager collaborates with me to create strategies and work objectives	109.038	1048.738	.706	.953
My work schedule is fair	109.105	1058.595	.607	.953
I believe my pay is reasonable	108.663	1057.317	.495	.954
I believe my workload is reasonable	108.800	1054.752	.550	.954
Overall, the rewards I receive here are fair	108.743	1054.081	.578	.954
I feel that my job responsibilities are fair	108.938	1049.372	.632	.953
My manager makes sure that all employee concerns are heard before job decisions are made	109.030	1050.811	.685	.953
To make job decisions, my manager collects accurate and complete information	108.985	1053.604	.609	.953
My manager clarifies decisions and provides additional information when requested by employees	108.968	1047.049	.654	.953
All job decisions are applied consistently across all affected employees	108.995	1057.930	.575	.954
Employees have the right to change or appeal a manager's job decision	109.018	1062.609	.524	.954
The work I did well had an impact on my salary increase, Job security, and promotion available to me	108.790	1060.267	.497	.954
I get Praise from my Manager.	108.838	1051.390	.626	.953

The work I did well had an impact on my training and development opportunities.	109.028	1051.987	.653	.953
The work I did well made me a more challenging job opportunity	108.965	1049.843	.655	.953
The work I did well got me some form of public recognition (e.g.: Employee of the Month)	108.845	1048.572	.628	.953
There is a reward or token of appreciation	108.920	1050.976	.601	.953
I like to stay working in this Company	109.038	1057.159	.585	.953
I have a very bright future with this Company	108.878	1058.985	.542	.954
I'm planning on working for another Company within three years	108.020	1081.208	.201	.956
If I wanted to do another job, the first place I would look would be within this Company	108.808	1057.023	.606	.953
If it were up to me, I would spend the next five years working with this company	108.945	1054.999	.624	.953
If I had the chance to start over, I would choose to work with another Company	108.060	1085.069	.146	.956
I would like to accept an attractive job offer from another Company	108.178	1086.868	.124	.956

(Sources: Research Result)

The above table represents the Cronbach alpha value for all the statements that have been asked of the IT-ITES employees for their perception towards employee engagement in the organization, it has been seen from the Item total statistics table that all the statements that have been asked by the researcher to the respondent in terms of their perception in the employee engagement, all the statements are having their Cronbach alpha greater than 0.9 which indicates that all the statements asked in this particular study for the objective of achieving the particular purpose has been resolved and it has been proven that all the statements are highly reliable.

To Check the Normality for the factors affecting the perception of IT-ITES employees towards their engagement in the organization.

Table:1.104 Test of Normality for the Statement of IT-ITES Employees' Engagement towards the Organization

Tests of Normality						
	Kolmogorov-Smirnov^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
At my work, I feel bursting with energy	.229	400	.000	.831	400	.000
At my job, I feel strong and vigorous	.250	400	.000	.781	400	.000
When I get up in the morning, I feel like going to work	.276	400	.000	.744	400	.000
I can continue to work for very long periods at a time	.260	400	.000	.784	400	.000
At my job, I am very resilient mentally	.213	400	.000	.839	400	.000
At my work I always persevere, even when things do not go well	.218	400	.000	.837	400	.000
I find the work that I do full of meaning and purpose	.259	400	.000	.760	400	.000
I am enthusiastic about my job	.301	400	.000	.718	400	.000
My job inspires me	.263	400	.000	.782	400	.000
I am proud of the work that I do	.254	400	.000	.761	400	.000
Me, my job is challenging	.251	400	.000	.816	400	.000
Time flies when I am working	.236	400	.000	.819	400	.000
When I am working, I forget everything else around me	.256	400	.000	.823	400	.000
I feel happy when I am working intensely	.266	400	.000	.774	400	.000
I am immersed in my work	.232	400	.000	.804	400	.000
I get carried away when I am working	.235	400	.000	.812	400	.000

It is difficult to detach myself from my job	.236	400	.000	.823	400	.000
The Company cares about my opinions	.253	400	.000	.793	400	.000
The Company cares about my well-being	.269	400	.000	.761	400	.000
The Company strongly considers my goals and values	.272	400	.000	.792	400	.000
Help is available from my Company when I have a problem	.257	400	.000	.769	400	.000
The Company will forgive mistakes that I admit to honestly	.251	400	.000	.783	400	.000
If given the opportunity, my Company would take advantage of me	.201	400	.000	.852	400	.000
The Company shows very little concern for me	.151	400	.000	.887	400	.000
My organization is willing to help me if I need a special favor	.225	400	.000	.819	400	.000
My manager helps me to improve myself	.268	400	.000	.785	400	.000
My manager takes prompt and fair corrective action on employees who fail to perform their work satisfactorily	.238	400	.000	.812	400	.000
When I do a good job, my immediate Manager praises me	.245	400	.000	.807	400	.000
My immediate Manager holds meetings with my workgroups	.249	400	.000	.803	400	.000
My immediate Manager collaborates with me to create strategies and work objectives	.254	400	.000	.790	400	.000
My work schedule is fair	.247	400	.000	.789	400	.000

I believe my pay is reasonable	.218	400	.000	.850	400	.000
I believe my workload is reasonable	.220	400	.000	.833	400	.000
Overall, the rewards I receive here are fair	.228	400	.000	.852	400	.000
I feel that my job responsibilities are fair	.254	400	.000	.795	400	.000
My manager makes sure that all employee concerns are heard before job decisions are made	.256	400	.000	.793	400	.000
To make job decisions, my manager collects accurate and complete information	.259	400	.000	.787	400	.000
My manager clarifies decisions and provides additional information when requested by employees	.272	400	.000	.772	400	.000
All job decisions are applied consistently across all affected employees	.244	400	.000	.798	400	.000
Employees have the right to change or appeal a manager's job decision	.243	400	.000	.808	400	.000
The work I did well had an impact on my salary increase, Job security, and promotion available to me	.240	400	.000	.835	400	.000
I get Praise from my Manager.	.246	400	.000	.832	400	.000
The work I did well had an impact on my training and development opportunities.	.241	400	.000	.795	400	.000
The work I did well made me a more challenging job opportunity	.256	400	.000	.800	400	.000
The work I did well got me some form of public recognition (eg: Employee of the Month)	.236	400	.000	.822	400	.000

There is a reward or token of appreciation	.247	400	.000	.798	400	.000
I like to stay working in this Company	.271	400	.000	.778	400	.000
[I have a very bright future with this Company	.221	400	.000	.835	400	.000
[I'm planning on working for another Company within three years	.155	400	.000	.892	400	.000
If I wanted to do another job, the first place I would look would be within this Company	.217	400	.000	.858	400	.000
If it were up to me, I would spend the next five years working with this company	.239	400	.000	.822	400	.000
If I had the chance to start over, I would choose to work with another Company	.149	400	.000	.878	400	.000
I would like to accept an attractive job offer from another Company	.178	400	.000	.867	400	.000
a. Lilliefors Significance Correction						

(Sources: Research Result)

H0: Data for all the statements for the IT-ITES employee's perception towards employee engagement are normally distributed.

H1: Data for all the statements for the IT-ITES employee's perception towards employee engagement are not normally distributed.

Interpretation of Normality Table (Statements)

From the above table of statements asked to the IT -ITES employees regarding their perception towards the employee engagements in the organization, it has been seen that all the statements for the same are having their P values are 0.000 which is falling into the chances of error level 0.05. On the other hand, it has also been clear that the author failed to accept the null hypothesis and hence it has been proven that all the statements supporting the opinion of IT-ITES employees regarding their opinion of the employee engagements are not normally distributed.

Table: 1.105 Test of Normality for the Factors of IT-ITES Employees

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Fair Reward and Recognition System	.079	400	.000	.953	400	.000
Employee Retention	.091	400	.000	.965	400	.000
Support from Organization	.054	400	.007	.985	400	.000
Job Involvement	.052	400	.012	.977	400	.000
Job Commitment	.060	400	.001	.982	400	.000
Passionate at Work	.041	400	.104	.996	400	.431
a. Lilliefors Significance Correction						

(Sources: Research Result)

H0: Data for all the factors for the IT-ITES employee's perception towards employee engagement are normally distributed.

H1: Data for all the factors for the IT-ITES employee's perception towards employee engagement are not normally distributed.

Interpretation of Normality Table (Factors)

From the above table of Factors derived for the IT-ITES employees regarding their perception towards the employee engagements in the organization, it has been seen that all the factors for the same are having their P values are 0.000 which is falling into the chances of error level 0.05. On the other hand, it has also been clear that the author failed to accept the null hypothesis and hence it has been proven that all the factors supporting the opinion of IT-ITES employees regarding their opinion of the employee engagements are not normally distributed.

Inferential Statistics for the Perception of IT-ITES employees towards their Engagements

H0₁: There is no significant difference of opinion among the gender of IT-ITES employees towards the factors responsible for their engagement in the organization.

H0₂: There is a significant difference of opinion among the age of IT-ITES employees towards the factors responsible for their engagement in the organization.

H0₃: There is no significant difference of opinion among the marital status of IT-ITES employees towards the factors responsible for their engagement in the organization.

H0₄: There is no significant difference of opinion among the educational qualification of IT-ITES employees towards the factors responsible for their engagement in the organization.

H0₅: There is no significant difference of opinion among the salary level of IT-ITES employees towards the factors responsible for their engagement in the organization.

There is no significant difference of opinion among the gender of IT-ITES employees towards the factors responsible for their engagement in the organization.

Table: 1.106 Mean Rank for the difference of opinion among the gender of IT-ITES employees towards the factors responsible for their engagement in the organization.

Ranks				
Gender of IT-ITES Employee		N	Mean Rank	Sum of Ranks
Fair Reward and Recognition System	Male	261	199.72	52128.00
	Female	139	201.96	28072.00
	Total	400		
Employee Retention	Male	261	198.47	51801.00
	Female	139	204.31	28399.00
	Total	400		
Support from Organization	Male	261	196.37	51252.00
	Female	139	208.26	28948.00
	Total	400		
Job Involvement	Male	261	195.32	50978.00
	Female	139	210.23	29222.00
	Total	400		
Job Commitment	Male	261	204.87	53471.00
	Female	139	192.29	26729.00
	Total	400		
Passionate at Work	Male	261	204.85	53466.00
	Female	139	192.33	26734.00
	Total	400		

(Sources: Research Result)

Description of Mean Rank Table

From the above table for the Mean rank for the opinion of IT-ITES employees towards their perception of the factors affecting employee engagement in IT-ITES, it has been noted that there are no such factors for which the employees of the IT-ITES are having their significant difference of opinion due to which there is no description for the specific group of income group of IT-ITES employees are having the significant difference of opinion for any of such factors in their opinion.

Table:1.107 Test Statistics for the difference of opinion among the gender of IT-ITES employees towards the factors responsible for their engagement in the organization.

Test Statistics ^a						
	Fair Reward and Recognition System	Employee Retention	Support from Organization	Job Involvement	Job Commitment	Passionate at Work
Mann-Whitney U	17937.000	17610.00	17061.000	16787.000	16999.000	17004.00
Wilcoxon W	52128.000	51801.00	51252.000	50978.000	26729.000	26734.00
Z	-.184	-.481	-.980	-1.228	-1.036	-1.031
Asymp. Sig. (2-tailed)	.854	.631	.327	.219	.300	.302
a. Grouping Variable: Gender of IT-ITES Employee						

(Sources: Research Result)

Note: (*) represents the rejection of the Null Hypothesis for the particular factor of employee engagement in the opinion of IT-ITES employees.

H0₁: There is no significant difference of opinion among the gender of IT-ITES employees towards the factors responsible for their engagement in the organization.

H1₁: There is a significant difference of opinion among the gender of IT-ITES employees towards the factors responsible for their engagement in the organization.

Result of Test Statistics

From the above table for the test statistics regarding the significant difference of opinion among the gender of IT-ITES employees towards the factors responsible for their engagement in the organization, it has been noted that out of all the six factors for IT-ITES employee engagement that have been derived from this particular study, all of them are having their P values above the significance level which means that they are falling into the acceptance region of the null hypothesis and hence it has been concluded that there is no significant difference of opinion for the impact of these four factors on the employee engagements in the organization as per the opinion taken from the IT-ITES employees.

There is no significant difference of opinion among the age of IT-ITES employees towards the factors responsible for their engagement in the organization.

Table: 1.108 Mean Rank for a difference of opinion among the age of IT-ITES employees towards the factors responsible for their engagement in the organization.

Ranks			
Age of IT-ITES Employee		N	Mean Rank
Fair Reward and Recognition System	Below 25 Years	139	174.59
	25-35 Years	180	212.31
	36-45 Years	66	223.25
	Above 45 Years	15	198.83
	Total	400	
Employee Retention	Below 25 Years	139	204.46
	25-35 Years	180	202.69
	36-45 Years	66	182.45
	Above 45 Years	15	216.97
	Total	400	
Support from Organization	Below 25 Years	139	188.21
	25-35 Years	180	214.55
	36-45 Years	66	189.34
	Above 45 Years	15	194.90
	Total	400	
Job Involvement	Below 25 Years	139	203.87

	25-35 Years	180	201.24
	36-45 Years	66	195.23
	Above 45 Years	15	183.63
	Total	400	
Job Commitment	Below 25 Years	139	199.56
	25-35 Years	180	203.06
	36-45 Years	66	202.04
	Above 45 Years	15	171.70
	Total	400	
Passionate at Work	Below 25 Years	139	199.05
	25-35 Years	180	197.21
	36-45 Years	66	221.34
	Above 45 Years	15	161.77
	Total	400	

(Sources: Research Result)

Description of Mean Rank Table

From the above table for the Mean rank for the opinion of IT-ITES employees towards their perception of the factors affecting employee engagement in IT-ITES, it has been noted that there is a significant difference of opinion for the factors of the “Fair Reward and Recognition System”. Under the “Fair Reward and Recognition System” factor the Mean value for the Below 25 Years as their age background is 174.59, for 25-35 Years it is 212.31, for 36-45 Years it is 223.25 and for Above 45 Years it is 198.83. Out of all these three categories, the mean value for the Below 25 Years employees has a significant difference of opinion for the factors that are responsible for their perception of their engagement.

Table:1.109 Test Statistics for the difference of opinion among the age of IT-ITES employees towards the factors responsible for their engagement in the organization.

Test Statistics ^{a,b}						
	Fair Reward and Recognition System	Employee Retention	Support from Organization	Job Involvement	Job Commitment	Passionate at Work
Chi-Square	11.420	2.141	4.881	.581	1.040	3.996
df	3	3	3	3	3	3

Asymp. Sig.	.010*	.544	.181	.901	.792	.262
a. Kruskal Wallis Test						
b. Grouping Variable: Age of IT-ITES Employee						

(Sources: Research Result)

H₀2: There is no significant difference of opinion among the age of IT-ITES employees towards the factors responsible for their engagement in the organization.

H₁2: There is a significant difference of opinion among the age of IT-ITES employees towards the factors responsible for their engagement in the organization.

Result of Test Statistics

From the above table for the test statistics regarding the significant difference of opinion among the age of IT-ITES employees towards the factors responsible for their engagement in the organization, it has been noted that out of all the six factors for IT-ITES employee engagement that have been derived from this particular study, one of them are having their P values below 0.05 significance level i.e. 0.010 and hence it has been noted that the researcher is failed to accept the null hypothesis for the factor of “Fair Reward and Recognition System”. While the other five factors are having their P values above the significance level which means that they are falling into the acceptance region of the null hypothesis hence it has been concluded that there is no significant difference of opinion regarding the impact of these five factors on the employee engagements in the organization as per the opinion taken from the IT-ITES employees based on their opinion on different age group.

There is no significant difference of opinion regarding the marital status of IT-ITES employees towards the factors responsible for their engagement in the organization.

Table: 1.110 Mean Rank for the difference of opinion among the marital status of IT-ITES employees towards the factors responsible for their engagement in the organization.

Ranks		
Marital Status of IT-ITES Employee	N	Mean Rank
Single	195	186.22

Fair Reward and Recognition System	Married	181	212.27
	Divorce	24	227.81
	Total	400	
Employee Retention	Single	195	196.88
	Married	181	205.42
	Divorce	24	192.81
	Total	400	
Support from Organization	Single	195	191.23
	Married	181	210.19
	Divorce	24	202.77
	Total	400	
Job Involvement	Single	195	199.96
	Married	181	199.87
	Divorce	24	209.60
	Total	400	
Job Commitment	Single	195	195.19
	Married	181	205.85
	Divorce	24	203.27
	Total	400	
Passionate at Work	Single	195	207.33
	Married	181	190.32
	Divorce	24	221.77
	Total	400	

(Sources: Research Result)

Description of Mean Rank Table

From the above table for the Mean rank for the opinion of IT-ITES employees towards their perception of the factors affecting employee engagement in IT-ITES, it has been noted that there is a significant difference of opinion for the factors of the “Fair Reward and Recognition System”. Under the “Fair Reward and Recognition System” factor the Mean value for the Single as their marital status background is 186.22 and for married it is 212.27. The lowest mean value is for the single as their mean value and hence they are having a significant difference of opinion regarding the factors responsible for the perception of IT-ITES employees towards their engagement in the organization.

Table: 1.111 Test Statistics for differences of opinion among the marital status of IT-ITES employees towards the factors responsible for their engagement in the organization.

Test Statistics ^{a,b}						
	Fair Reward and Recognition System	Employee Retention	Support from Organization	Job Involvement	Job Commitment	Passionate at Work
Chi-Square	6.191	.624	2.536	.158	.812	2.898
df	2	2	2	2	2	2
Asymp. Sig.	.045*	.732	.281	.924	.666	.235
a. Kruskal Wallis Test						
b. Grouping Variable: Marital Status of IT-ITES Employee						

(Sources: Research Result)

Note: (*) represents the rejection of the Null Hypothesis for the particular factor of employee engagement in the opinion of IT-ITES employees.

H0₃: There is no significant difference of opinion among the marital status of IT-ITES employees towards the factors responsible for their engagement in the organization.

H1₃: There is a significant difference of opinion among the marital status of IT-ITES employees towards the factors responsible for their engagement in the organization.

Result of Test Statistics

From the above table for the test statistics regarding the significant difference of opinion among the marital status of IT-ITES employees towards the factors responsible for their engagement in the organization, it has been noted that out of all the six factors for IT-ITES employee engagement that have been derived from this particular study, two of them are having their P values below 0.05 significance level i.e. 0.045 and hence it has been noted that the researcher is failed to accept the null hypothesis for this factors of “Fair Reward and Recognition System. While the other five factors are having their P values above the significance level which means that they are falling into the acceptance region of the null hypothesis hence it has been concluded that there is no significant difference of opinion regarding the impact of these four factors on the employee engagements in the organization as per the opinion taken from the IT-ITES employees based on their opinion on the different marital status group.

There is no significant difference of opinion among the educational qualification of IT-ITES employees towards the factors responsible for their engagement in the organization.

Table:1.112 Mean Rank for the difference of opinion among the educational qualification of IT-ITES employees towards the factors responsible for their engagement in the organization.

Ranks			
Educational Qualification of IT-ITES Employee		N	Mean Rank
Fair Reward and Recognition System	Graduate	170	186.94
	Post-Graduate	194	210.39
	Professional Course (Data visualization, Cloud computing, cyber security)	36	211.19
	Total	400	
Employee Retention	Graduate	170	202.26
	Post-Graduate	194	198.83
	Professional Course (Data visualization, Cloud computing, cyber security)	36	201.19
	Total	400	
Support from Organization	Graduate	170	206.36
	Post-Graduate	194	201.87
	Professional Course (Data visualization, Cloud computing, cyber security)	36	165.47
	Total	400	
Job Involvement	Graduate	170	203.34
	Post-Graduate	194	202.59
	Professional Course (Data visualization, Cloud computing, cyber security)	36	175.81
	Total	400	
Job Commitment	Graduate	170	197.40
	Post-Graduate	194	199.80
	Professional Course (Data visualization, Cloud computing, cyber security)	36	218.89
	Total	400	
Passionate at Work	Graduate	170	203.09

	Post-Graduate	194	195.15
	Professional Course (Data visualization, Cloud computing, cyber security)	36	217.08
	Total	400	

(Sources: Research Result)

Description of Mean Rank Table

From the above table for the Mean rank for the opinion of IT-ITES employees towards their perception of the factors affecting employee engagement in IT-ITES, it has been noted that there is no significant difference of opinion for all the educational categories for any of the educational background as none of the factors for their perception towards their engagement in the organization.

Table:1.113 Test Statistics for the difference of opinion among the educational qualification of IT-ITES employees towards the factors responsible for their engagement in the organization.

Test Statistics ^{a,b}						
	Fair Reward and Recognition System	Employee Retention	Support from Organization	Job Involvement	Job Commitment	Passionate at Work
Chi-Square	4.066	.081	3.768	1.809	1.040	1.241
df	2	2	2	2	2	2
Asymp. Sig.	.131	.960	.152	.405	.595	.538
a. Kruskal Wallis Test						
b. Grouping Variable: Educational Qualification of IT-ITES Employee						

(Sources: Research Result)

Note: (*) represents the rejection of the Null Hypothesis for the factor of employee engagement in the opinion of IT-ITES employees.

H04: There is no significant difference of opinion among the educational qualification of IT-ITES employees towards the factors responsible for their engagement in the organization.

H14: *There is a significant difference of opinion among the educational qualification of IT-ITES employees towards the factors responsible for their engagement in the organization.*

Result of Test Statistics

From the above table for the test statistics regarding the significant difference of opinion among the educational qualification of IT-ITES employees towards the factors responsible for their engagement in the organization, it has been noted that out of all the six factors for IT-ITES employee engagement that have been derived from this particular study, all the factors are factors their P values above the significance level which means that they are falling into the acceptance region of the null hypothesis and hence it has been concluded that there is no significant difference of opinion for the impact of these five factors on the employee engagements in the organization as per the opinion taken from the IT-ITES employees based on their opinion on different educational qualification group.

There is no significant difference of opinion between the salary of IT-ITES employees towards the factors responsible for their engagement in the organization.

Table: 1.114 Mean Rank for the difference of opinion among the salary of IT-ITES employees towards the factors responsible for their engagement in the organization.

Ranks			
Salary of IT-ITES Employee		N	Mean Rank
Fair Reward and Recognition System	Below Rs. 15,000	53	162.81
	Rs.15,000- Rs.30,000	182	203.84
	Rs.30,001 - Rs.45,000	89	203.80
	Above Rs.45,000	76	214.93
	Total	400	
Employee Retention	Below Rs. 15,000	53	229.30
	Rs.15,000- Rs.30,000	182	192.73
	Rs.30,001 - Rs.45,000	89	191.02
	Above Rs.45,000	76	210.13
	Total	400	
Support from Organization	Below Rs. 15,000	53	171.68
	Rs.15,000- Rs.30,000	182	210.25
	Rs.30,001 - Rs.45,000	89	198.03
	Above Rs.45,000	76	200.14

	Total	400	
Job Involvement	Below Rs. 15,000	53	194.02
	Rs.15,000- Rs.30,000	182	205.24
	Rs.30,001 - Rs.45,000	89	192.88
	Above Rs.45,000	76	202.60
	Total	400	
Job Commitment	Below Rs. 15,000	53	194.40
	Rs.15,000- Rs.30,000	182	202.36
	Rs.30,001 - Rs.45,000	89	189.85
	Above Rs.45,000	76	212.78
	Total	400	
Passionate at Work	Below Rs. 15,000	53	210.98
	Rs.15,000- Rs.30,000	182	191.05
	Rs.30,001 - Rs.45,000	89	214.72
	Above Rs.45,000	76	199.16
	Total	400	

(Sources: Research Result)

Table:1.115 Test Statistics for the difference of opinion among the salary of IT-ITES employees towards the factors responsible for their engagement in the organization.

Test Statistics ^{a,b}						
	Fair Reward and Recognition System	Employee Retention	Support from Organization	Job Involvement	Job Commitment	Passionate at Work
Chi-Square	7.040	5.237	4.630	.883	1.808	3.009
df	3	3	3	3	3	3
Asymp. Sig.	.041*	.155	.201	.829	.613	.390
a. Kruskal Wallis Test						
b. Grouping Variable: Salary of IT-ITES Employee						

(Sources: Research Result)

Note: (*) represents the rejection of the Null Hypothesis for the particular factor of employee engagement in the opinion of IT-ITES employees.

H0₄: There is no significant difference of opinion among the salary of IT-ITES employees towards the factors responsible for their engagement in the organization.

H14: *There is a significant difference of opinion among the salary of IT-ITES employees towards the factors responsible for their engagement in the organization.*

Result of Test Statistics

From the above table for the test statistics regarding the significant difference of opinion among the salary of IT-ITES employees towards the factors responsible for their engagement in the organization, it has been noted that out of all the six factors for IT-ITES employee engagement that have been derived from this particular study, for the “Fair Reward and Recognition System “ P value is 0.041 which is less than 0.05 and hence it has been interpreted that there is a significant difference of opinion for this particular factor while for rest of the five factors P values shows above 0.05 which indicates that it is falling under the acceptance region of Null Hypothesis and hence it has been noted that all the factors for the employee engagement are not having the significant difference of opinion based on their current salary in the organization.

Objective 5: To find out the Significant association between working parameters for the current job (Tenure for Present IT-ITES, Work Experience of IT-ITES Employee, and City of leaving for IT-ITES Employee) towards the demographic profile of IT-ITES Employees.

Table: 1.116 Crosstab between the Gender of IT-ITES Employees and Tenure for Present IT-ITES for IT-ITES Employees

Crosstab					
			Gender of IT-ITES Employee		Total
			Male	Female	
Tenure in Present Company of IT-ITES Employee	Less than or Equal to 1 year	Count	81	55	136
		% within Tenure in Present Company of IT-ITES Employee	59.6%	40.4%	100.0%
		% within Gender of IT-ITES Employee	31.0%	39.6%	34.0%
		% of Total	20.3%	13.8%	34.0%
	2-5 years	Count	128	65	193
		% within Tenure in Present Company of IT-ITES Employee	66.3%	33.7%	100.0%

		% within Gender of IT-ITES Employee	49.0%	46.8%	48.3%
		% of Total	32.0%	16.3%	48.3%
	6-10 years	Count	40	17	57
		% within Tenure in Present Company of IT-ITES Employee	70.2%	29.8%	100.0%
		% within Gender of IT-ITES Employee	15.3%	12.2%	14.3%
		% of Total	10.0%	4.3%	14.3%
	11-15 years	Count	11	2	13
		% within Tenure in Present Company of IT-ITES Employee	84.6%	15.4%	100.0%
		% within Gender of IT-ITES Employee	4.2%	1.4%	3.3%
		% of Total	2.8%	.5%	3.3%
	16-20 years	Count	1	0	1
		% within Tenure in Present Company of IT-ITES Employee	100.0%	0.0%	100.0%
		% within Gender of IT-ITES Employee	.4%	0.0%	.3%
		% of Total	.3%	0.0%	.3%
Total		Count	261	139	400
		% within Tenure in Present Company of IT-ITES Employee	65.3%	34.8%	100.0%
		% within Gender of IT-ITES Employee	100.0%	100.0%	100.0%
		% of Total	65.3%	34.8%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the Gender of IT-ITES Employees and working parameters (Tenure for Present IT), it has been noted that from the total of 136 responses for the Less than or Equal to 1-year tenure, the total of the male is 81 (59.6%) and for the female it is 55 (40.4%), for the 2-5 years tenure total responses are 193, the male is 128 (66.3%) and the female it is 65 (33.7%), for the 6-10 years tenure total responses are 57, the male is 40 (70.2%) and the female it is 17 (29.8%), for the 11-15 years tenure total responses are 13, the male is 11 (84.6%)

and the female it is 02 (15.4%) and for the 16-20 years tenure total responses are 01, the male is 01 (100.0%) and the female it is 00 (0.00%).

Table: 1.117 Crosstab between the Age of IT-ITES Employees and Tenure for Present IT-ITES for IT-ITES Employees

Crosstab							
			Age of IT-ITES Employee				Total
			Below 25 Years	25-35 Years	36-45 Years	Above 45 Years	
Tenure in Present Company of IT-ITES Employee	Less than or Equal to 1 year	Count	89	36	9	2	136
		% within Tenure in Present Company of IT-ITES Employee	65.4%	26.5%	6.6%	1.5%	100.0%
		% within Age of IT-ITES Employee	64.0%	20.0%	13.6%	13.3%	34.0%
		% of Total	22.3%	9.0%	2.3%	.5%	34.0%
	2-5 years	Count	46	109	34	4	193
		% within Tenure in Present Company of IT-ITES Employee	23.8%	56.5%	17.6%	2.1%	100.0%
		% within Age of IT-ITES Employee	33.1%	60.6%	51.5%	26.7%	48.3%
		% of Total	11.5%	27.3%	8.5%	1.0%	48.3%
	6-10 years	Count	4	35	14	4	57
		% within Tenure in Present Company of IT-ITES Employee	7.0%	61.4%	24.6%	7.0%	100.0%
		% within Age of IT-ITES Employee	2.9%	19.4%	21.2%	26.7%	14.3%
		% of Total	1.0%	8.8%	3.5%	1.0%	14.3%
	11-15 years	Count	0	0	9	4	13
		% within Tenure in Present Company of IT-ITES Employee	0.0%	0.0%	69.2%	30.8%	100.0%
		% within Age of IT-ITES Employee	0.0%	0.0%	13.6%	26.7%	3.3%

		% of Total	0.0%	0.0%	2.3%	1.0%	3.3%
	16-20 years	Count	0	0	0	1	1
		% within Tenure in Present Company of IT-ITES Employee	0.0%	0.0%	0.0%	100.0%	100.0%
		% within Age of IT-ITES Employee	0.0%	0.0%	0.0%	6.7%	.3%
		% of Total	0.0%	0.0%	0.0%	.3%	.3%
Total		Count	139	180	66	15	400
		% within Tenure in Present Company of IT-ITES Employee	34.8%	45.0%	16.5%	3.8%	100.0%
		% within Age of IT-ITES Employee	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	34.8%	45.0%	16.5%	3.8%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the age of IT-ITES Employee and working parameters (Tenure for Present IT), it has been noted that from the total of 136 responses for the Less than or Equal to 1-year tenure, the total of Below 25 Years is 89 (65.4%), for the 25-35 Years it is 36 (26.5%), for the 36-45 Years it is 09 (6.6%) and Above 45 Years it is 02 (1.5%). Total of 193 responses for the 2-5 years tenure, the total of Below 25 Years is 46 (23.8%), for the 25-35 Years it is 109 (56.5%), for the 36-45 Years it is 34 (17.6%) and Above 45 Years it is 04 (2.1%). Total of 57 responses for the 6-10 years tenure, the total of Below 25 Years is 04 (7.0%), for the 25-35 Years it is 35 (61.4%), for the 36-45 Years it is 14 (24.6%) and Above 45 Years it is 04 (7.0%). A total of 45 responses for the 11-15 years tenure, the total of Below 25 Years is 01 (2.2%), for the 25-35 Years it is 10 (22.2%), for the 36-45 Years it is 31 (68.9%) and Above 45 Years it is 03 (6.7%). A total of 01 response for the 16-20 years tenure, the total of Below 25 Years is 00 (0.0%), for the 25-35 Years it is 00 (0.0%), for the 36-45 Years it is 00 (0.0%) and Above 45 Years it is 01 (100.0%).

Table: 1.118 Crosstab between the Marital Status of IT-ITES Employees and Tenure for Present IT-ITES Employees

Crosstab		
	Marital Status of IT-ITES Employee	Total

		Single	Married	Divorce		
Tenure in Present Company of IT-ITES Employee	Less than or Equal to 1 year	Count	95	37	4	136
		% within Tenure in Present Company of IT-ITES Employee	69.9%	27.2%	2.9%	100.0%
		% within Marital Status of IT-ITES Employee	48.7%	20.4%	16.7%	34.0%
		% of Total	23.8%	9.3%	1.0%	34.0%
	2-5 years	Count	89	95	9	193
		% within Tenure in Present Company of IT-ITES Employee	46.1%	49.2%	4.7%	100.0%
		% within Marital Status of IT-ITES Employee	45.6%	52.5%	37.5%	48.3%
		% of Total	22.3%	23.8%	2.3%	48.3%
	6-10 years	Count	7	42	8	57
		% within Tenure in Present Company of IT-ITES Employee	12.3%	73.7%	14.0%	100.0%
		% within Marital Status of IT-ITES Employee	3.6%	23.2%	33.3%	14.3%
		% of Total	1.8%	10.5%	2.0%	14.3%
	11-15 years	Count	4	6	3	13
		% within Tenure in Present Company of IT-ITES Employee	30.8%	46.2%	23.1%	100.0%
		% within Marital Status of IT-ITES Employee	2.1%	3.3%	12.5%	3.3%
		% of Total	1.0%	1.5%	.8%	3.3%
	16-20 years	Count	0	1	0	1
		% within Tenure in Present Company of IT-ITES Employee	0.0%	100.0%	0.0%	100.0%
		% within Marital Status of IT-ITES Employee	0.0%	.6%	0.0%	.3%
		% of Total	0.0%	.3%	0.0%	.3%

Total	Count	195	181	24	400
	% within Tenure in Present Company of IT-ITES Employee	48.8%	45.3%	6.0%	100.0%
	% within Marital Status of IT-ITES Employee	100.0%	100.0%	100.0%	100.0%
	% of Total	48.8%	45.3%	6.0%	100.0%

(Sources: Research Result)

Table: 1.119 Crosstab between the Educational Qualification of IT-ITES Employees and Tenure for Present IT-ITES Employees

Crosstab						
		Educational Qualification of IT-ITES Employee				Total
		Graduate	Post-Graduate	Professional Course (Data visualization, Cloud computing, cyber security)		
Tenure in Present Company of IT-ITES Employee	Less than or Equal to 1 year	Count	78	51	7	136
		% within Tenure in Present Company of IT-ITES Employee	57.4%	37.5%	5.1%	100.0%
		% within Educational Qualification of IT-ITES Employee	45.9%	26.3%	19.4%	34.0%
		% of Total	19.5%	12.8%	1.8%	34.0%
	2-5 years	Count	79	98	16	193
		% within Tenure in Present Company of IT-ITES Employee	40.9%	50.8%	8.3%	100.0%
		% within Educational Qualification of IT-ITES Employee	46.5%	50.5%	44.4%	48.3%
		% of Total	19.8%	24.5%	4.0%	48.3%
		Count	13	37	7	57

	6-10 years	% within Tenure in Present Company of IT-ITES Employee	22.8%	64.9%	12.3%	100.0%
		% within Educational Qualification of IT-ITES Employee	7.6%	19.1%	19.4%	14.3%
		% of Total	3.3%	9.3%	1.8%	14.3%
	11-15 years	Count	0	7	6	13
		% within Tenure in Present Company of IT-ITES Employee	0.0%	53.8%	46.2%	100.0%
		% within Educational Qualification of IT-ITES Employee	0.0%	3.6%	16.7%	3.3%
		% of Total	0.0%	1.8%	1.5%	3.3%
	16-20 years	Count	0	1	0	1
		% within Tenure in Present Company of IT-ITES Employee	0.0%	100.0%	0.0%	100.0%
		% within Educational Qualification of IT-ITES Employee	0.0%	.5%	0.0%	.3%
		% of Total	0.0%	.3%	0.0%	.3%
	Total	Count	170	194	36	400
% within Tenure in Present Company of IT-ITES Employee		42.5%	48.5%	9.0%	100.0%	
% within Educational Qualification of IT-ITES Employee		100.0%	100.0%	100.0%	100.0%	
% of Total		42.5%	48.5%	9.0%	100.0%	

(Sources: Research Result)

From the above table for the crosstab between the marital status of IT-ITES Employee and working parameters (Tenure for Present IT-ITES), it has been noted that from the total of 136 responses for the Less than or Equal to 1-year tenure, the total of single is 78 (57.4%), for the married it is 51

(37.5%) and for Divorced it is 07 (5.1%). A total of 193 responses for the 2-5 years tenure, the total of single is 79 (40.9%), for the married it is 98 (50.8%), and for Divorced it is 16 (8.3%). A total of 57 responses for the 6-10 years tenure, the total of single 13 (22.8%), married it is 37 (64.9%), and divorced it is 07 (12.3%). Total of 13 responses for the 11-15 years tenure, the total of single is 00 (0.0%), for the married it is 07 (53.8%) and for Divorced it is 06 (46.2%), and a total of 01 responses for the 16-20 years tenure, the total of single is 00 (0.0%), for the married it is 01 (100.0%) and for Divorced it is 00 (0.0%).

Table: 1.120 Crosstab between the Salary of IT-ITES Employees and Tenure for Present IT-ITES Employees

Crosstab							
		Salary of IT-ITES Employee				Total	
		Below Rs. 15,000	Rs.15,000- Rs.30,000	Rs.30,001 - Rs.45,000	Above Rs.45,000		
Tenure in Present Company of IT-ITES Employee	Less than or Equal to 1 year	Count	44	75	8	9	136
		% within Tenure in Present Company of IT-ITES Employee	32.4%	55.1%	5.9%	6.6%	100.0%
		% within Salary of IT-ITES Employee	83.0%	41.2%	9.0%	11.8%	34.0%
		% of Total	11.0%	18.8%	2.0%	2.3%	34.0%
	2-5 years	Count	7	97	56	33	193
		% within Tenure in Present Company of IT-ITES Employee	3.6%	50.3%	29.0%	17.1%	100.0%
		% within Salary of IT-ITES Employee	13.2%	53.3%	62.9%	43.4%	48.3%
		% of Total	1.8%	24.3%	14.0%	8.3%	48.3%

	6-10 years	Count	1	10	22	24	57
		% within Tenure in Present Company of IT-ITES Employee	1.8%	17.5%	38.6%	42.1%	100.0%
		% within Salary of IT-ITES Employee	1.9%	5.5%	24.7%	31.6%	14.3%
	% of Total	.3%	2.5%	5.5%	6.0%	14.3%	
	11-15 years	Count	1	0	3	9	13
		% within Tenure in Present Company of IT-ITES Employee	7.7%	0.0%	23.1%	69.2%	100.0%
		% within Salary of IT-ITES Employee	1.9%	0.0%	3.4%	11.8%	3.3%
		% of Total	.3%	0.0%	.8%	2.3%	3.3%
	16-20 years	Count	0	0	0	1	1
		% within Tenure in Present Company of IT-ITES Employee	0.0%	0.0%	0.0%	100.0%	100.0%
		% within Salary of IT-ITES Employee	0.0%	0.0%	0.0%	1.3%	.3%
		% of Total	0.0%	0.0%	0.0%	.3%	.3%
	Total	Count	53	182	89	76	400
		% within Tenure in Present Company of IT-ITES Employee	13.3%	45.5%	22.3%	19.0%	100.0%
		% within Salary of IT-	100.0%	100.0%	100.0%	100.0%	100.0%

	ITES Employee					
	% of Total	13.3%	45.5%	22.3%	19.0%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the salary of IT-ITES Employee and working parameters (Tenure for Present IT-ITES), it has been noted that from the total of 136 responses for the Less than or Equal to 1-year tenure, the total of Below Rs. 15,000 is 44 (32.4%), for the Rs.15,000- Rs.30,000 it is 75 (55.1%), for the Rs.30,001 - Rs.45,000 it is 8 (5.9%) and for the Above Rs.45,000 it is 09 (6.6%). A total of 193 responses for the 2-5 years tenure, the total of Below Rs. 15,000 is 07 (3.6%), for the Rs.15,000- Rs.30,000 it is 97 (50.3%), for the Rs.30,001 - Rs.45,000 it is 56 (29.0%) and for the Above Rs.45,000 it is 33 (17.1%). Total of 57 responses for the 6-10 years tenure, the total of Below Rs. 15,000 is 01 (1.8%), for the Rs.15,000- Rs.30,000 it is 10 (17.5%), for the Rs.30,001 - Rs.45,000 it is 22 (38.6%) and for the Above Rs.45,000 it is 24 (42.1%). Total of 13 responses for the 11-15 years tenure, the total of Below Rs. 15,000 is 01 (7.7%), for the Rs.15,000- Rs.30,000 it is 00 (0.0%), for the Rs.30,001 - Rs.45,000 it is 03 (23.1%) and for the Above Rs.45,000 it is 09 (69.2%). Total of 01 response for the 16-20 years tenure, the total of Below Rs. 15,000 is 00 (0.0%), for the Rs.15,000- Rs.30,000 it is 00 (0.0%), for the Rs.30,001 - Rs.45,000 it is 00 (0.0%) and for the Above Rs.45,000 it is 01 (100.0%).

Table: 1.121 Association between Tenure in Present Company of IT-ITES Employee < ----> Demographic Profile of IT-ITES Employees

Tenure in Present Company of IT-ITES Employee < ----> Demographic Profile of IT-ITES Employees	Chi-Square	P Value	H0: Accepted/ Rejected
Tenure in Present Company of IT-ITES Employee < ----> Gender of IT-ITES Employees	5.333	0.255	H0: Accepted
Tenure in Present Company of IT-ITES Employee < ----> Age of IT-ITES Employees	174.177	0.000**	H0: Rejected
Tenure in Present Company of IT-ITES Employee < ----> Marital Status of IT-ITES Employees	66.115	0.000**	H0: Rejected
Tenure in Present Company of IT-ITES Employee < ----> Educational Qualification of IT-ITES Employees	48.773	0.000**	H0: Rejected
Tenure in Present Company of IT-ITES Employee < ----> Salary of IT-ITES Employees	152.460	0.000**	H0: Rejected

(Sources: Research Result)

H0₆: There is no significant association between the parameters of IT-ITES Employees and the demographic factors of the IT-ITES Employees.

H1₆: There is a significant association between the parameters of IT-ITES Employees and the demographic factors of the IT-ITES Employees.

Comments on Significance Values

From the above table for the parameters for the IT-ITES employees (Tenure for Present ITs) and demographic profile of the IT-ITES employees, it has been noted that the P values for the Tenure for Present IT-ITES ↔ Age of IT-ITES Employee, Tenure for Present IT-ITES ↔ Marital Status of IT-ITES Employee, Tenure in Present Company of IT-ITES Employee < ----> Educational Qualification of IT-ITES Employees and Tenure for Present IT-ITES ↔ Salary of IT-ITES Employee are 0.000, 0.000, 0.000 and 0.000 which are falling under the significance level of 5%. Hence, here the researcher fails to accept the null hypothesis for these associations of parameters with the demographic profile of IT-ITES employees for their engagement in the work. While, for the Tenure for Present IT-ITES ↔ Gender of IT-ITES Employee, the P value is 0.255 which is greater than 5% level of significance hence it is falling into the acceptance region of a null hypothesis and hence it has been concluded that there is no significant association between these parameters for work and demographic profile of them.

Table:1.122 Crosstab between the Gender of IT-ITES Employees and Total Work Experience of IT-ITES Employee

Crosstab					
			Gender of IT-ITES Employee		Total
			Male	Female	
Total Work Experience of IT-ITES Employee	Below 5 years	Count	131	86	217
		% within Total Work Experience of IT-ITES Employee	60.4%	39.6%	100.0%
		% within Gender of IT-ITES Employee	50.2%	61.9%	54.3%
		% of Total	32.8%	21.5%	54.3%
	5-15 years	Count	102	45	147

		% within Total Work Experience of IT-ITES Employee	69.4%	30.6%	100.0%
		% within Gender of IT-ITES Employee	39.1%	32.4%	36.8%
		% of Total	25.5%	11.3%	36.8%
	16-25 years	Count	26	8	34
		% within Total Work Experience of IT-ITES Employee	76.5%	23.5%	100.0%
		% within Gender of IT-ITES Employee	10.0%	5.8%	8.5%
		% of Total	6.5%	2.0%	8.5%
	Above 25 years	Count	2	0	2
		% within Total Work Experience of IT-ITES Employee	100.0%	0.0%	100.0%
		% within Gender of IT-ITES Employee	.8%	0.0%	.5%
		% of Total	.5%	0.0%	.5%
	Total	Count	261	139	400
% within Total Work Experience of IT-ITES Employee		65.3%	34.8%	100.0%	
% within Gender of IT-ITES Employee		100.0%	100.0%	100.0%	
% of Total		65.3%	34.8%	100.0%	

(Sources: Research Result)

From the above table for the crosstab between the salary of IT-ITES Employee and working parameters (Work Experience), it has been noted that from the total of 217 responses for the Below 5 years, the total of male is 131 (60.4%) and for the female it is 86 (39.6%). Total of 147 responses for the 5-15 years, the total of male is 102 (69.4%) and for the female it is 45 (30.6%). Total of 34 responses for the 16-25 years, the total of male is 26 (76.5%) and for the female it is 08 (23.5%) and total of 02 responses for the 16-25 years, the total of male is 02 (100.0%) and for the female it is 00 (0.0%).

Table:1.123 Crosstab between the Age of IT-ITES Employees and Total Work Experience of IT-ITES Employee

Crosstab							
			Age of IT-ITES Employee				Total
			Below 25 Years	25-35 Years	36-45 Years	Above 45 Years	
Total Work Experience of IT-ITES Employee	Below 5 years	Count	122	85	10	0	217
		% within Total Work Experience of IT-ITES Employee	56.2%	39.2%	4.6%	0.0%	100.0%
		% within Age of IT-ITES Employee	87.8%	47.2%	15.2%	0.0%	54.3%
		% of Total	30.5%	21.3%	2.5%	0.0%	54.3%
	5-15 years	Count	16	94	34	3	147
		% within Total Work Experience of IT-ITES Employee	10.9%	63.9%	23.1%	2.0%	100.0%
		% within Age of IT-ITES Employee	11.5%	52.2%	51.5%	20.0%	36.8%
		% of Total	4.0%	23.5%	8.5%	.8%	36.8%
	16-25 years	Count	1	1	21	11	34
		% within Total Work Experience of IT-ITES Employee	2.9%	2.9%	61.8%	32.4%	100.0%
		% within Age of IT-ITES Employee	.7%	.6%	31.8%	73.3%	8.5%
		% of Total	.3%	.3%	5.3%	2.8%	8.5%
	Above 25 years	Count	0	0	1	1	2
		% within Total Work Experience of IT-ITES Employee	0.0%	0.0%	50.0%	50.0%	100.0%
		% within Age of IT-ITES Employee	0.0%	0.0%	1.5%	6.7%	.5%
		% of Total	0.0%	0.0%	.3%	.3%	.5%
Total	Count	139	180	66	15	400	
	% within Total Work Experience of IT-ITES Employee	34.8%	45.0%	16.5%	3.8%	100.0%	

	% within Age of IT-ITES Employee	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	34.8%	45.0%	16.5%	3.8%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the salary of IT-ITES Employee and working parameters (Work Experience), it has been noted that from the total of 217 responses for the Below 5 years, the total of Below 25 Years is 122 (56.2%), for the 25-35 Years it is 85 (39.2%), for the 36-45 Years it is 10 (4.6%) and for the above 45 Years it is 00 (0.00%). Total of 147 responses for the 5-15 years, the total of Below 25 Years is 16 (10.9%), for the 25-35 Years it is 94 (63.9%), for the 36-45 Years it is 34 (23.1%) and for the above 45 Years it is 03 (2.0%). Total of 34 responses for the 16-25 years, the total of Below 25 Years is 01 (2.9%), for the 25-35 Years it is 01 (2.9%), for the 36-45 Years it is 21 (61.8%) and for the above 45 Years it is 11 (32.4%) and total of 02 responses for the Above 25 years, the total of Below 25 Years is 00 (0.0%), for the 25-35 Years it is 00 (0.0%), for the 36-45 Years it is 01 (50.0%) and for the above 45 Years it is 01 (50.0%).

Table:1.124 Crosstab between the Marital Status of IT-ITES Employees and Total Work Experience of IT-ITES Employee

Crosstab						
			Marital Status of IT-ITES Employee			Total
			Single	Married	Divorce	
Total Work Experience of IT-ITES Employee	Below 5 years	Count	157	59	1	217
		% within Total Work Experience of IT-ITES Employee	72.4%	27.2%	.5%	100.0%
		% within Marital Status of IT-ITES Employee	80.5%	32.6%	4.2%	54.3%
		% of Total	39.3%	14.8%	.3%	54.3%
	5-15 years	Count	32	103	12	147
		% within Total Work Experience of IT-ITES Employee	21.8%	70.1%	8.2%	100.0%
		% within Marital Status of IT-ITES Employee	16.4%	56.9%	50.0%	36.8%

	% of Total	8.0%	25.8%	3.0%	36.8%
16-25 years	Count	6	18	10	34
	% within Total Work Experience of IT-ITES Employee	17.6%	52.9%	29.4%	100.0%
	% within Marital Status of IT-ITES Employee	3.1%	9.9%	41.7%	8.5%
	% of Total	1.5%	4.5%	2.5%	8.5%
Above 25 years	Count	0	1	1	2
	% within Total Work Experience of IT-ITES Employee	0.0%	50.0%	50.0%	100.0%
	% within Marital Status of IT-ITES Employee	0.0%	.6%	4.2%	.5%
	% of Total	0.0%	.3%	.3%	.5%
Total	Count	195	181	24	400
	% within Total Work Experience of IT-ITES Employee	48.8%	45.3%	6.0%	100.0%
	% within Marital Status of IT-ITES Employee	100.0%	100.0%	100.0%	100.0%
	% of Total	48.8%	45.3%	6.0%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the marital status of IT--ITES Employee and working parameters (Work Experience), it has been noted that from the total of 217 responses for the Below 5 years, the total of single is 157 (72.4%), for the married it is 59 (27.2%) and for the divorced it is 1 (0.5%). Total of 147 responses for the 5-15 years, the total of single is 32 (21.8%), for the married it is 103 (70.1%) and for the divorced it is 12 (8.2%). Total of 34 responses for the 16-25 years, the total of single is 06 (17.6%), for the married it is 58 (52.9%) and for the divorced it is 10 (29.4%) and total of 02 responses for the Above 25 years, the total of single is 00 (0.0%), for the married it is 01 (50.0%) and for the divorced it is 01 (50.0%).

Table: 1.125 Crosstab between the Educational Qualification of IT-ITES Employees and Total Work Experience of IT-ITES Employee

Crosstab						
			Educational Qualification of IT-ITES Employee			Total
			Graduate	Post-Graduate	Professional Course (Data visualization, Cloud computing, cyber security)	
Total Work Experience of IT-ITES Employee	Below 5 years	Count	127	81	9	217
		% within Total Work Experience of IT-ITES Employee	58.5%	37.3%	4.1%	100.0%
		% within Educational Qualification of IT-ITES Employee	74.7%	41.8%	25.0%	54.3%
		% of Total	31.8%	20.3%	2.3%	54.3%
	5-15 years	Count	41	90	16	147
		% within Total Work Experience of IT-ITES Employee	27.9%	61.2%	10.9%	100.0%
		% within Educational Qualification of IT-ITES Employee	24.1%	46.4%	44.4%	36.8%
		% of Total	10.3%	22.5%	4.0%	36.8%
	16-25 years	Count	2	22	10	34
		% within Total Work Experience of IT-ITES Employee	5.9%	64.7%	29.4%	100.0%
		% within Educational Qualification of IT-ITES Employee	1.2%	11.3%	27.8%	8.5%
		% of Total	.5%	5.5%	2.5%	8.5%
		Count	0	1	1	2

	Above 25 years	% within Total Work Experience of IT-ITES Employee	0.0%	50.0%	50.0%	100.0%
		% within Educational Qualification of IT-ITES Employee	0.0%	.5%	2.8%	.5%
		% of Total	0.0%	.3%	.3%	.5%
Total		Count	170	194	36	400
		% within Total Work Experience of IT-ITES Employee	42.5%	48.5%	9.0%	100.0%
		% within Educational Qualification of IT-ITES Employee	100.0%	100.0%	100.0%	100.0%
		% of Total	42.5%	48.5%	9.0%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the educational qualification of IT-ITES Employee and working parameters (Work Experience), it has been noted that from the total of 217 responses for the Below 5 years, the total of graduate is 127 (58.5%), for the post-graduate it is 81 (37.3%) and for the Professional Course (Data visualization, Cloud computing, cyber security)) it is 09 (4.1%). Total of 147 responses for the 5-15 years, the total of graduate is 41 (27.9%), for the post-graduate it is 90 (61.2%) and for the Professional Course (Data visualization, Cloud computing, cyber security)) it is 16 (10.9%). Total of 34 responses for the 16-25 years, the total of graduate is 02 (5.9%), for the post-graduate it is 22 (64.7%) and for the Professional Course (Data visualization, Cloud computing, cyber security)) it is 10 (29.4%) and total of 02 responses for the Above 25 years, the total of graduate is 00 (0.0%), for the post-graduate it is 01 (50.0%) and for the Professional Course (Data visualization, Cloud computing, cyber security)) it is 01 (50.0%).

Table: 1.126 Crosstab between the Salary of IT-ITES Employees and Total Work Experience of IT-ITES Employee

Crosstab		
	Salary of IT-ITES Employee	Total

			Below Rs. 15,000	Rs.15,000- Rs.30,000	Rs.30,001 - Rs.45,000	Above Rs.45,000	
Total Work Experience of IT-ITES Employee	Below 5 years	Count	47	130	33	7	217
		% within Total Work Experience of IT-ITES Employee	21.7%	59.9%	15.2%	3.2%	100.0%
		% within Salary of IT- ITES Employee	88.7%	71.4%	37.1%	9.2%	54.3%
		% of Total	11.8%	32.5%	8.3%	1.8%	54.3%
	5-15 years	Count	6	48	40	53	147
		% within Total Work Experience of IT-ITES Employee	4.1%	32.7%	27.2%	36.1%	100.0%
		% within Salary of IT- ITES Employee	11.3%	26.4%	44.9%	69.7%	36.8%
		% of Total	1.5%	12.0%	10.0%	13.3%	36.8%
	16-25 years	Count	0	4	15	15	34
		% within Total Work Experience of IT-ITES Employee	0.0%	11.8%	44.1%	44.1%	100.0%
		% within Salary of IT- ITES Employee	0.0%	2.2%	16.9%	19.7%	8.5%
		% of Total	0.0%	1.0%	3.8%	3.8%	8.5%
	Above 25 years	Count	0	0	1	1	2
		% within Total Work Experience of IT-ITES Employee	0.0%	0.0%	50.0%	50.0%	100.0%

		% within Salary of IT-ITES Employee	0.0%	0.0%	1.1%	1.3%	.5%
		% of Total	0.0%	0.0%	.3%	.3%	.5%
Total		Count	53	182	89	76	400
		% within Total Work Experience of IT-ITES Employee	13.3%	45.5%	22.3%	19.0%	100.0%
		% within Salary of IT-ITES Employee	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	13.3%	45.5%	22.3%	19.0%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the salary of IT-ITES Employee and working parameters (Work Experience), it has been noted that from the total of 217 responses for the Below 5 years, the total of Below Rs. 15,000 is 47 (21.7%), for the Rs.15,000- Rs.30,000 it is 130 (59.9%), for the Rs.30,001 - Rs.45,000 it is 33 (15.2%) and for the Above Rs.45,000 it is 07 (3.2%). Total of 147 responses for the 5-15 years, the total of Below Rs. 15,000 is 06 (4.1%), for the Rs.15,000- Rs.30,000 it is 48 (32.7%), for the Rs.30,001 - Rs.45,000 it is 40 (27.2%) and for the Above Rs.45,000 it is 53 (36.1%). Total of 34 responses for the 16-25 years, the total of Below Rs. 15,000 is 00 (0.0%), for the Rs.15,000- Rs.30,000 it is 04 (11.8%), for the Rs.30,001 - Rs.45,000 it is 15 (44.1%) and for the Above Rs.45,000 it is 15 (44.1%) and total of 02 responses for the Above 25 years, the total of Below Rs. 15,000 is 00 (0.0%), for the Rs.15,000- Rs.30,000 it is 00 (0.0%), for the Rs.30,001 - Rs.45,000 it is 01 (50.0%) and for the Above Rs.45,000 it is 01 (50.0%).

Table: 1.127 Association among the Total Work Experience of IT-ITES Employee < ----> Demographic Profile of IT-ITES Employees

Total Work Experience of IT-ITES Employee < -- --> Demographic Profile of IT-ITES Employees	Chi Square	P Value	H0: Accepted/ Rejected
Total Work Experience of IT-ITES Employee < ----> Gender of IT-ITES Employees	8.343	0.036**	H0: Rejected
Total Work Experience of IT-ITES Employee < ----> Age of IT-ITES Employees	252.067	0.000**	H0: Rejected

Total Work Experience of IT-ITES Employee < ----> Marital Status of IT-ITES Employees	140.329	0.000**	H0: Rejected
Total Work Experience of IT-ITES Employee < ----> Educational Qualification of IT-ITES Employees	70.139	0.000**	H0: Rejected
Total Work Experience of IT-ITES Employee < ----> Salary of IT-ITES Employees	128.008	0.000**	H0: Rejected

(Sources: Research Result)

H07: There is no significant association between the work experience of IT-ITES Employees and the demographic factors of the IT-ITES Employees.

H17: There is a significant association between the Work Experience of IT-ITES Employees and the demographic factors of the IT-ITES Employees.

Comments on Significance Values

From the above table for the parameters for the IT-ITES employees (Tenure for Present ITs) and demographic profile of the IT-ITES employees, it has been noted that the P values for all i.e., the Work Experience <—> Gender of IT-ITES Employee, Work Experience for Present IT-ITES <—> Age of IT-ITES Employee, Work Experience for Present IT-ITES <—> Marital Status of IT-ITES Employee and Work Experience for Present IT-ITES <—> Salary of IT-ITES Employee are 0.036, 0.000, 0.000, 0.000 and 0.000 which are falling under the significance level of 5%. Hence, here the researcher fails to accept the null hypothesis for these association of parameters with the demographic profile of IT-ITES employees for their engagement in the work.

Table: 1.128 Crosstab between the Gender of IT-ITES Employee and City of leaving for IT-ITES Employees

Crosstab					
			Gender of IT-ITES Employee		Total
			Male	Female	
City of Residence for IT-ITES Employee	Ahmedabad	Count	77	29	106
		% within City of Residence for IT-ITES Employee	72.6%	27.4%	100.0%
		% within Gender of IT-ITES Employee	29.5%	20.9%	26.5%
		% of Total	19.3%	7.3%	26.5%
	Vadodara	Count	75	36	111

		% within City of Residence for IT-ITES Employee	67.6%	32.4%	100.0%
		% within Gender of IT-ITES Employee	28.7%	25.9%	27.8%
		% of Total	18.8%	9.0%	27.8%
	Surat	Count	83	60	143
		% within City of Residence for IT-ITES Employee	58.0%	42.0%	100.0%
		% within Gender of IT-ITES Employee	31.8%	43.2%	35.8%
		% of Total	20.8%	15.0%	35.8%
	Rajkot	Count	26	14	40
		% within City of Residence for IT-ITES Employee	65.0%	35.0%	100.0%
		% within Gender of IT-ITES Employee	10.0%	10.1%	10.0%
		% of Total	6.5%	3.5%	10.0%
	Total	Count	261	139	400
% within City of Residence for IT-ITES Employee		65.3%	34.8%	100.0%	
% within Gender of IT-ITES Employee		100.0%	100.0%	100.0%	
% of Total		65.3%	34.8%	100.0%	

(Sources: Research Result)

From the above table for the crosstab between the gender of IT-ITES Employee and working parameters (city of leaving), it has been noted that from the total of 106 responses for the Ahmedabad, the total of male is 77 (72.6%) and for female it is 29 (27.4%). Total of 111 responses for the Vadodara, the total of male is 75 (67.6%) and for female it is 36 (32.4%). Total of 143 responses for the Surat, the total of male is 83 (58.0%) and for female it is 60 (42.0%) and total of 40 responses for the Rajkot, the total of male is 26 (65.0%) and for female it is 14 (35.0%).

Table: 1.129 Crosstab between the Age of IT-ITES Employee and City of leaving for IT-ITES Employees

Crosstab							
			Age of IT-ITES Employee				Total
			Below 25 Years	25-35 Years	36-45 Years	Above 45 Years	
City of Residence for IT-ITES Employee	Ahmedabad	Count	34	50	17	5	106
		% within City of Residence for IT-ITES Employee	32.1%	47.2%	16.0%	4.7%	100.0%
		% within Age of IT-ITES Employee	24.5%	27.8%	25.8%	33.3%	26.5%
		% of Total	8.5%	12.5%	4.3%	1.3%	26.5%
	Vadodara	Count	37	48	24	2	111
		% within City of Residence for IT-ITES Employee	33.3%	43.2%	21.6%	1.8%	100.0%
		% within Age of IT-ITES Employee	26.6%	26.7%	36.4%	13.3%	27.8%
		% of Total	9.3%	12.0%	6.0%	.5%	27.8%
	Surat	Count	53	69	16	5	143
		% within City of Residence for IT-ITES Employee	37.1%	48.3%	11.2%	3.5%	100.0%
		% within Age of IT-ITES Employee	38.1%	38.3%	24.2%	33.3%	35.8%
		% of Total	13.3%	17.3%	4.0%	1.3%	35.8%
	Rajkot	Count	15	13	9	3	40
		% within City of Residence for IT-ITES Employee	37.5%	32.5%	22.5%	7.5%	100.0%
		% within Age of IT-ITES Employee	10.8%	7.2%	13.6%	20.0%	10.0%
		% of Total	3.8%	3.3%	2.3%	.8%	10.0%
Total	Count	139	180	66	15	400	
	% within City of Residence for IT-ITES Employee	34.8%	45.0%	16.5%	3.8%	100.0%	

	% within Age of IT-ITES Employee	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	34.8%	45.0%	16.5%	3.8%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the age of IT-ITES Employee and working parameters (city of leaving), it has been noted that from the total of 106 responses for the Ahmedabad, the total of Below 25 Years is 34 (32.1%), for the 25-35 Years it is 50 (47.2%), for the 36-45 Years it is 17 (16.0%) and for Above 45 Years it is 05 (4.7%). Total of 111 responses for the Vadodara, the total of Below 25 Years is 37 (33.3%), for the 25-35 Years it is 48 (43.2%), for the 36-45 Years it is 24 (21.6%) and for Above 45 Years it is 02 (1.8%). Total of 143 responses for the Surat, the total of Below 25 Years is 53 (37.1%), for the 25-35 Years it is 69 (48.3%), for the 36-45 Years it is 16 (11.2%) and for Above 45 Years it is 05 (3.5%) and a total of 40 responses for the Rajkot, the total of Below 25 Years is 15 (37.5%), for the 25-35 Years it is 13 (32.5%), for the 36-45 Years it is 09 (22.5%) and for Above 45 Years it is 03 (7.5%).

Table: 1.130 Crosstab between the Marital Status of IT-ITES Employee and City of Leaving for IT-ITES Employees

Crosstab						
			Marital Status of IT-ITES Employee			Total
			Single	Married	Divorce	
City of Residence for IT-ITES Employee	Ahmedabad	Count	49	54	3	106
		% within City of Residence for IT-ITES Employee	46.2%	50.9%	2.8%	100.0%
		% within Marital Status of IT-ITES Employee	25.1%	29.8%	12.5%	26.5%
		% of Total	12.3%	13.5%	.8%	26.5%
	Vadodara	Count	57	48	6	111
		% within City of Residence for IT-ITES Employee	51.4%	43.2%	5.4%	100.0%
		% within Marital Status of IT-ITES Employee	29.2%	26.5%	25.0%	27.8%

		% of Total	14.3%	12.0%	1.5%	27.8%
	Surat	Count	67	67	9	143
		% within City of Residence for IT-ITES Employee	46.9%	46.9%	6.3%	100.0%
		% within Marital Status of IT-ITES Employee	34.4%	37.0%	37.5%	35.8%
		% of Total	16.8%	16.8%	2.3%	35.8%
	Rajkot	Count	22	12	6	40
		% within City of Residence for IT-ITES Employee	55.0%	30.0%	15.0%	100.0%
		% within Marital Status of IT-ITES Employee	11.3%	6.6%	25.0%	10.0%
		% of Total	5.5%	3.0%	1.5%	10.0%
Total		Count	195	181	24	400
		% within City of Residence for IT-ITES Employee	48.8%	45.3%	6.0%	100.0%
		% within Marital Status of IT-ITES Employee	100.0%	100.0%	100.0%	100.0%
		% of Total	48.8%	45.3%	6.0%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the marital status of IT-ITES Employee and working parameters (city of leaving), it has been noted that from the total of 106 responses for Ahmedabad, the total of single is 49 (46.2%), for married it is 54 (50.9%) and for Divorced it is 3 (2.8%). Total of 111 responses for the Vadodara, the total of single is 57 (51.4%), for married it is 48 (43.2%), and for Divorced it is 06 (5.4%). A total of 143 responses for the Surat, a total of single 67 (46.9%), married it is 67 (46.9%) and divorced it is 09 (6.3%), and a total of 61 responses for the Rajkot, a total of single 22 (55.0%), for married it is 12 (30.0%) and for Divorced it is 06 (15.0%).

Table: 1.131 Crosstab between the Educational Qualification of IT-ITES Employee and City of Leaving for IT-ITES Employees

			Educational Qualification of IT-ITES Employee			Total
			Graduate	Post-Graduate	Professional Course (Data visualization, Cloud computing, cyber security)	
City of Residence for IT-ITES Employee	Ahmedabad	Count	46	49	11	106
		% within City of Residence for IT-ITES Employee	43.4%	46.2%	10.4%	100.0%
		% within Educational Qualification of IT-ITES Employee	27.1%	25.3%	30.6%	26.5%
		% of Total	11.5%	12.3%	2.8%	26.5%
	Vadodara	Count	52	50	9	111
		% within City of Residence for IT-ITES Employee	46.8%	45.0%	8.1%	100.0%
		% within Educational Qualification of IT-ITES Employee	30.6%	25.8%	25.0%	27.8%
		% of Total	13.0%	12.5%	2.3%	27.8%
	Surat	Count	57	79	7	143
		% within City of Residence for IT-ITES Employee	39.9%	55.2%	4.9%	100.0%
		% within Educational Qualification of IT-ITES Employee	33.5%	40.7%	19.4%	35.8%
		% of Total	14.3%	19.8%	1.8%	35.8%

		Count	15	16	9	40
	Rajkot	% within City of Residence for IT-ITES Employee	37.5%	40.0%	22.5%	100.0%
		% within Educational Qualification of IT-ITES Employee	8.8%	8.2%	25.0%	10.0%
		% of Total	3.8%	4.0%	2.3%	10.0%
Total		Count	170	194	36	400
		% within City of Residence for IT-ITES Employee	42.5%	48.5%	9.0%	100.0%
		% within Educational Qualification of IT-ITES Employee	100.0%	100.0%	100.0%	100.0%
		% of Total	42.5%	48.5%	9.0%	100.0%

(Sources: Research Result)

From the above table for the crosstab between the educational qualification of IT-ITES Employees and working parameters (city of leaving), it has been noted that from the total of 106 responses for Ahmedabad, the total of Graduates is 46 (43.4%), for post-graduate it is 49 (46.2%) and for Professional Course (Data visualization, Cloud computing, cyber security) it is 11 (10.4%). Total of 111 responses for the Vadodara, the total of Graduate is 52 (46.8%), for post-graduate it is 50 (45.0%), and for Professional Courses (Data visualization, Cloud computing, cyber security) it is 09 (8.1%). Total of 143 responses for the Surat, the total of Graduates is 57 (39.9%), for post-graduate is 79 (55.2%), and for Professional Courses (Data visualization, Cloud computing, cyber security) it is 07 (4.9%) and the total of 40 responses for the Rajkot, the total of Graduate is 15 (37.5%), for post-graduate it is 16 (40.0%) and for Professional Course (Data visualization, Cloud computing, cyber security) it is 09 (22.5%).

Table: 1.132 Association among the City of Leaving for IT-ITES Employee <--> Demographic Profile of IT-ITES Employee

City of Residence for IT-ITES Employee < ----> Demographic Profile of IT-ITES Employees	Chi-Square	P Value	H0: Accepted/ Rejected
City of Residence for IT-ITES Employee < ----> Gender of IT -ITES Employees	6.095	0.107	H0: Accepted
City of Residence for IT-ITES Employee < ----> Age of IT-ITES Employees	10.510	0.311	H0: Accepted
City of Residence for IT-ITES Employee < ----> Marital Status of IT-ITES Employees	12.975	0.049**	H0: Rejected
City of Residence for IT-ITES Employee < ----> Educational Qualification of IT-ITES Employees	14.405	0.025**	H0: Rejected
City of Residence for IT-ITES Employee < ----> Salary of IT-ITES Employees	15.682	0.044**	H0: Rejected

(Sources: Research Result)

H07: There is no significant association between the city of leaving of IT-ITES Employees and the demographic factors of the IT-ITES Employees.

H17: There is a significant association between the city of leaving of IT-ITES Employees and the demographic factors of the IT-ITES Employees.

Comments on Significance Values

From the above table for the parameters for the IT-ITES employees (City of Leaving) and demographic profile of the IT-ITES employees, it has been noted that the P values for the City of Residence for IT-ITES Employee < ----> Marital Status of IT-ITES Employees, City of Residence for IT-ITES Employee < ----> Educational Qualification of IT-ITES Employees and City of Residence for IT-ITES Employee < ----> Salary of IT-ITES Employees are 0.049, 0.025 and 0.044 which are falling under the significance level of 5%. Hence, here the researcher fails to accept the null hypothesis for these associations of parameters with the demographic profile of IT-ITES employees for their engagement in the work. While, the City of Residence for IT-ITES Employee < ----> Gender of IT-ITES Employees and City of Residence for IT-ITES Employee < ----> Age of IT-ITES Employees, the P value is 0.107 and 0.311 which is greater than 5% level of significance and hence it is falling into the acceptance region of the null hypothesis and hence it has been concluded that there is no significant association between these work experience of IT-ITES employees and demographic profile of them.

CHAPTER 6– FINDINGS & CONCLUSION

6.1. FINDINGS OF THE STUDY

Employee engagement holds significant importance for organizations that desire to retain their valued employees. It is a crucial aspect for effectively utilizing human resources and ensuring the smooth functioning of the organization. The absence of employee engagement can have a negative impact on an organization's long-term survival. Engaged employees contribute to the organization's competitive advantage and foster a positive business environment. Engaging strategies to attract, nurture, retain, respect, and manage the workforce is pivotal for organizations.

Results are the key findings from empirical facts or data as a result of answers to the study's research questions or hypotheses. They portray the scene as it is. Contrarily, the conclusion provides a condensed explanation and interpretation of the key findings (often affected by the research's direction or point of view). As a result, it offers the results context or a likely interpretation and a justification.

Based on the study's conclusions, it is claimed that the corporation will be held accountable for the loss that occurred.

6.1.1. General Profiling of the Employees

A. FOR BANK EMPLOYEES

- **Gender:** For the bank employees' profile in terms of gender, it has been found that male is covered more in comparison to female.
- **Age:** For the bank employees' profile in terms of age, it has been found that the 25-35 Years followed by the Below 25 Years.
- **Marital Status:** For the bank employees' profile in terms of marital status, it has been found that married are covered more in comparison to Single.
- **Educational Qualification:** For the bank employees' profile in terms of Educational Qualification, it has been found that the post-graduate followed by the Graduate.
- **Salary:** For the bank employees' profile in terms of salary, it has been found that the Rs.15,000- Rs.30,000 followed by an Above Rs.45,000.
- **Tenure of Bank's Employees:** For the bank employees' profile in terms of the tenure of bank's employees, it has been found that 2-5 years followed by Less than or Equal to 1 year.

- **Work Experience:** For the bank employees' profile in terms of Work Experience, it has been found that the Below 5 years followed by the 5-15 years.
- **City of leaving:** For the bank employees' profile in terms of the City of leaving, it has been found that Ahmedabad is followed by Vadodara.

B. FOR IT-ITES EMPLOYEES

- **Gender:** For the IT-ITES employees' profile in terms of gender, it has been found that male is covered more in comparison to female.
- **Age:** For the IT-ITES employees' profile in terms of age, it has been found that the 25-35 Years followed by the Below 25 Years.
- **Marital Status:** For the IT-ITES employees' profile in terms of marital status, it has been found that Single is covered more in comparison to Married.
- **Educational Qualification:** For the IT-ITES employees' profile in terms of Educational Qualification, it has been found that the post-graduate followed by the Graduate.
- **Salary:** For the IT-ITES employees' profile in terms of the salary, it has been found that the Rs.15,000- Rs.30,000 followed by the Rs.30,001 - Rs.45,000.
- **Tenure of Present Company:** For the IT-ITES employees' profile in terms of the tenure of IT-ITES employees, it has been found that 2-5 years followed by Less than or Equal to 1 year.
- **Work Experience:** For the IT-ITES employees' profile in terms of Work Experience, it has been found that the Below 5 years followed by the 5-15 years.
- **City of leaving:** For the IT-ITES employees' profile in terms of the City of leaving, it has been found that Surat is followed by Vadodara.

6.1.2 To identify the causal relationship between employee engagement and employee retention in the private bank & selected IT -ITES companies of Gujarat.

With the application of regression, researcher found that the coefficient is statistically significant ($p < .001$), indicating that employee engagement significantly predicts employee retention among selected bank employees and the coefficient for Employee Engagement is not statistically significant ($p = 0.183$), suggesting that Employee Engagement may not have a significant impact on Employee Retention among the selected IT employees in this model. Several factors can influence employee engagement and retention, including clear communication, growth

opportunities, a positive work environment, recognition, and a strong sense of purpose and alignment with the organization's mission. If any of these factors are not adequately measured in the model, it could lead to a non-significant relationship. Additionally, the specific sample of IT employees selected for the analysis may have distinct motivators that impact the relationship between engagement and retention. For example, the nature of the work, the organizational culture, or the availability of external job opportunities in the IT industry could all play a role in the observed non-significant relationship.

6.1.3. To find out the factors for Employees Engagement for the Bank and IT-ITES employees

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

Table: 1.133 Findings for the Factors responsible for the Bank and IT-ITES Employees' Engagement from the Gujarat State

Factors for the Banks	Factors for the IT-ITES
Pay and Recognition Support	Fair Reward and Recognition System
Management Support to Employees	Employee Retention
Organizational Justice	Support from Organization
Career Development	Job Involvement
Intention to Stay	Job Commitment
Dedication towards Work	Passionate at Work

(Sources: Research Result)

6.1.4. To establish the Significant relationship between the different factors affecting Employees Engagement in the opinion of Banking and IT-ITES Companies Employees.

A. For Bank Employees

There is a significant model fit for the factors that are having a 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-ITES Employees

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

6.1.5. To find out a significant difference of opinion among the different demographic profiles of banks and IT-ITES Companies Employees towards the Factors responsible for Employees Engagement.

A. For Bank Employees

It has been noted that the reliability value for all the statements is 0.931 which indicates the measurement for the reliability statistics for all the statements that have been asked of the respondent in terms of checking their perception towards the Employee's engagement.

It has been seen that all the factors for the same have their P values are 0.000 which is falling into the chances of error level 0.05. On the other hand, it has also been clear that the author failed to accept the null hypothesis and hence it has been proven that all the factors supporting the opinion of banking Employees towards their opinion of the Employee's engagements are not normally distributed.

Table: 1.134 Findings for the Significant Difference of opinion for the demographic profile of the Bank and IT-ITES Companies Employees towards the Factors Responsible for the Employees' Engagement.

Hypothesis	Findings of the Study
<p>H0: There is no significant difference of opinion among the gender of bank Employees towards the factors responsible for their engagement in the organization.</p>	<p>From this hypothesis for the identifying a significant difference of opinion among the Gender of Bank Employees and the factors responsible for their engagement in the Banks that there is a significant difference of opinion on Intention to Stay – Female respondents are making a significant difference of opinion for this factor as a part of Employee Engagement. & Dedication towards Work – Female respondents are making a significant difference of opinion for this factor as a part of Employee Engagement.</p>

<p>H0₂: There is no significant difference of opinion among the age of bank Employees towards the factors responsible for their engagement in the organization.</p>	<p>From this hypothesis for identifying the significant difference of opinion among the Age of Bank Employees and the factors responsible for their engagement in the Banks that there is a significant difference of opinion for the Intention to Stay – 25-35 Years respondents are making significant differences of opinion for this factor as a part of Employee Engagement.</p>
<p>H0₃: There is no significant difference of opinion among the marital status of bank Employees towards the factors responsible for their engagement in the organization.</p>	<p>From this hypothesis for identifying the significant difference of opinion among the marital status of Bank Employees and the factors responsible for their engagement in the Banks that there is a significant difference of opinion on Intention to Stay – Married respondents are making significant differences of opinion for this factor as a part of Employee Engagement. & Dedication towards Work – Married respondents are making a significant difference of opinion for this factor as a part of Employee Engagement.</p>
<p>H0₄: There is no significant difference of opinion among the educational qualification of bank Employees towards the factors responsible for their engagement in the organization.</p>	<p>From this hypothesis for identifying the significant difference of opinion among the Educational Qualification of Bank Employees and the factors responsible for their engagement in the Banks that there is a significant difference of opinion on Career Development – Graduate respondents are making significant differences of opinion for this factor as a part of Employee Engagement.</p>
<p>H0₅: There is no significant difference of opinion among the salary level of bank Employees towards the factors responsible for their engagement in the organization.</p>	<p>From this hypothesis for identifying the significant difference of opinion among the Salary Level of Bank Employees and the factors responsible for their engagement in the Banks that there is no significant difference of opinion for all the factors.</p>

(Sources: Research Result)

B. For IT-ITES Employees

It has been noted that the reliability value for all the statements is 0.955 which indicates the measurement for the reliability statistics for all the statements that have been asked of the respondent in terms of checking their perception towards employee engagement. The overall reliability of all the statements in terms of checking their perception towards employee engagement

has been noted and it has proven very good reliability of the data for all the statements that have been asked for employee engagement in this study.

It has been seen that all the factors for the same have their P values are 0.000 which is falling into the chances of error level 0.05. On the other hand, it has also been clear that the author failed to accept the null hypothesis and hence it has been proven that all the factors supporting the opinion of IT-ITES employees regarding their opinion of employee engagements are not normally distributed.

Table: 1.135 Findings of the Significant difference of opinion for the factors responsible for the IT-ITES Employee Engagement

Hypothesis	Findings of the Study
H0₁: There is no significant difference of opinion among the gender of IT-ITES employees towards the factors responsible for their engagement in the organization.	From this hypothesis for identifying the significant difference of opinion among the Salary Level of IT-ITES Employees and the factors responsible for their engagement in IT-ITES that there is no significant difference of opinion for all the factors.
H0₂: There is no significant difference of opinion among the age of IT-ITES employees towards the factors responsible for their engagement in the organization.	From this hypothesis for identifying the significant difference of opinion among the Age of IT-ITES Employees and the factors responsible for their engagement in IT-ITES that there is a significant difference of opinion for the Fair Reward and Recognition System – Below 25 Years respondents are making significant differences of opinion for this factor as a part of the Employee Engagement.
H0₃: There is no significant difference of opinion among the marital status of IT-ITES employees towards the factors responsible for their engagement in the organization.	From this hypothesis for identifying the significant difference of opinion among the marital status of IT-ITES Employees and the factors responsible for their engagement in IT-ITES that there is a significant difference of opinion for the Fair Reward and Recognition System – Single respondents are making significant differences of opinion for this factor as a part of Employee Engagement.
H0₄: There is no significant difference of opinion among the educational qualification of IT-ITES employees towards the factors responsible for their engagement in the organization.	From this hypothesis for identifying the significant difference of opinion among the Educational Qualification of IT-ITES Employees and the factors responsible for their engagement in IT -ITES that there is no significant difference of

	opinion for the factor as a part of Employee Engagement.
H0₅: There is no significant difference of opinion among the salary level of IT-ITES employees towards the factors responsible for their engagement in the organization.	From this hypothesis for identifying the significant difference of opinion among the salary level of IT-ITES Employees and the factors responsible for their engagement in IT-ITES that there is a significant difference of opinion for the Fair Reward and Recognition System – Below Rs. 15,000 respondents are making significant differences of opinion for this factor as a part of Employee Engagement.

(Sources: Research Result)

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

A. For Bank Employees

Table: 1.136 Findings for the Significant association between working parameters for the current job towards the demographic profile of Bank Employees.

Hypothesis	Findings of the Study
H0₆: 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.
H0₇: There is no significant association between the work experience of Bank Employees and the demographic factors of the Bank Employees.	There is a significant association between Work Experience <—> Gender of Bank Employees, Work 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.
H0₈: There is no significant association between the city of leaving Bank Employees and the demographic factors of the Bank Employees.	There is a significant association between City of Leaving <—> Gender of Bank Employees, City of Leaving for Present Bank <—> Age of Bank Employees, City of Leaving for Present Bank

	<--> Marital Status of Bank Employees of Bank Employees
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(Sources: Research Result)

B. For IT-ITES Employees

Table: 1.137 Findings for the Significant association between working parameters for the current job towards the demographic profile of IT-ITES Employees.

Hypothesis	Findings of the Study
H0₆: There is no significant association between the parameters of IT-ITES Employees and the demographic factors of the IT-ITES Employees.	There is a significant association between Tenure for Present IT-ITES <--> Age of IT-ITES Employee, Tenure for Present IT-ITES <--> Marital Status of IT-ITES Employee, Tenure in Present IT-ITES Employee <----> Educational Qualification of IT-ITES Employees and Tenure for Present IT-ITES <--> Salary of IT-ITES Employee.
H0₇: There is no significant association between the work experience of IT-ITES Employees and the demographic factors of the IT-ITES Employees.	There is a significant association between Work Experience <--> Gender of IT-ITES Employee, Work Experience for Present IT-ITES <--> Age of IT-ITES Employee, Work Experience for Present IT-ITES <--> Marital Status of IT-ITES Employee and Work Experience for Present IT-ITES <--> Salary of IT-ITES Employee.
H0₈: There is no significant association between the city of Leaving IT-ITES Employees and the demographic factors of the IT-ITES Employees.	There is a significant association between the City of Residence for IT-ITES Employee < ----> Marital Status of IT-ITES Employees, City of Residence for IT-ITES Employee < ----> Educational Qualification of IT-ITES Employees and the City of Residence for IT-ITES Employee < ----> Salary of IT-ITES Employees.

(Sources: Research Result)

6.2. CONCLUSIONS OF THE STUDY

Based on the study, the following points can be highlighted:

The study aims to contribute to the existing literature on employee engagement and retention within the specific context of selected private Indian banks. Its primary objective is to provide HR managers and organizational leaders with a better understanding of the significance of employee engagement and offer insights into effective strategies for enhancing engagement and improving employee retention. The goal of this research is to foster a more engaged and committed workforce

in the banking sector, thereby leading to increased organizational success and employee satisfaction.

The study concludes that reducing employee attrition depends on improving employee engagement which can be achieved through various strategies. While conducting this study, it was found that research has been previously carried out on employee attrition but not much has been done on employee retention. The study suggests that employee engagement is a new concept, and while there is still much to learn through further research, it is evident that employees who are self-motivated and have a sense of attachment and involvement with their work are more likely to remain with their current organization for an extended period. To promote employee engagement and retention, the study recommends offering various strategies and initiatives, such as decision-making freedom, job variety, opportunities for career growth and development, employee feedback surveys, training programs, team-building activities, and employee recognition programs. Employers should also provide transparent HR policies, manage employees' career growth effectively, and promote a positive work environment that fosters a sense of fulfillment and esteem. By implementing these strategies, employers can retain employees for longer periods and increase overall job satisfaction.

The study concludes that with the application of regression analysis, the researcher found that the coefficient is statistically significant ($p < .001$), indicating that employee engagement significantly predicts employee retention among selected bank employees and the coefficient for Employee Engagement is not statistically significant ($p = 0.183$), suggesting that Employee Engagement may not have a significant impact on Employee Retention among the selected IT employees in this model. Several factors can influence employee engagement and retention, including clear communication, growth opportunities, a positive work environment, recognition, and a strong sense of purpose and alignment with the organization's mission. If any of these factors are not adequately measured in the model, it could lead to a non-significant relationship. Additionally, the specific sample of IT employees selected for the analysis may have distinct motivators that impact the relationship between engagement and retention. For example, the nature of the work, the organizational culture, or the availability of external job opportunities in the IT industry could all play a role in the observed non-significant relationship.

Employers should consider the importance of challenging employees at work to keep them interested in their jobs and prevent them from seeking alternative employment. Additionally, offering flexible work arrangements for both male and female employees can increase motivation and enthusiasm, ultimately leading to reduced attrition rates. The study also found that the marital status of employees, particularly females, can play a significant role in attrition problems, so organizations should consider adjusting their strategies accordingly.

The study identified several factors that contribute to employee engagement, including:

- **Pay and Recognition Support:** Ensuring fair compensation and recognizing employees' contributions.
- **Management Support to Employees:** Providing guidance, resources, and assistance to employees.
- **Organizational Justice:** Establishing a sense of fairness, equity, and transparency within the organization.
- **Career Development:** Offering opportunities for growth, advancement, and skill-building.
- **Intention to Stay:** Understanding employees' commitment to remaining with the organization.
- **Dedication towards Work:** Assessing employees' level of motivation, enthusiasm, and commitment.

Based on the findings, the study concludes that by prioritizing the improvement of employee engagement, private Indian banks can enhance employee retention rates and overall performance.

Employee engagement being the oldest concept still is considered as an important aspect for organization growth and development. Employee engagement is not only related to pay or a monetary benefit, it is beyond that, being emotionally connected with your employees is also a part of engagement. Organizations should prioritize effective communication with employees when they are unable to meet all their demands. Employers and employees should empathize with each other and strive to find solutions together. The present research study supports the arguments of (Kahn, 1990) theory of engagement along with a significant contribution towards existing knowledge about employee engagement in the context of the banking sector. The findings of the current research highlight the significance of employee engagement and suggest managers develop

employee selection procedures and training procedures that facilitate and foster positive employee attitudes and behaviors that eventually have an impact on organizations.

6.2.1. General Profiling of the Employees

Table: 1.138 Conclusions for the Profile of Employees (Bank and IT-ITES)

Bank Employee Profile	IT Employee Profile
Gender: For the bank employees' profile in terms of gender, it has been concluded that the maximum number of them are belongs to the male category.	Gender: For the IT-ITES employees' profile in terms of gender, it has been concluded that the maximum number of them are belongs to the male category.
Age: For the bank employees' profile in terms of age, it has been concluded that a maximum number of them are belongs to the 25-35 Years of category.	Age: For the IT-ITES employees' profile in terms of age, it has been concluded that the maximum number of them belongs to the 25-35 Years of category.
Educational Qualification: For the bank employees' profile in terms of educational qualification, it has been concluded that a maximum number of them are belongs to the post-graduate category.	Educational Qualification: For the IT-ITES employees' profile in terms of educational qualification, it has been concluded that a maximum number of them are belongs to the post-graduate category.
Salary: For the bank employees' profile in terms of salary, it has been concluded that a maximum number of them are belongs to Rs.15,000- Rs.30,000 category.	Salary: For the IT-ITES employees' profile in terms of salary, it has been concluded that a maximum number of them are belongs to Rs.15,000- Rs.30,000 category.
Tenure of Bank Employees: For the bank employees' profile in terms of the tenure of bank employees, it has been concluded that a maximum number of them are belongs to the 2-5 years category.	Tenure of Bank's Employees: For the IT-ITES employees' profile in terms of tenure of IT-ITES employees, it has been concluded that a maximum number of them are belongs to the 2-5 years category.
Work Experience: For the bank employees' profile in terms of work experience bank employees, it has been concluded that a maximum number of them are belongs to the Below 5 years category.	Work Experience: For the IT-ITES employees' profile in terms of the work experience IT-ITES employees, it has been concluded that a maximum number of them are belongs to the Below 5 years category.
City of leaving: For the bank employees' profile in terms of work experience bank employees, it has been concluded that a maximum number of them are belongs to Ahmedabad.	City of leaving: For the IT-ITES employees' profile in terms of work experience IT-ITES employees, it has been concluded that a maximum number of them are belongs to Surat.

(Sources: Research Result)

6.2.2. To find out the factors for Employees Engagement for the Bank and IT-ITES employees

To find out the significant factors that are having an impact on the employee engagements for the two industries that have been covered in 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 toward Work

B. For IT-ITES 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

6.2.3. To establish the Significant relationship between the different factors affecting Employees Engagement in the opinion of Banking & IT-ITES Companies 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-ITES Employees

There is no significant model that fits 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-ITES Employees.

6.2.4. To find out the significant difference of opinion among the different demographic profiles of the Bank and IT-ITES Companies Employees towards the Factors responsible for Employees Engagement.

Table: 1.139 Conclusions for the Significant Difference of Opinion for the Factors Responsible for the Employee Engagement

Hypothesis	Conclusions for the Significant Difference of Opinion for the Factors Responsible for the Employee Engagement
<p>H0₁: There is no significant difference of opinion among the gender of employees towards the factors responsible for their engagement in the organization.</p>	<p><u>For Bank Employees</u> Female employees are making significant differences of opinion regarding the factors for the Intention to Stay and Dedication towards Work.</p> <p><u>For IT-ITES Employees</u> No significant difference of opinion among the many factors for Employee Engagement among IT-ITES Employees.</p>
<p>H0₂: There is no significant difference of opinion among the age of employees towards the factors responsible for their engagement in the organization.</p>	<p><u>For Bank Employees</u> Below 25 Years of employees are making significant differences of opinion for the factors for the Fair Reward and Recognition System.</p> <p><u>For IT-ITES Employees</u> Below 25 Years of employees are making significant differences of opinion for the factors for the Intention to Stay.</p>
<p>H0₃: There is no significant difference of opinion among the marital status of employees towards the factors responsible for their engagement in the organization.</p>	<p><u>For Bank Employees</u> Single employees are making significant differences of opinion regarding the factors for the Fair Reward and Recognition System.</p> <p><u>For IT-ITES Employees</u> Married employees are making significant differences of opinion regarding the factors for the Intention to Stay and Dedication towards Work.</p>
<p>H0₄: There is no significant difference of opinion among the educational qualification of employees towards the factors responsible for their engagement in the organization.</p>	<p><u>For Bank Employees</u> Graduate employees are making a significant difference of opinion on the factors for Career Development.</p> <p><u>For IT-ITES Employees</u> No significant difference of opinion among the many factors for Employee Engagement among IT-ITES Employees.</p>

<p>H0₅: There is no significant difference of opinion among the salary level of employees towards the factors responsible for their engagement in the organization.</p>	<p><u>For Bank Employees</u> No significant difference of opinion among the many factors for Employee Engagement among the Bank Employees.</p> <p><u>For IT-ITES Employees</u> No significant difference of opinion among the many factors for Employee Engagement among IT-ITES Employees.</p>
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(Sources: Research Result)

6.2.5. 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 leaving for Bank Employees) towards the demographic profile of Employees.

Table: 1.140 Conclusions for the Significant Association between working parameters for the current demographic profile of Employees.

Hypothesis	Conclusions for the Significant Association
<p>H0₆: There is no significant association between the parameters of Employees and the demographic factors of the Employees.</p>	<p><u>For Bank Employees</u> Gender of Bank Employees, Age of Bank Employees, Marital Status of Bank Employees, and Salary of Bank Employees are having a significant association with the Tenure of the Present Bank in which the employees are working.</p> <p><u>For IT-ITES Employees</u> Age of IT-ITES Company Employees, Marital Status of IT- ITES Company Employees, and Tenure in Present IT - ITES Company Employees are having a significant association with the Tenure of the Present bank in which the employees are working.</p>
<p>H0₇: There is no significant association between the work experience of Employees and the demographic factors of the Employees.</p>	<p><u>For Bank Employees</u> 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 a significant association with the Tenure of the Present Bank in which the employees are working.</p> <p><u>For IT-ITES Employees</u> The gender of IT- ITES Company Employees, Age of IT- ITES Company Employees, Marital Status of IT - ITES Company Employees, and Salary of IT- ITES company Employees are having a significant association with the Tenure of the Present Bank in which the employees are working.</p>

<p>H0s: There is no significant association between the city of leaving Employees and the demographic factors of the Bank Employees.</p>	<p><u>For Bank Employees</u> Gender of Bank Employees, Age of Bank Employees, and Marital Status of Bank Employees are having a significant association with the Tenure of the Present Bank in which the employees are working.</p> <p><u>For IT-ITES Employees</u> The marital Status of IT- ITES Company Employees, Educational Qualification of IT- ITES Company Employees, and Salary of IT- ITES company Employees are having a significant association with the Tenure of the Present Bank in which the employees are working.</p>
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(Sources: Research Result)

CHAPTER :7
SUGGESTIONS,
CONTRIBUTION &
LIMITATIONS FOR STUDY

7.1. SUGGESTIONS OF THE STUDY

The study concludes that employee retention is crucial for the long-term success of any business organization. High turnover rates may result in decreased productivity, increased costs associated with recruitment and training, and lower employee morale. Keeping employees for longer periods can help to maintain a stable workforce and ensure business continuity, as experienced and knowledgeable employees can provide valuable insights and support for new hires. To achieve this, a good retention and engagement process should begin from the time of hiring until the employees leave the organization. Based on the current study and surrounding literature, several strategies have been identified to improve employee retention, including pay and compensation, career growth, training and development, and internal communication.

- The matter of employee engagement is one of the most important and sensitive parameters for any employee working in any sort of company or industry, it's very important from the point of view of the employers to scratch each parameter for employee engagement and take necessary steps to improve the productivity of the companies or banks in a proper direction for the overall prosperity of the organization.
- Banks, IT Companies, and other sectors need to work together and implement numerous strategies for the better improvement of employee engagement in the organization in a proper and useful manner.
- Educational background wise employees are moderately literate that they can understand the numerous employee engagement benefits for psychologically boosting their morale by deciding the part of the policies that have been by the employer time and time again as a part of the requirement of their organization.
- Initiation of New schemes and motivate the employees towards taking the benefit of maximum schemes and benefits that have been provided by the organization to boost their morale of them in terms of psychological and mental. If the employees are happy, then organizations and banks can have many benefits on the different frontier and the different parameters. Employers must take these kinds of steps again and again by providing several benefits to their employees by looking at the market scenarios.
- Implement a robust recognition and rewards program to acknowledge and appreciate the contribution of employees, which can boost their engagement and motivation.

- Offer opportunities for skill development and career growth, showing a commitment to employee's long-term success and increasing their engagement.
- Decentralization of power is present in all private sector banks; HR manager has more autonomy for altering the spectrum of HR policies according to organization's needs. The HR manager is authorized to make decisions such as salary adjustments, job location changes, and modification to job profiles based on the cause of attrition of employee. Thus, they can retain the best talent as per their requirements even of the superannuating employees. The effective alignment of HR strategies in private sector banks is a result of this autonomy, decentralization, and the associated sense of responsibility and accountability.
- Organizations should prioritize the implementation of employee recognition programs and consider incorporating social media platforms to acknowledge and celebrate employee achievements. This approach is particularly important in light of the current generation's inclination to share their experiences on social media, allowing everyone to be a part of the celebration. Embracing social recognition not only helps companies attract new employees but also enhances the engagement of existing ones.
- Organizations should strive to create a working environment and culture that is both challenging and comfortable. This approach enables employees to feel more engaged and involved with the organization. There should be a greater emphasis on providing training and development opportunities, including the introduction of career development courses such as self-assessment courses, career coaching courses, and professional skill development courses.
- Organizations should prioritize the upgradation of employee knowledge by allocating a dedicated budget for their further education. It is essential to provide employees with opportunities for future growth in terms of both compensation and benefits, as well as career advancement.
- Providing employees with specialized training and motivational sessions can help ignite passion and enthusiasm for their work. Supervisors need to grant employees more autonomy and involve them in decision-making processes, actively seeking and valuing their feedback and opinions. Additionally, fostering a culture of open communication and encouraging employee involvement can contribute to increased engagement within the

organization. Bank should improve the work culture in terms of supervision that makes employees feel valued and assured to engage themselves.

- Private Banks and IT-ITeS companies may develop a more exhaustive rewards system, which may encourage employees to engage in their work wholeheartedly.
- To boost employee engagement, private sector banks may improve organizational communication by providing more relevant information on notifications about changes, the organization's monetary standing, overall policies, and goals to its employees.
- The private sector banks may focus on providing personal feedback to employees about their performance, establishing a work culture, and open communication that encourages employees to express themselves and become engaged. Giving employees autonomy in the workplace will help them to be more accountable for their work.
- Employers of IT companies can proactively address attrition issues by conducting stay interviews.
- IT companies can retain employees by offering work-from-home options, flexible vacation policies, and performance bonuses. Implementing a compressed work schedule or providing backup daycare can be effective strategies for employee retention. Retention strategies should be evaluated and updated annually.
- To promote employee retention, employers should express genuine appreciation and recognition to foster loyalty among employees, demonstrate care and support for employees whenever possible, and encourage collaboration and teamwork as they play a crucial role in retaining employees.
- Lack of respect is a significant factor contributing to employee attrition. Building a culture of mutual respect within organizations can be a cost-free yet effective way to retain employees.

7.2 MAJOR CONTRIBUTION:

7.2.1 THEORETICAL IMPLICATIONS

The research conducted in this study has made a significant contribution to the existing theoretical knowledge on employee engagement and its impact on employee retention in the service sector. By empirically studying the factors affecting employee engagement and developing an empirical

model of employee retention, the researcher has provided valuable insights into the relationship between employee engagement and its drivers.

The study highlights the importance of factors such as organizational support, supervisory support, justice in the system, and a fair reward system in fostering employee engagement. It also emphasizes the role of employee engagement in increasing employee retention rates. The findings contribute to the understanding of how employees in the service sector can be effectively engaged and how organizations can leverage employee engagement to improve retention.

By incorporating new information through empirical research, this study expands the body of knowledge on employee engagement and retention in the service sector. It adds to the existing literature by providing evidence-based insights into the specific variables and demographics that influence employee engagement and retention.

This study can contribute to the existing literature by identifying novel factors that have a significant impact on employee engagement in the context of service sector industries. By exploring the unique characteristics of these industries, such as customer interactions, service quality, and work environment, the study can unveil previously unexplored factors that contribute to employee engagement. The study aims to investigate the mediating role of organizational culture between employee engagement and employee retention. By examining the specific aspects of organizational culture that influence this relationship, such as values, norms, and leadership styles, the study can contribute to a deeper theoretical understanding of the underlying mechanisms at play. This can provide valuable insights into how organizations can shape their culture to foster higher employee engagement and, consequently, improve retention rates. The rapid advancements in technology have transformed the service sector industries, impacting employee roles, responsibilities, and engagement levels. This study can explore the relationship between technology adoption, employee engagement, and retention. By examining the role of technology as a facilitator or barrier to engagement, the study can contribute to a deeper theoretical understanding of the interplay between technology, employee engagement, and retention in the service sector.

By addressing these theoretical implications, this study has the potential to provide new insights into the relationship between employee engagement and employee retention in selected service sector industries. The findings can contribute to the development of more effective strategies and

interventions aimed at enhancing employee engagement and reducing turnover, ultimately benefiting organizations operating in these industries.

In conclusion, this research enhances our understanding of the factors that contribute to employee engagement and its impact on employee retention in the service sector. It provides a valuable empirical model that can guide organizations in effectively engaging their employees and improving retention rates.

7.2.2 MANAGERIAL IMPLICATIONS:

Employee engagement is a critical tool for organizations to establish thriving cultures and organizations for long-term success because our economy is dominated by the service sector as the top contributing industry. The study suggests that Employee Engagement is a key factor for employee retention. Therefore, management should recognize that engagement is important in maintaining a productive and content workforce, but without engagement will have a limited impact on business outcomes.

Engaged employees are self-starters, invest more discretionary effort, and are emotionally dedicated to working hard. They align their priorities with the organization's strategic goals to move it forward. Enhanced employee engagement has been associated with higher workforce productivity, increased customer satisfaction, lower absenteeism, and reduced employee turnover. However, it should be noted that the study's results are based on a small sample of private-sector bank managers, so they should be cautiously interpreted.

It is very much essential for the HR Managers, Leaders, and organizations as a whole to understand the factors influencing employee engagement. The thesis reveals that, in order of their contribution to the employee engagement – the factors are - POS, PSS, rewards and recognition, procedural justice, and distributive justice. Further, the thesis reveals the fact that, in bank employees' factors like Pay and Recognition Support, Management Support to Employees, Organizational Justice, Career Development, Intention to Stay, Dedication towards Work are having direct positive impact on employee retention. And in IT-ITES companies Factors like Fair Reward and Recognition System, Employee Retention, Support from Organization, Job Involvement, Job Commitment, Passionate at Work have no impact on employee retention.

Numerous research studies and engagement indicators from consulting firms like (Gallup, U.S. Employee Engagement Rises Following Wild 2020, 2021) (Deloitte, 2016) have shown declining trends in employee engagement among employees across the globe. The alarming issue that has been identified is that many organizations only measure the level of employee engagement rather than addressing this problem and facilitating such practices to encourage them to become engaged at work. To effectively address employee engagement, managers must shift their focus from simply measuring engagement to taking active steps to improve it. This requires transforming conventional workplace practices and creating an environment that fosters employee engagement. Organizations need to clarify their objectives, whether it is to gauge the level of engagement or actively work towards increasing employee engagement. To proactively enhance employee engagement, a business-driven HR strategy is necessary. The strategy should identify areas where improvement can make a significant impact such as pay and recognition support, management support to employees, organizational justice, and career development. By implementing these changes, the organization can create a work environment that promotes higher levels of employee engagement, and it will have a positive impact on employee retention.

The service industry plays a very dynamic role in the development and growth of the economy of the country. The banking sector in India is one of the main components of the global service industry, which is facing the issue of low employee engagement. Employee engagement is known to have a significant impact on employee retention levels. Various factors contribute to employee engagement, and these factors can differ across industries. Some commonly recognized factors that contribute to employee engagement are as follows:

- **Meaningful work:** Employees are more likely to be engaged when they find their work meaningful and feel a sense of purpose in what they do.
- **Opportunities for growth and development:** Providing employees with opportunities to learn new skills, take on challenging projects, and advance in their careers can increase their engagement and commitment to the organization.
- **Supportive work environment:** A positive and supportive work environment, characterized by good relationships with supervisors and colleagues, can enhance employee engagement. Managers who provide guidance, support, and regular feedback to their teams can create a positive work environment and promote engagement.

- **Recognition and rewards:** Recognizing and rewarding employees for their achievements and contributions is a powerful driver of engagement. Implementing employee recognition programs, celebrating milestones, and expressing appreciation for their efforts can boost engagement levels.
- **Clear communication:** Effective communication that keeps employees informed about company goals, changes, and expectations can promote engagement by fostering transparency and trust.
- **Work-life balance:** Striking a balance between work and personal life is crucial for employee engagement. Offering flexible work arrangements, promoting work-life balance policies, and encouraging employees to take time off when needed can enhance engagement and reduce burnout.
- **Employee involvement and empowerment:** Encouraging employees to participate in decision-making processes and empowering them to make meaningful contributions can increase their engagement and satisfaction.

In the IT sector specifically, additional factors that contribute to employee engagement include challenging and meaningful work, professional development opportunities, work-life balance, recognition and rewards, collaborative culture, access to technological tools, and autonomy and empowerment.

Private sector banks are rapidly expanding, giving a strong challenge to public sector banking. Simultaneously, these banks are becoming significant drivers of employment generation by hiring numerous skilled individuals across various levels. However, due to fast growth and the dynamic nature of private banks has led to difficulties in retaining employees. Enhancing employee engagement holds the key to improving retention rates. To ensure that managers at different levels remain deeply committed, private sector banks in India must prioritize maintaining their engagement at an optimal level. This can be achieved by putting a greater emphasis on intrinsic motivational factors like recognition and responsibility.

By prioritizing these factors and focusing on increasing employee engagement levels, organizations in private banking and the IT sector can address their challenges with employee retention. Engaged employees are more likely to be committed to the organization and less likely

to seek opportunities elsewhere. Therefore, emphasizing employee engagement can help resolve the problem of retention in these industries.

7.3 FUTURE SCOPE FOR RESEARCH

1. Research can explore the impact of remote work or hybrid work models on employee engagement and retention in the banking sector, especially in the post-pandemic era. This is particularly relevant as the banking industry is starting to pay attention to the benefits of allowing telecommuting and work from home.
2. Research can also focus on understanding the relationship between work stress and employee engagement in the banking sector, as indicated in a study that explains the consequences of work stress on employee engagement in a private bank.
3. Further research can be conducted to investigate the relationship between career development opportunities and employee retention in private banking, as lack of opportunities for career advancement has been identified as a main reason for turnover in the banking industry.
4. The influence of leadership on employee engagement cannot be ignored. Future studies can focus on identifying the most effective leadership behaviors and practices that foster employee engagement. Employees may feel undervalued and leave due to lack of recognition and trust in the IT-ITeS Company.
5. Incorporating qualitative methods like interviews and case studies can provide a more in-depth understanding of the factors influencing employee engagement and retention. Conducting longitudinal studies can examine the causal relationship between employee engagement and employee retention over time.
6. To expand the scope of the study and gain more comprehensive insights, it can be extended to include multiple service sectors like healthcare, retail, hospitality, finance, and others. This would enable the identification of sector-specific factors that affect employee engagement and retention.
7. To obtain a more comprehensive understanding of the relationship between employee engagement and employee retention, the study's sample size and range of variables can be increased.

8. Further study may be conducted covering different regions, and all the categories of bank employees with larger sample sizes to develop a holistic employee engagement model in the banking and IT-ITES sectors.
9. Another area for research is the comparative study of cross-national employee engagement. While the Utrecht Work Engagement Scale is a famous tool for measuring engagement, there is a need for more research on how engagement varies across different cultures and countries.
10. Further research can be conducted for studying employee engagement in rural areas (particularly within the medical field where doctors do not prefer posting and hesitant to work in village..) such study conducted in rural areas can help the country provide better facilities and infrastructure to rural areas.
11. In addition, future research is encouraged across different occupational settings, such as insurance, hotels, tourism, education, healthcare.

7.4 LIMITATIONS OF THE STUDY:

Like any other study, this research has its limitations that need to be acknowledged. These limitations provide valuable insights and serve as learning points for future research endeavors. The major limitations of this study are as follows:

1. One limitation of the current study is that it is based on cross-sectional. Data collected and analysed at a single point in time. This restricts the ability to establish causal relationships between the variables. To confirm a causal relationship, it would be advisable to conduct a longitudinal research study that examines the variables over an extended period.
2. The study focuses on a narrow set of variables, including perceived organizational support, perceived supervisor support, distributive justice, procedural justice, reward, and recognition to investigate employee engagement and retention in the IT and Private Bank of Gujarat.
3. The collection of data was a challenging task as some employees refused to provide personal and organizational information such as their branch and bank name, email, salary, etc. because of the tight schedule of the employees. Future research can be undertaken to collect data based on their department, designation, and evaluation of the level of

engagement among employees working in different departments of a Public and foreign bank or other service industries.

4. Study results are completely based on the information provided by respondents. The study was restricted to managers. In the case of private sector banks and IT companies, does not include senior personnel in the sample. The study is restricted to the state of Gujarat. As a result, it cannot be generalized.
5. It can increase of sample size and introduce more variables in factor consideration. A similar study could be done in sectors like insurance, hotels, health care, infrastructure, telecom, retail, and education.

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Appendix A (Top Banks: Dun & Bradstreet Polaris Report 2019)

BANKS



Comparative Matrix

Sector TI Rank	Company Name	Total Income ₹ Mn	Net Profit ₹ Mn	Net Worth ₹ Mn	NIM (%)	GNPA (%)	ROA (%)
1	State Bank of India	2,651,000.0	(65,474.5)	1,942,805.7	2.5	10.9	(0.2)
2	HDFC Bank Limited	954,616.6	174,867.5	1,062,950.0	4.3	1.3	1.9
3	ICICI Bank Limited	723,855.2	67,774.2	1,021,613.2	3.2	11.6	0.9
4	Punjab National Bank	568,766.3	(122,828.2)	373,904.9	2.2	18.4	(1.6)
5	Axis Bank Limited	567,474.0	2,756.8	634,452.6	3.4	6.8	0.04
6	Bank of Baroda	503,056.9	(24,318.1)	402,384.3	2.4	12.3	(0.3)
7	Canara Bank	481,949.4	(42,222.4)	290,801.1	2.4	11.8	(0.8)
8	Union Bank of India	377,378.6	(52,473.7)	227,548.9	4.5	15.7	(1.1)
9	Yes Bank Limited	254,912.5	42,245.6	257,582.8	3.5	1.3	1.8
10	Syndicate Bank	245,818.5	(32,228.4)	133,919.9	2.4	11.5	(1.1)
11	Kotak Mahindra Bank Limited	238,007.0	40,843.0	374,838.2	4.3	2.2	1.7
12	IndusInd Bank Limited	220,308.5	36,059.9	234,940.1	4.0	1.2	1.9
13	Andhra Bank	203,466.0	(34,125.3)	99,827.9	3.3	17.1	(1.5)
14	Oriental Bank of Commerce	201,812.5	(58,717.4)	103,821.3	2.2	17.6	(2.3)
15	Corporation Bank	199,414.1	(40,539.4)	101,990.4	2.3	17.4	(1.7)
16	Indian Bank	195,194.8	12,589.9	158,269.8	2.9	7.4	0.5
17	Vijaya Bank	141,904.5	7,270.2	98,366.9	3.1	6.3	0.4
18	Bank of Maharashtra	126,024.7	(11,456.5)	88,139.7	2.3	19.5	(0.7)
19	The Federal Bank Limited	109,119.8	8,788.5	122,052.3	3.2	3.0	0.8
20	IDFC Bank Limited	100,479.0	8,593.0	152,565.4	1.7	3.3	0.7
21	Punjab & Sind Bank	85,299.5	(7,438.0)	53,356.4	2.1	11.2	(0.7)
22	The Jammu and Kashmir Bank Limited	71,167.1	2,027.2	55,410.3	3.7	10.0	0.3
23	The South Indian Bank Limited	70,300.6	3,348.9	50,048.0	2.8	3.6	0.4
24	The Karur Vysya Bank Limited	65,995.9	3,456.7	62,641.9	3.9	6.6	0.5
25	The Karnataka Bank Limited	63,780.9	3,256.1	49,939.3	3.2	4.9	0.5
26	RBL Bank Limited	55,757.5	6,350.9	66,830.3	3.8	1.4	1.2
27	Bandhan Bank Limited	55,084.8	13,455.6	22,879.4	9.7	1.2	4.0
28	City Union Bank Limited	39,345.2	5,920.0	41,632.4	4.4	3.0	1.6
29	The Lakshmi Vilas Bank Limited	33,884.3	(5,848.7)	21,604.1	2.4	10.0	(1.6)
30	DCB Bank Limited	27,232.6	2,453.4	25,588.0	4.2	1.8	0.9
31	AU Small Finance Bank Limited	21,552.5	2,920.4	22,811.8	5.0	2.0	1.7

Appendix B (Questionnaire survey: Final)

Banking Questionnaire form:

Dear Sir/Madam,

I, Charu Goyal, am pursuing a Ph.D. and surveying Employee Engagement of Banking Employees. The information provided will be used for research purposes only. I would be thankful to you if you spend 10 minutes filling up the Questionnaire. All the responses will be treated as anonymous and handled with high confidentiality.

SECTION A: DEMOGRAPHICAL INFORMATION

Please provide the following information regarding your employment details (Please “Tick” your response)

Name of the Employee (Optional)					
Email (Optional):					
1. Gender		<input type="checkbox"/> Male	<input type="checkbox"/> Female		
2. Please indicate to which of the following age groups you belong to:	<input type="checkbox"/> Below 25	<input type="checkbox"/> 25-35	<input type="checkbox"/> 36-45	<input type="checkbox"/> 45 and above	
3. What is your Marital Status?	<input type="checkbox"/> Single	<input type="checkbox"/> Married	<input type="checkbox"/> Divorce		
4. What is your highest qualification?	<input type="checkbox"/> Graduate	<input type="checkbox"/> Post-Graduate	<input type="checkbox"/> Professional Course (CA, CS, CFS)		
5. Monthly Salary	<input type="checkbox"/> Below Rs. 15,000	<input type="checkbox"/> Rs.15,001- Rs.30,000	<input type="checkbox"/> Rs.30,001 - Rs.45,000	<input type="checkbox"/> Above Rs.45,000	
6. Please indicate the tenure with the present bank (in Years)	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> 2-5 years	<input type="checkbox"/> 6-10 years	<input type="checkbox"/> 11-15 years	<input type="checkbox"/> 16-20 years <input type="checkbox"/> >20 years
7. Total Work Experience (In years)	<input type="checkbox"/> Below 5 years	<input type="checkbox"/> 5-15 years	<input type="checkbox"/> 16-25 years	<input type="checkbox"/> Above 25 years	
8. In which Department do you work?	<input type="checkbox"/> Operations	<input type="checkbox"/> Sales and Marketing	<input type="checkbox"/> Customer Services	<input type="checkbox"/> Other (Please Specify)	

9. Name of the city of the branch	<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Surat	<input type="checkbox"/> Rajkot
10. Type of sector	<input type="checkbox"/> Public	<input type="checkbox"/> Private		
11. Which Bank do you work for?	<input type="checkbox"/> HDFC Bank	<input type="checkbox"/> ICICI Bank	<input type="checkbox"/> Axis Bank	<input type="checkbox"/> YES Bank
12. What is your current designation?				

SECTION B: ENGAGEMENT LEVEL

INSTRUCTIONS FOR COMPLETING SECTION B

1 = Strongly Disagree; 2 = Disagree; 3= Uncertain 4 = Agree; 5 = Strongly Agree

It is important that there are no right or wrong answers to this survey. Please rate the statements below which best indicate your viewpoint.

	Statements	Strongly Agree	Agree	Uncertain/ Neutral	Disagree	Strongly Disagree
Vigor	At my work, I feel bursting with energy.					
	At my job, I feel strong and vigorous					
	When I get up in the morning, I feel like going to work					
	I can continue to work for very long periods at a time					
	At my job, I am very resilient, mentally					
	At my work I always persevere, even when things do not go well					
Dedication	I find the work that I do full of meaning and purpose.					

	I am enthusiastic about my job					
	My job inspires me					
	I am proud of the work that I do.					
	To me, my job is challenging					
Absorption	Time flies when I am working					
	When I am working, I forget everything else around me					
	I feel happy when I am working intensely.					
	I am immersed in my work.					
	I get carried away when I am working					
	It is difficult to detach myself from my job					

SECTION C: ORGANISATIONAL FACTORS THAT INFLUENCE EMPLOYEE ENGAGEMENT.

INSTRUCTIONS FOR COMPLETING SECTION C

On a scale of 5(Strongly Agree) to 1 (Strongly Disagree), Rate your opinion with the following statements about **Perceived organizational Support** (Strongly Disagree)

1. Please indicate the extent to which you agree/disagree with the following statements
2. It is important that there are no right or wrong answers to this survey. Kindly rate the statements below which best indicate your view.

Sr. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The Bank cares about my opinions.					

2.	The Bank cares about my well-being.					
3.	The Bank strongly considers my goals and values					
4.	Help is available from my Bank when I have a problem					
5.	The bank will forgive mistakes that I admit to honestly					
6.	If given the opportunity, my bank would take advantage of me.					
7.	The Bank shows little concern for me					
8.	My organization is willing to help me if I need a special favor.					

SECTION D: PERCEIVED SUPERVISOR SUPPORT

Sr. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My manager helps me to improve myself					
2.	My manager takes prompt and fair corrective action on employees who fail to perform their work satisfactorily.					

3.	When I do a good job, my immediate Manager praises me.					
4.	My immediate Manager holds meetings with my workgroups.					
5.	My immediate Manager collaborates with me to create strategies and work objectives.					

INSTRUCTIONS FOR COMPLETING SECTION E

On a scale of 5(Strongly Agree) to 1 (Strongly Disagree), Rate your opinion with the following statements about **Organizational Justice** (Strongly Disagree)

	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Distributive justice	My work schedule is fair					
	I believe my pay is reasonable					
	I believe my workload is reasonable.					
	Overall, the rewards I receive here are fair					

	I feel that my job responsibilities are fair.					
Procedural justice	My manager makes sure that all employee concerns are heard before job decisions are made					
	To make job decisions, my manager collects accurate and complete information					
	My manager clarifies decisions and provides additional information when requested by employees					
	All job decisions are applied consistently across all affected employees					
	Employees have the right to change or appeal a manager's job decision					

INSTRUCTIONS FOR COMPLETING SECTION F

On a scale of 5(Strongly Agree) to 1 (Strongly Disagree), Rate your opinion with the following statements about **Rewards & Recognition** (Strongly Disagree)

Sr. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The work I did well had an impact on my salary increase, Job security, and promotion available to me					
2.	I get Praise from my Manager.					
3.	The work I did well had an impact on my training and development opportunities.					
4.	The work I did well made me a more challenging job opportunity					
5.	The work I did well got me some form of public recognition (for example Employee of the month)					
6.	There is a reward or token of appreciation.					

INSTRUCTIONS FOR COMPLETING SECTION G

On a scale of 5(Strongly Agree) to 1 (Strongly Disagree), Rate your opinion with the following statements about **employee retention** (Strongly Disagree)

Sr. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I like to stay working at this bank					
2.	I have a very bright future with this bank.					

3.	I'm planning on working for another bank within three years					
4.	If I wanted to do another job, the first place I would look would be within this bank.					
5.	If it were up to me, I would spend the next five years working with this bank.					
6.	If I had the chance to start over, I would choose to work with another bank.					
7.	I would like to accept an attractive job offer from another bank					

Thank you very much for your time and valuable responses.

IT-ITES Company Survey Form:

Dear Sir/Madam,

I, Charu Goyal, am pursuing Ph.D. and conducting a survey on Employee Engagement and Retention in IT companies in Gujarat. The information provided will be used for research purposes only. I would be thankful to you if you spend 10 minutes to fill up the Questionnaire. All the responses will be treated as anonymous and handled with high confidentiality.

SECTION A: DEMOGRAPHICAL INFORMATION

Please provide the following information regarding your employment details (Please “Tick” your response)

Name of the Employee (Optional)					
Email (Optional):					
1. Gender		<input type="checkbox"/> Male	<input type="checkbox"/> Female		
2. Please indicate which of the following age groups you belong to:	<input type="checkbox"/> Below 25	<input type="checkbox"/> 26-35	<input type="checkbox"/> 36-45	<input type="checkbox"/> 45 and above	
3. What is your Marital Status?	<input type="checkbox"/> Single	<input type="checkbox"/> Married	<input type="checkbox"/> Divorce		
4. What is your highest qualification?	<input type="checkbox"/> Graduate	<input type="checkbox"/> Post-Graduate	<input type="checkbox"/> Professional Course (Data visualization, Cloud computing, cyber security)		
5. Monthly Salary	<input type="checkbox"/> Below Rs. 15,000	<input type="checkbox"/> Rs.15,001- Rs.30,000	<input type="checkbox"/> Rs.30,001 - Rs.45,000	<input type="checkbox"/> Above Rs.45,000	
6. Please indicate the tenure with the present Company (in Years)	<input type="checkbox"/> Less than 1 year	<input type="checkbox"/> 2-5 years	<input type="checkbox"/> 6-10 years	<input type="checkbox"/> 11-15 years	<input type="checkbox"/> 16-20 years <input type="checkbox"/> >20 years
7. Name of the city where the IT companies are based	<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Surat	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Other
8. Grade	Junior	Team Leader	Assistant Manager	Senior Manager	Others

9. Total Work Experience (In years)	<input type="checkbox"/> Below 5 years	<input type="checkbox"/> 5-15 years	<input type="checkbox"/> 16-25 years	<input type="checkbox"/> Above 25 years
10. Name of the company where you work				

SECTION B: ENGAGEMENT LEVEL

INSTRUCTIONS FOR COMPLETING SECTION B

1 = Strongly Disagree; 2 = Disagree; 3= Uncertain 4 = Agree; 5 = Strongly Agree

It is important that there are no right or wrong answers to this survey. Please rate the statements below which best indicate your viewpoint.

	Statements	Strongly Agree	Agree	Uncertain/ Neutral	Disagree	Strongly Disagree
Vigor	At my work, I feel bursting with energy.					
	At my job, I feel strong and vigorous					
	When I get up in the morning, I feel like going to work					
	I can continue to work for very long periods at a time					
	At my job, I am very resilient mentally					
	At my work I always persevere, even when things do not go well					
Dedication	I find the work that I do full of meaning and purpose.					
	I am enthusiastic about my job					
	My job inspires me					
	I am proud of the work that I do.					

	To me, my job is challenging					
Absorption	Time flies when I am working					
	When I am working, I forget everything else around me					
	I feel happy when I am working intensely.					
	I am immersed in my work.					
	I get carried away, when I am working					
	It is difficult to detach myself from my job					

SECTION C: ORGANISATIONAL FACTORS THAT INFLUENCE EMPLOYEE ENGAGEMENT.

INSTRUCTIONS FOR COMPLETING SECTION C

On a scale of 5(Strongly Agree) to 1 (Strongly Disagree), Rate your opinion with the following statements about **Perceived organizational Support** (strongly Disagree)

1. Please indicate the extent to which you agree/disagree with the following statements
2. It is important that there are no right or wrong answers to this survey. Kindly rate the statements below which best indicate your view.

Sr. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The company cares about my opinions.					
2.	The company really cares about my well-being.					
3.	The company strongly considers my goals and values					

4.	Help is available from my company when I have a problem					
5.	The company will forgive mistakes that I admit honestly					
6.	If given the opportunity, my company would take advantage of me.					
7.	The company shows very little concern for me					
8.	My organization is willing to help me if I need a special favour.					

SECTION D: PERCEIVED SUPERVISOR SUPPORT

Sr. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My manager helps me to improve myself					
2.	My manager takes prompt and fair corrective action on employees who fail to perform their work satisfactorily.					
3.	When I do a good job, my immediate Manager praises me.					

4.	My immediate Manager holds meetings with my work groups					
5.	My immediate Manager collaborates with me to create strategies and work objectives.					

INSTRUCTIONS FOR COMPLETING SECTION E

On a scale of 5(Strongly Agree) to 1 (Strongly Disagree), Rate your opinion with the following statements about **organizational Justice** (strongly Disagree)

	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Distributive justice	My work schedule is fair					
	I believe my pay is reasonable					
	I believe my workload is reasonable.					
	Overall, the rewards I receive here are fair					
	I feel that my job responsibilities are fair					
Procedural justice	My manager makes sure that all employee concerns are heard before job decisions are made					
	To make job decisions, my					

	manager collects accurate and complete information					
	My manager clarifies decisions and provides additional information when requested by employees					
	All job decisions are applied consistently across all affected employees					
	Employees have the right to change or appeal a manager's job decision					

INSTRUCTIONS FOR COMPLETING SECTION F

On a scale of 5(Strongly Agree) to 1 (Strongly Disagree), Rate your opinion with the following statements about **Rewards & Recognition** (strongly Disagree)

Sr. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	The work I did well had an impact on my salary increase, Job security, and promotion available for me					
2.	I get Praise from my Manager.					
3.	The work I did well had an impact on my training and development opportunities.					
4.	The work I did well made me have a more challenging job opportunity					
5.	The work I did well got me some form of public recognition (example: Employee of the month)					

6.	There is a reward or token of appreciation.					
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INSTRUCTIONS FOR COMPLETING SECTION G

On a scale of 5(Strongly Agree) to 1 (Strongly Disagree), Rate your opinion with the following statements about **employee retention** (strongly Disagree)

Sr. No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I like to stay working in this company					
2.	I have very bright future with this company					
3.	I'm planning on working for another company within a period of three years					
4.	If I wanted to do another job, the first place I would look would be within this company.					
5.	If it were up to me, I would spend the next five years working with this company.					
6.	If I had the chance to start over, I would choose to work with another Company.					
7.	I would like to accept an attractive job offer from another company					

Thanks for your participation in this study.

Appendix C (List of Publications)

- **"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

Gujarat Technological University
PhD Viva Voce Report

TITLE OF THE THESIS:
A STUDY ON THE IMPACT OF EMPLOYEE ENGAGEMENT ON EMPLOYEE
RETENTION IN SELECTED SERVICE SECTOR INDUSTRIES

Name of the Scholar	Enrollment No.	Day & Date of Public Viva Voce	Discipline/ Branch	Venue
Charu Bhavesh Goyal	189999903008	Monday- 26-02-24	Management	Academic block-4, Acharya Chanakya Seminar Hall, GSMS, GTU Chandkheda Campus, Ahmedabad.

Based on the thesis defense of above mentioned PhD Thesis, the overall recommendation on the thesis is as follows (Please tick any one of the following option):

- The performance of the candidate was satisfactory. We recommend that he/she be awarded the PhD Degree.
- Any further modifications in research work recommend by the panel after 3 months from the date of first viva-voce upon request of the Supervisor or request of Independent Research Scholar after which viva-voce can be re-conducted by the same panel again. The suggestions for improving the thesis based on the discussions during the oral examination is detailed in a separate sheet to be incorporated in the thesis.
- The performance of the candidate was unsatisfactory. We recommend that he/she should not be awarded the PhD Degree. A separate sheet is enclosed describing unsatisfactory performance.

Further, it is certified that the examiner who participated in the thesis defense through electronic medium (if any), have confirmed the above recommendation after the viva-voce (through email as attached; if any) and the same may be considered sufficient record for acceptance.

BOARD OF EXAMINERS:

Sl No	Name	Designation	Institute	Signature
1.	Dr. Anu Gupta	Supervisor/ Co-Supervisor*	CPMR, Ahmedabad	[Signature]
2.	DR. LOKESHVER SINGH JODHANA	External Examiner 1	MALWANCHA UNIVERSITY, INDORE	[Signature]
3.	DR. RAJNISH RATNA	External Examiner 2	GTU, FMS	[Signature]
4.		External Examiner 3		
5.		External Examiner who participated through e-medium (if any)		

*The Co-Supervisor may sign in place of Supervisor if he/she has been assigned with the academic and administrative affairs/ responsibilities of the above mentioned scholar.

Encl.:

- 1) Separate sheet for suggestions / comments on the thesis (if any) endorsed by the Supervisor/ Co-Supervisor and the external examiners. The same to be provided to the scholar for revision/ modification in the thesis.
- 2) Email of external examiner (if any) who participated in the thesis defense through electronic medium.
- 3) Undertaking for final submission of hard copy of Ph.D. thesis & CD.

For Office Use Only (Strike off whichever is not applicable)-

Notification to / not to be issued

Honorable Vice Chancellor