

Research Article

Analysis of the Key Influencing Variables of Employee's Engagement: A Study Based on Selected Indian Private Banks

Shrayashree Ghosh¹ and Dr. Bobby Basu²

¹Research Scholar, Maulana Abul Kalam Azad University of Technology Kolkata, West Bengal, India.

²Associate Professor, Heritage Business School, Kolkata, West Bengal, India

Received: 18/08/2025;

Revision: 30/08/2025;

Accepted: 03/09/2025;

Published: 18/09/2025

*Corresponding author: Shrayashree Ghosh

Abstract: The sustained success and growth of an organization are intrinsically linked to the performance of its employees, which is significantly influenced by the degree of their engagement. Employee engagement has emerged as a critical construct with the potential to enhance employee retention, foster higher levels of productivity, and strengthen organizational loyalty. The present study, drawing upon primary data collected through a structured questionnaire, establishes that the level of employee engagement within organizations is contingent upon multiple factors, namely job satisfaction, financial benefits, opportunities for career development, and the overall working environment. The implications of these findings are particularly pertinent for human resource professionals seeking to design and implement strategies that nurture long-term employee commitment while simultaneously mitigating attrition. Such efforts are essential to improving organizational performance within the Indian banking sector.

Keywords: Employee engagement, Job satisfaction, Financial benefits, Working environment, Employees commitment

INTRODUCTION

In today's dynamic and competitive business environment, organizational success is increasingly dependent on the performance and commitment of employees. Among the various determinants of employee performance, employee engagement has emerged as a critical factor that directly influences retention, productivity, and loyalty. Engaged employees not only demonstrate higher levels of dedication and involvement but also contribute significantly to organizational innovation, customer satisfaction, and long-term sustainability (Kumar & Swetha, 2011; Gallup, 2023). The significance of employee engagement is particularly pronounced in the banking sector, which is highly service-oriented and customer-driven. Unlike manufacturing industries, where products and processes largely determine performance, banking relies heavily on human capital to deliver quality service, build customer trust, and ensure competitiveness. In this context, employee engagement has become a strategic priority, shaping both operational outcomes and organizational growth (Sandhu & Sharma, 2022).

The Indian banking industry, comprising both public and private sector banks, has undergone substantial transformation over the past few decades. The forces of liberalization, technological advancement, regulatory reforms, and shifting customer expectations have reshaped the sector's structure and competitive landscape (Reserve Bank of India, 2020). These changes have amplified the

need for banks to foster a highly motivated and engaged workforce capable of adapting to evolving challenges while maintaining service excellence.

Prior research highlights a range of factors that influence employee engagement, including job satisfaction, organizational commitment, financial benefits, leadership support, career development opportunities, and work-life integration (Rana et al., 2014; Tiwari et al., 2023). However, existing studies are largely generic or based on non-Indian contexts, with limited empirical evidence tailored to the unique cultural and structural realities of the Indian banking sector. Moreover, the comparative importance of these factors remains underexplored, particularly in differentiating between public and private sector banks.

Against this backdrop, the present study aims to empirically investigate the determinants of employee engagement and their impact on retention, productivity, and loyalty within the Indian banking sector. By generating context-sensitive insights, this research seeks to enrich the academic literature on human resource management and organizational behavior while offering practical guidance for HR professionals to design engagement strategies that enhance both employee well-being and organizational performance.

LITERATURE REVIEW:

Employees' engagement is the key determiners of organizational performance, especially in the highly competitive and service-oriented banking industry in India. This research seeks to explore the determiners of employees' engagement and their consequences on with the fast-changing and highly competitive business landscape today, employee engagement is being looked at by organizations as a very significant performance driver, innovation driver, and long-term success (Kumar & Swetha, 2011). More particularly in banking, where the product is an intangible one and the human capital drives customer interaction and satisfaction, employee engagement has also become a main line of strategic priority (Sandhu & Sharma, 2022). The engaged worker is a more productive, more committed, and more resistant worker who is key to driving organizational outcomes (Gallup, 2023). Indian banking, which consists of the two segments of public and private banks, has also experienced remarkable change over the last few decades due to the impact of liberalization, the advent of information technology, evolving customers' expectations, and changing regulatory environments (Reserve Bank of India, 2020). The aforesaid changes led the banking industry to have relatively high(employee) levels of motivation, productivity indicators, and receptiveness to change. In such a setting, employee engagement has become the desirable and essential status of long-term organizational performance (Khera & Nayyar, 2021). Employee engagement is influenced by a number of key variables like job involvement, organizational commitment, recognition, support from leaders, career development and growth opportunities, and integration of work life (Rana et al., 2014; Tiwari et al., 2023). The comparative significance of the variables needs to be identified so that the organizations create effective HR practices corresponding to the respective cultural and operational context of banks in India. By its concentration on the Indian scenario, this study makes its own specific contributions to the overall body of knowledge on human resource management and organisational behaviour and underpins context-sensitive engagement practices that maximise employee wellbeing and organisational performance.

Research Gap

Employee engagement has been widely recognized as a strategic driver of organizational performance, productivity, and employee retention. Prior studies have identified several influencing variables—such as job satisfaction, financial benefits, career development opportunities, leadership support, and work–life balance—that shape the level of employee engagement (Rana et al., 2014; Tiwari et al., 2023). However, much of the existing literature is either conceptual in nature or concentrated on Western contexts, leaving limited empirical evidence that specifically addresses the dynamics of engagement within Indian private sector banks.

In the Indian scenario, research on employee engagement has often focused on the banking sector as a whole or on public sector banks, while private sector banks, which operate under different ownership structures, competitive pressures, and organizational cultures, remain relatively

underexplored. With the growing significance of private banks in driving innovation, adopting advanced technology, and catering to evolving customer expectations, there is a pressing need to examine the distinct engagement drivers in this segment.

Furthermore, while studies have acknowledged the importance of multiple variables, there is a lack of clarity regarding the comparative significance and interrelationship of these variables in shaping engagement levels among employees in private banks. This creates a gap in both academic understanding and practical application of HR practices tailored to the specific realities of Indian private banking.

The present study seeks to address this gap by empirically analysing the key influencing variables of employee engagement in selected Indian private banks, thereby contributing context-specific insights that can inform both theory and practice in human resource management and organizational behaviour.

OBJECTIVES OF THE STUDY:

The objectives of the study include

1. To identify and analyze the underlying factors influencing employee engagement in Indian Private Banking Sector.
2. To provide recommendations for HR professionals and banking institutions to design strategies that enhance employee engagement and reduce attrition.

RESEARCH METHODOLOGY:

This study employs a quantitative research approach to investigate the significant variables influencing employee engagement within the Indian private banking sector. The primary objective is to identify key determinants of engagement and validate their impact through empirical analysis.

Research Design:

A descriptive and analytical research design has been adopted, enabling a systematic assessment of employees' perceptions regarding factors that influence engagement levels. The design allows both the description of current trends and the examination of relationships among variables based on the collected data.

Population and Sample:

The population of the study consists of employees working in private sector banks in India. Using a purposive sampling technique, data were collected from 96 respondents representing different roles and hierarchical levels across leading private banks, including ICICI Bank, HDFC Bank, Axis Bank, Kotak Mahindra Bank, and Yes Bank, among others. This sampling ensured the inclusion of diverse perspectives from within the sector.

Data Collection Method:

The data collection process was carried out in two phases. In the first phase, primary data were obtained through a structured questionnaire on employee engagement,

designed on a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. The Employee Engagement (EE) questionnaire developed by **Singh and Vaishya (2020)** was adopted and subsequently modified based on expert opinion. This section comprised a total of 16 items, measuring employee engagement across key dimensions. The questionnaire was developed by adapting validated scales from prior studies, with necessary modifications to suit the Indian banking context. It captured responses on critical engagement-related variables, including job involvement, leadership support, organizational commitment, recognition, growth opportunities, work–life balance, and employee retention. In the second phase, an interview schedule was prepared for HR professionals to gain insights into strategies employed to enhance employee engagement and reduce attrition.

The data collected were analysed using SPSS software, employing the following statistical techniques:

- **Descriptive Statistics:** To summarize demographic profiles and overall response patterns.
- **Reliability Analysis (Cronbach's Alpha):** To assess the internal consistency of the measurement scales.
- **Kaiser-Meyer-Olkin (KMO) Measure and Bartlett's Test of Sphericity:** To evaluate the adequacy of the sample and suitability for factor analysis.

Exploratory Factor Analysis (EFA): To identify the underlying dimensions of employee engagement and the interrelationships among influencing variables.

Statistical Tools and Techniques:

DATA ANALYSIS AND INTERPRETATION:

Table 1: Demographic Statistics

Variable		Frequency (N)	Percentage (%)
Gender	Male	52	54.17%
	Female	44	45.83%
Age	21 to 30 years	16	16.67%
	31 to 40 years	32	33.33%
	41 to 50 years	28	29.17%
	Above 51 years	20	20.83%
Marital status	Married	54	56.25%
	Unmarried	42	43.75%
Education level	Masters	16	16.67%
	Bachelors	56	58.33%
	Class 12 th	24	25.00%
Working experience	Below 1 year	12	12.50%
	1 to 5 years	24	25.00%
	5 to 10 years	36	37.50%
	Above 10 years	24	25.00%
Position	Jr. Executive	42	43.75%
	Sr. Executive	32	33.33%
	Manager	22	22.92%

Interpretation from Demographic profile of the respondents:

The following interpretations can be drawn:

- Gender distribution shows the increasing participation of women in the Indian banking workforce, though males still slightly outnumber females.

- II. Age distribution reflects that the workforce is dominated by mid-career professionals, suggesting stability and accumulated industry experience in private banking.
- III. Marital status of the respondents reflects that banks employ both early-career professionals (unmarried) and settled mid-career employees (married), which may influence engagement levels differently.
- IV. Educational qualifications of respondents show that the majority of employees in private banks enter the sector after graduation, with relatively fewer pursuing postgraduate qualifications.
- V. Work experience of respondents reflects that the banking workforce is well-experienced, with a significant proportion having long-term association with the sector, which is likely to impact engagement and retention.
- VI. Position/Designation distribution of respondents shows the hierarchical structure of private banks, where the majority of employees occupy operational and Executive roles, with fewer in managerial positions.

Table 2: Descriptive Statistics of Research based responses

Sl No	Variables	Mean	Std. dev.
1	The bank operates ethically and maintains a strong focus on both customers and employees.	3.68	0.83
2	The bank's infrastructure and resources contribute to a positive and engaging work environment.	3.90	0.91
3	My salary and benefits are competitive compared to similar positions in the banking industry.	3.85	0.72
4	I feel secure and satisfied with the working conditions provided by the bank.	3.82	1.08
5	The bank offers valuable opportunities for learning, training, and professional development.	3.87	0.99
6	The Human Resource department implements innovative practices for managing, attracting, and retaining talent.	3.81	0.88
7	The bank provides performance-based incentives, appraisals, and meaningful recognition.	3.86	1.05
8	Internal communication and cross-functional collaboration are effective and beneficial.	3.77	0.79
9	I have strong trust and confidence in the bank's management and leadership.	3.72	0.77
10	The training I receive enhances my skills and improves my job performance.	3.80	1.07
11	I feel committed and responsible toward fulfilling my job duties.	3.81	0.91
12	My job at the bank provides me with overall satisfaction.	3.68	0.87
13	The bank supports career growth and educational advancement.	3.62	0.72
14	The working hours are reasonable and allow for work-life balance.	3.71	0.96
15	I have the autonomy to exercise my judgment in performing my job.	3.78	1.01
16	I feel that the job provides a reasonable level of security	3.69	0.98

Interpretation from Research based responses:

The mean and standard deviation of the responses are presented in the above table.

The survey data indicate an overall positive employee view of the bank, as most items score above the neutral midpoint, demonstrating overall satisfaction and engagement. The survey outcome indicates a strongly positive employee view of the bank with high ratings on infrastructure (3.90), training and development (3.87), recognition of performances (3.86), and compensation (3.85). employee also feel safe and empowered and committed and have a good work environment. Lower ratings on career development (3.62), ethical standards (3.68), and overall job satisfaction (3.68), however, indicate areas of improvement on long-term development and satisfaction.

Employee Engagement

The Employee Engagement (EE) questionnaire was developed by **Singh & Vaishya (2020)**, was adopted and modified with the expert's opinion. A total of 16 items were included in this section of the questionnaire, measuring Employee Engagement using a 5-point Likert scale.

Table 3: Reliability statistics

Employee Engagement	
Cronbach's Alpha	N of Items
0.783	16

Interpretation:

The reliability of the research instrument tested and found as Cronbach alpha value of **0.783 (>.5)** showing that the scale is reliable. Later factor analysis was performed for analysing the convergent and discriminant validity.

Table 4: KMO and Bartlett’s Test

Test	Value
Kaiser-Meyer-Olkin (KMO)	0.886
Bartlett’s Test of Sphericity	Approx. Chi-Square = 2120.45 Sig=.0001

Interpretation:

KMO ≥ 0.80 indicates that the partial correlations are insignificant, and therefore PCA is appropriate. The result (0.886) indicates a very good factorability of the correlation matrix. Bartlett’s Test examine whether the correlation matrix significantly differs from an identity matrix or not. Since $p < 0.001$, we reject the null hypothesis, confirming adequate correlations exist for PCA.

Table 5: Principal Component Analysis

Items	1	2	3	4
I feel committed and responsible toward fulfilling my job duties.	0.589			
I have the autonomy to exercise my judgment in performing my job.	0.765			
I feel that the job provides a reasonable level of security	0.827			
The working hours are reasonable and allow for work-life balance	0.773			
My job at the bank provides me with overall satisfaction.	0.862			
Internal communication and cross-functional collaboration are effective and beneficial.		0.613		
The bank provides performance-based incentives, appraisals, and meaningful recognition.		0.629		
The Human Resource department implements innovative practices for managing, attracting, and retaining talent.		0.88		
I have strong trust and confidence in the bank’s management and leadership.		0.639		
My salary and benefits are competitive compared to similar positions in the banking industry.		0.633		
I feel secure and satisfied with the working conditions provided by the bank.			0.582	
The bank operates ethically and maintains a strong focus on both customers and employees.			0.811	
The bank’s infrastructure and resources contribute to a positive and engaging work environment.			0.807	
The bank offers valuable opportunities for learning, training, and professional development.				0.842
The training I receive enhances my skills and improves my job performance.				0.855
The bank supports career growth and educational advancement.				0.659

Interpretation:

FACTOR-1: JOB SATISFACTION

The survey results highlight a strong overall job satisfaction among employees, characterized by a deep sense of commitment and responsibility toward their roles. Employees value the autonomy they have to exercise judgment in their work, reflecting an environment of trust and empowerment that drives motivation. They also appreciate the reasonable job security and work-life balance provided by manageable working hours—factors crucial for sustained well-being. Together, these elements create a supportive and fulfilling work environment that significantly enhances overall job satisfaction within the

bank.

FACTOR-2: FINANCIAL BENEFITS

The bank’s competitive salaries and benefits demonstrate a clear commitment to fair and equitable compensation. By linking performance-based incentives, appraisals, and recognition directly to individual contributions, the organization reinforces a culture grounded in merit and achievement. Trust in leadership and effective HR practices reflect a transparent, strategically managed compensation system, while strong internal communication and collaboration ensure employees fully understand and can access these benefits. In this way, financial rewards

function not as an isolated motivator, but as a core component of a supportive, high-performance organizational culture.

FACTOR-3: WORK ENVIRONMENT

The bank's dedication to ethical practices, alongside its balanced focus on both customers and employees, reinforces a culture of integrity, respect, and trust. Well-developed infrastructure and accessible resources further enhance this environment, enabling productivity while maintaining high morale. Collectively, these elements illustrate that the bank prioritizes creating a healthy, engaging, and performance-friendly workplace—an essential foundation for employee well-being and sustained success.

FACTOR-3: CAREER ADVANCEMENT

The availability of learning, training, and professional development opportunities reflects a deliberate investment in enhancing employee skills and competencies. Targeted training programs that directly improve job performance demonstrate a tangible impact on daily work, while initiatives supporting career progression and educational advancement outline a clear, achievable pathway for upward mobility within the organization. Collectively, these elements form a robust career development framework that aligns personal aspirations with organizational goals, ultimately boosting both capability and retention.

RECOMMENDATIONS:

Employee engagement in the private banking sector can be strengthened by systematically addressing key drivers such as job satisfaction, financial benefits, work environment, and career advancement. A comprehensive framework encompassing these areas not only mitigates attrition but also enhances productivity, resilience, and organizational loyalty.

1. Enhance Job Satisfaction

- **Autonomy and Empowerment:** Provide employees with greater decision-making authority, supported by well-defined accountability mechanisms.
- **Work-Life Balance:** Introduce flexible scheduling, hybrid work models, and manageable workloads to minimize stress and prevent burnout.
- **Job Security and Recognition:** Reinforce communication regarding employment stability and consistently acknowledge employee contributions through awards, appreciation emails, or peer-recognition platforms.

2. Strengthen Financial Benefits

- **Competitive Compensation:** Benchmark pay structures against industry standards, with periodic revisions to ensure continued attractiveness.
- **Performance-Linked Rewards:** Implement expanded incentive schemes, including bonuses and variable pay linked to both individual and team achievements.

- **Transparent Appraisal Systems:** Utilize digital appraisal platforms that enable real-time, bias-free feedback to enhance fairness and credibility.

3. Foster a Positive Work Environment

- **Ethical Culture:** Establish strong codes of conduct and grievance redressal mechanisms to promote integrity, fairness, and inclusivity.
- **Employee Well-being:** Offer wellness initiatives such as stress management workshops, counselling sessions, and regular health check-ups to support overall well-being.
- **Collaboration and Communication:** Encourage cross-functional teamwork and open communication channels to strengthen trust in leadership.

4. Provide Career Advancement Opportunities

- **Structured Training Programs:** Facilitate continuous learning through digital platforms, certification opportunities, and leadership development workshops.
- **Mentorship and Career Pathing:** Implement mentoring programs and create transparent career progression frameworks with defined timelines.
- **Educational Support:** Offer financial assistance for employees pursuing professional qualifications (e.g., CFA, CAIIB) aligned with banking roles.

5. Strategic HR Practices

- **Talent Retention Policies:** Design personalized retention strategies for high performers, including accelerated promotions and global assignment opportunities.
- **Employee Feedback Systems:** Conduct regular engagement surveys and pulse checks to identify employee concerns and respond proactively.
- **Data-Driven HR:** Leverage predictive analytics to assess attrition risks and develop timely interventions targeting at-risk groups.

CONCLUSION:

In the Indian private banking sector, employee engagement is deeply influenced by the combined effect of job satisfaction, financial benefits, work environment, and career advancement. High engagement levels emerge when employees feel emotionally connected to their roles, supported by a sense of responsibility, autonomy, work-life balance, and job security. These elements foster intrinsic motivation, encouraging employees to go beyond routine performance and actively contribute to the bank's success. Financial benefits serve as a strong engagement driver, with competitive salaries, performance-linked incentives, and transparent appraisal systems reinforcing a culture of fairness and merit. When employees see a direct link between their efforts and rewards, their sense of ownership and commitment grows stronger, creating a motivated workforce that aligns with organizational goals.

A safe, ethical, and supportive work environment further sustains engagement by building trust and respect. Access to adequate infrastructure, collaborative teams, and ethical leadership ensures employees can focus on delivering quality outcomes without concerns about workplace safety

or fairness. Such an environment encourages open communication, idea-sharing, and a proactive approach to problem-solving—all hallmarks of an engaged workforce. Career advancement opportunities also play a pivotal role in maintaining long-term engagement. Structured training programs, skill development initiatives, and clearly defined progression pathways enable employees to visualize their future within the organization. This not only nurtures ambition but also strengthens loyalty, as employees recognize that their growth is valued and actively supported.

Overall, in the Indian private banking sector, these interconnected factors create a comprehensive engagement framework that enhances productivity, reduces turnover, and builds resilience in the workforce. In a competitive industry, to increase employee motivation and lower attrition, HR practitioners and banking institutions need to develop strategies that comprehensively cover the fundamental drivers of employee satisfaction. Plugging into key drivers including job satisfaction, financial rewards, working conditions, and career prospects, institutions ought to prioritize the development of trust and empowerment through the provision of independence for employees in the workplace combined with ownership and accountability. Respecting work-life balance through flexible working schedules and manageable tasks helps maintain long-term wellness as well as long-term commitment. Of similar importance is the ability to maintain an honest compensation regime that equates performance-based rewards with individual performance, instilling the culture of meritocracy and rewards. By providing opportunities for professional development through the likes of training initiatives, mentorship, and clear progression paths for careers, institutions match the goals of employees with the goals of the organization, ultimately enhancing both capability as well as retention. Open and positive ethical working conditions that prioritize integrity, respect, and diversity instil confidence and high morale among employees. Effective internal communication combined with accessible resources for assistance also helps boost the attitude toward working through. In combination, the strategies develop an enabling high-performance culture that not only motivates the organization's employees but also greatly minimizes the chances for attrition in the banking industry.

REFERENCES:

1. Das, P., & Borooah, I. P. (2025). The role of psychological capital in work engagement: A study of employees from a public sector bank in India. *International Journal of Indian Psychology*, 13(2), 4341–4355.
2. Greenhaus, J. H., & Allen, T. D. (2011). *Work-family balance: A review and extension of the literature.*, *Handbook of Occupational Health Psychology* (pp.165–183).
3. Khera, A., & Nayyar, S. (2023). Impact of psychological capital on employee engagement: An empirical study on northern Indian banking sector. *European Economic Letters*, 13(3), 873–879.
4. Sandhu, N., & Sharma, S. (2022). Drivers of employee engagement in the banking industry: Empirical evidence from fourteen banks. *International Journal of Project Management and Productivity Assessment*, 10(1), 1–18. <https://doi.org/10.4018/IJPPMA.291697> CoLab+3ResearchGate+3IGI Global+3
5. Singh, S., & Vaishya, R. (2020). *Employee engagement in banking sector: A review of literature.* *International Journal of Management*, 11(5), 165–175. <https://doi.org/10.34218/IJM.11.5.2020.016>
6. Kumari, A., & Pandey, R. (2025). A literature review on employee retention strategies in the Indian banking sector. *EELET Journal*. (Volume and issue not retrieved)
7. Kumar, D. M., & Swetha, G. (2011). A prognostic examination of employee engagement from its historical roots. *International Journal of Trade, Economics and Finance*.
8. Rai, A., & Maheshwari, S. (2021). Employee engagement in Indian banking sector: A review of the literature. *ResearchGate*. (Full bibliographic details not provided)
9. Rana, S., Ardichvili, A., & Tkachenko, O. (2014). A theoretical model of employee engagement. *Human Resource Development International*.
10. Reserve Bank of India. (2020). *Report on trends and progress of banking in India*.
11. Sachdev, N., & Khanna, N. (2024). Retaining employees in Indian private banking sector: Evidence-based practices. *Asian Journal of Economics, Business and Accounting*, 24(9), 85–97.
12. Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*.
13. Tiwari, A., Mehta, S., & Jain, R. (2023). Impact of digital transformation on workforce engagement in Indian banks. *Research Gate*.