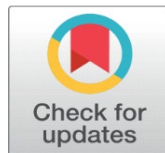
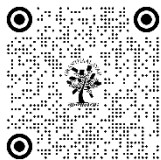


# CROSSING THE DEMOGRAPHIC RIFT: A STUDY OF EMPLOYEE ENGAGEMENT AND RETENTION IN BANKS OF HARYANA

Dr. Kanchan Rani <sup>1</sup>, Ramandeep Kaur <sup>2</sup>

<sup>1</sup> Assistant Professor, Department of Commerce and Management, Sri Guru Granth Sahib World University, Fatehgarh Sahib, India

<sup>2</sup> Research Scholar, Department of Commerce and Management, Sri Guru Granth Sahib World University, Fatehgarh Sahib, India



## DOI

[10.29121/shodhkosh.v5.i5.2024.5906](https://doi.org/10.29121/shodhkosh.v5.i5.2024.5906)

**Funding:** This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

**Copyright:** © 2024 The Author(s). This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

With the license CC-BY, authors retain the copyright, allowing anyone to download, reuse, re-print, modify, distribute, and/or copy their contribution. The work must be properly attributed to its author.



## ABSTRACT

The present study explores the impact of demographic variables on employee engagement and retention in Haryana (India) banking industry. The study is based on the sample of 400 employees from public and private operational banks in five prominent cities, using stratified random sampling technique to maintain the representation of different job levels and demography. Independent t-tests and ANOVA were employed to examine differences in engagement and retention by gender, marital status, age, and education level. The findings indicated statistically significant differences; that is, male employee had higher engagement, and female teachers had higher retention. Age and qualification variables also demonstrated significant effects for engagement and retention with 41-50 age group and post-graduates with the highest levels of engagement. Retention was affected by marital status, with married employees more likely to sustain their organizations. Findings emphasise the necessity for HR managers to create custom solutions, considering demographic differences in designing engagement and retention initiatives. It also highlights the possible benefits to the organization of more inclusive and focused HR practices. The results add to the overall knowledge on demographic effects on work behaviour in the Indian banking sector and provide a springboard for further research and policy interventions.

**Keywords:** Employee Engagement, Employee Retention, Demographics, Banking Sector, Human Resource Management

## 1. INTRODUCTION

In today's competitive and dynamic business environment, employee engagement and employee retention have been recognized as important factors for organizational success in these sectors, which are knowledge intensive, such as banking. Engagement is believed to be far more than some kind of attachment of people from their job, albeit motivationally interested: it is considered a strategic business necessity, related to performance, productivity, and the organizations' bottom line (Kahn, 1990; Bakker & Schaufeli, 2008). Companies that have highly engaged employees tend to have higher customer satisfaction, more loyal customers, and lower employee turnover (Harter, Schmidt & Hayes, 2002). Customer-oriented and service-intensive by nature, the banking industry requires a committed, motivated and organization focused workforce in general (Anitha, 2014; Appelbaum et al., 2000).

Retention, however, is not dependent purely on organizational related initiatives but relies as well on employees' psychological contracts and how valued they feel at work (Allen et al., 2010; Agarwal et al., 2007). In the same line, the employee engagement is a mediator that empowers employees' affective commitment and mitigates their intention to leave (Akund & Shamsul 2017; Dernovsek 2008). But not all groups of workers are equally engaged and retained.

Demographic variables like age, sex, tenure, job level and educational qualification play a very important role in influencing the type of the role an individual is likely to perceive, interact with the organization and take a decision to stay or leave (Cohen, 1993; Jain, Sharma & Jain, 2012).

As the workplace has become more diverse, especially in the Indian banking sector which has institutions with both public and private ownership, the study of demographic profiles is important in understanding how employees behave. Previous studies found that younger staff may have a higher expectation on learning and recognition, while older staff based their expectation more on job security and work-life balance (Brandstatter, Job & Schulze, 2016; Yu, 2014). Likewise, differences in level of engagement among sexes have been noticed because of the ever changing societal norms and career goals (Collins & Batchison, 2013; Sihag & Sarikwal, 2014).

However, in the area of employee engagement and retention, very little empirical work have been done on how demographics impact on these aspects in the Indian banking scenario as a whole though significant amount of literature exists in such areas around the world (Mittal, 2016; Srivastava & Purang, 2009). Also, the fast urbanization in cities like Gurugram and Faridabad in the state of Haryana has created a context where both traditional corporate work values and Western corporate values coexist.

The literature highlighting the above context shows that the relationship between employee engagement-retention and demographic factors has not been enough explored among bank employees in Haryana. Adopting a stratified random sampling approach both in public and private sector banks, this study seeks to throw some light on how demographic diversity can be managed strategically to improve engagement and reduce attrition. The results of our study will not only provide an input to the academic discussion, but also may have some implications to inform the HR practitioners to design the engagement strategies by employee demographics in banking sector.

## 2. REVIEW OF LITERATURE AND RESEARCH GAP

Employee engagement has become a seminal concept in organizational behavior, connecting individual motivation to broader organizational performance. One of the first conceptualizations of engagement as a binding of organization members' selves to their work roles was proposed by Kahn (1990), who proposed that people manifest themselves physically, cognitively and emotionally when they are engaged. Later Harter, Schmidt and Hayes (2002) verified through meta-analysis that employee engagement is indeed strongly related to better business results such as the customer satisfaction, productivity, and lower turnover. Saks (2006) made a differentiation between job and organizational engagement, and focused attention on antecedents, including perceived organizational support and job characteristics. Rich, Lepine and Crawford (2010) expanded on Kahn's theory and suggested that psychological meaningfulness, security, and availability have a positive effect on job engagement, and by extension job performance.

The JD-R model is frequently applied as a model to explain how engagement works. Engagement develops from the dynamic equilibrium of job demands and resources (Schaufeli & Bakker, 2004). Their results were elaborated by Bakker, Albrecht, and Leiter (2011) who highlighted the strategic deployment of resources, including autonomy, social support, and performance feedback, to support work engagement. Another important issue in engagement is the demographics. Saks & Gruman, 2014 stressed that demographic moderators, such as age and tenure, need to be examined as covariates of engagement outcomes. Meyer et al. (2002) identified demographics (i.e. tenure, education, age) as related to various forms of commitment — affective, continuance, normative — and skills. In addition, Macey and Schneider (2008) clarified that engagement consists of both attitudinal and behavioral components, and that it is a multi-faceted concept that gets influenced by personal, job-related and organizational factors. Perceived organizational support (Eisenberger et al. (1986) became a powerful predictor of engagement as employees were found to respond to supportive behavior with increased affective and behavioural commitment (Rhoades & Eisenberger, 2002).

In the similar vein to the above mentioned studies, positive psychological capital literature (Luthans et al., 2007) indicates that hope, optimism, resilience and efficacy are likely mediate the effect of employee engagement on performance. Christian, Garza, and Slaughter (2011) supported this perspective with meta-analytic evidence which demonstrated that engagement was associated with task and contextual performance. Several studies also emphasize how leadership and HRM practices influence engagement and retention. For instance, Albrecht et al. (2015) provided an integrative model in which engagement is fuelled by strategic HR practices leading to competitive advantage. Similarly, Breevaart et al. (2014) stressed the importance of daily transformational leadership on daily engagement and its consequences to job performance and employee through relative associated PA. In addition, there is a strong negative

correlation between employee engagement and turnover intentions. Accountability levels Studying sings that are loud by everything Speed, 5 Wiersma QTCP employees with a high level of tens leave the organisation less than those with low-level vocal levels, as tens add to its embeddedness within the organisation (Halbesleben and Wheeler, 2008). Mauno, Mäkikangas, & Kinnunen 's (2019) study found that engagement can significantly lower turnover intentions especially when organizational support and job-resources are in place. Yet, despite these developments, Saks (2011) and Shuck and Adkins (2016) argue that engagement is still frequently poorly understood and confused with other concepts (i.e., job satisfaction or commitment), indicating a need for more sophisticated, demographically-informed research paradigms.

Although there is abundant literature that highlight the linkage between employee engagement, organizational performance, and turnover intentions (Harter et al., 2002; Saks, 2006; Rich et al., 2010), there is a significant dearth of understanding about how demographic diversity – particularly in emerging economies such as India – moderates these relationships. The majority of empirical research has skewed toward Western themernplesimple-1064 contexts, where demographic variables have typically been regarded as control variables instead of the centrality of the explanation (Saks & Grurnan, 2014; Christian et al., 2011). Furthermore, despite the fact that (a) banking is a high-pressure, customer-centric industry in which retention is critical, and (b) the extent to which public vs. private and city-level differences in workforce demographics exert an influence, there has been little research on how they influence engagement and retention (Luthans et al., 2007; Mauno et al., 2019). The interaction between age, tenure, education, gender, and their joint effect on engagement and employee loyalty remains largely unexplored, particularly in state-level banking industry such as Haryana, where cultural, institutional and demographic variabilities are quite diverse across regions. Also, Indian banking industry is undergoing drastic digital metamorphosis and workforce mosaic like never before so it has become crucial to customize engagement strategies by the demographic segment. However, little regional and sector-specific research has been done. 1.2 Equally important as well as a neglected question in the field of research is the conundrum of cross-national comparison of HR issues among banking workforce in India..SelectCommand- Resolution to the demographic dichotomy is only viable through research that studies the varied employee profiles in relation to the level of engagement, and the resultant retention in the Indian banking industry.

### 3. STATEMENT OF PROBLEM AND OBJECTIVE OF THE STUDY

This paper aims to study the influence of demographic variables age, gender, education and marital status on employee engagement and retention in the banking sector of Haryana. The purpose of this paper is to explore how various demographic groups experience and react to engagement drivers, and to examine the impact of these perceptions on their organizational commitment and intention to stay. In addition, the study aims to identify the factors influencing employee engagement and examine how they directly and indirectly influence employee retention. Through its exploration of PSE banks and PSB banks, the study also aims to investigate any differences across sectors at the engagement-retention interface which, in turn, will act as an input for HR practitioners and policymakers willing to formulate focused strategies towards talent retention and performance improvement.

### 4. RESEARCH METHODOLOGY

The present study is based on descriptive and quantitative research design aimed at determining the effect of demographic variables on employee engagement and retention of employees of banks in Haryana. The survey was carried out in five densely populated cities— Faridabad, Gurugram, Hisar, Karnal, and Sonipat covering bank officers of four prominent banks, State Bank of India, Punjab National Bank, HDFC Bank Ltd., ICICI Bank Ltd. Summary of sample size and sampling method The sample size was 400 (100 respondents from each bank/ 20 from each city per bank) selected by means of stratified random sampling to allow indicative dispersion across the public and the private sectors and job levels (i.e. lower, middle and upper). A structured questionnaire was used to acquire data and was composed of three sections: demographic information, engagement constructs (adapted from Schaufeli et al. ,2006), and plans for retention/commitment (adapted from Meyer et al., 2002; Halbesleben & Wheeler, 2008) using a five-point Likert scale. The hypothesized relationships were tested through statistical analysis with SPSS. All international standards for ethical treatment of participants were upheld and participant anonymity and informed consent was ensured throughout.

## 5. RESULTS AND DISCUSSIONS

Table 1, Demographic profile of the 400 respondents surveyed from the banks of Haryana. The sample comprised 61.3% men and 38.8% women, this reflects a higher proportion of men employed in the banking industry. With respect to marital status, 68.8% were married, and 31.3% were single, indicating a mature and perhaps more settled workforce. With age the balance was fairly even across the working age groups with the greatest in the 41–50 (35%) followed by 31–40 (33.8%) and 20–30 (31.3%). None of the respondents were over the age of 50, presenting a younger profile. Based on the educational status information, most of the respondents had postgraduate degrees (66.5%), followed by those that had graduate education degrees (32.5%). These numbers indicate an educated force of employees in the banking sector of Haryana, which has direct applications regarding the design of employee engagement and retention policies involving a focus on mental challenge, skill-based job profile and career advancement prospects.

**Table 1 Respondents Profile**

		Count	Column N %
Gender	Male	245	61.30%
	Female	155	38.80%
Marital Status	Single	125	31.30%
	Married	275	68.80%
Age group	20 - 30 years	125	31.30%
	31 - 40 years	135	33.80%
	41 - 50 years	140	35.00%
	Above 50	0	0.00%
Educational Qualification	Graduation	130	32.50%
	Post-graduation	266	66.50%
	PhD.	4	1.00%

Results from the t-test reveal statistically significant differences by gender in employee engagement and retention. Male employees (average = 4.4235) had significantly higher levels of engagement than female (average = 4.0645) with a highly significant p- value (.000). Nevertheless, female employees had slightly higher retention in comparison with men (M = 4.2437 versus M = 4.0249, p = .000). This indicates that men may be more involved, even though overall organizational loyalty or intention to continue working is stronger among women. From a management perspective, this requires customized strategies for engagement—such as increased inclusion, flexible work, and leader development for women—so as to boost engagement without sacrificing retention.

**Table 2 Independent Samples t-Test on the basis of Gender and Marital Status**

Group Statistics						
Gender		N	Mean	T- Value	Df	Sig-value (2 tailed)
Employee Engagement	Male	245	4.4235	8.352	398	.000
	Female	155	4.0645			
Employee retention	Male	245	4.0249	3.867	398	.000
	Female	155	4.2437			
Marital Status						
Employee Engagement	Single	125	4.2850	.019	398	.985
	Married	275	4.2841			
Employee retention	Single	125	3.8578	-6.349	398	.000

	Married	275	4.2242			
--	---------	-----	--------	--	--	--

Regarding marital status, level of involvement did not significantly differ according to marital status whether the employee was single or married ( $p = .985$ ), meaning that the perception of in-role engagement is not associated with marital status. However, a more significant difference is found in retention because married employees ( $M = 4.2242$ ) are more likely to remain in the company than are single ones ( $M = 3.8578$ , and the difference is statistically significant ( $p = .000$ ). This suggests that one's marital status can affect job security, something HR could take into consideration when deciding which incentives are best to implement in order to retain the individual such as housing, a contract with preferred access to services, or benefits for family members.

**Table 3 ANOVA Results for Age and Qualification**

Group Statistics					
Age		N	Mean	F Value	Sig-value (2 tailed)
Employee Engagement	20 - 30 years	125	4.2450	19.568	.000
	31 - 40 years	135	4.1389		
	41 - 50 years	140	4.4598		
	Above 50	0			
Employee retention	20 - 30 years	125	3.8756	21.449	.000
	31 - 40 years	135	4.3086		
	41 - 50 years	140	4.1270		
	Above 50	0			
Qualification					
Employee Engagement	Graduation	130	4.3125	9.240	.000
	Post-graduation	266	4.3598		
	PhD.	4	4.1450		
Employee retention	Graduation	130	4.0556	2.398	.092
	Post-graduation	266	4.0732		
	PhD.	4	4.2000		

The age groups had significant differences in engagement ( $F = 19.568$ ,  $p = .000$ ) and retention ( $F = 21.449$ ;  $p = .000$ ). Workers with age between 41 and 50 show higher work involvement ( $M = 4.4598$ ) and high retention level ( $M = 4.1270$ ), which means mid-career professionals are more involved in their job. On the other hand, younger personnel (20–30 years) have the least level of retention ( $M = 3.8756$ ), which could be attributed to the desire for career advancement or exploration. Managers should develop age-attuned retention and engagement strategies, for example, mentorships for younger employees and leadership positions for older workers.

For educational background the difference in engagement is more pronounced ( $F = 9.240$ ,  $p = .000$ , postgraduate students with the highest levels of engagement ( $M = 4.3598$ ), but slightly less for PhD students ( $M = 4.1450$ ). This may indicate a kind of overqualification or some disappointment for PhD graduates. Retention rates don't vary widely by education ( $p = .092$ ), but PhD respondents are a little more likely to retain ( $M = 4.2000$ ). To capitalise on retention strategies, business environments could establish job roles that correspond more to educational levels and provide advanced learning or research opportunities for extremely qualified workers—a solution to increase engagement and prevent talent flight.



## 6. CONCLUSIONS AND MANAGERIAL IMPLICATIONS

The study highlights that organization's demographic attributes like gender, age, marital status, qualifications of employees has a significant relationship with Employee Engagement and Retention in banking sector of Haryana. The results of this study imply that male employees are more engaged, while female employees suffer more from retention tendencies: Different motivations by gender can be assumed. By age, employees in the 41–50 age range had higher satisfaction and retention, and retention rates were relatively low for young employees (20–30 years), suggesting generational differences in what is expected in the workplace. Marital status was identified as a crucial determinant of retention, with married staff being less likely to leave, probably because of the stability and security of employment. Educational attainment also have a significant impact on engagement and postgraduates score higher than high school and college, and the effect of retention and different education background is not significant. From a management perspective, these findings emphasize the importance of demography-targeted HR policies. Gender-inclusive engagement and development techniques like mentoring, leadership training, and flexible work structures can build both engagement and retention. Age-appropriate strategies with ampers such as career development pathways or certificates for juniors and appreciation programs for seniors can be beneficial in balancing retention of people of all age groups. Also, jobs and career chances should be designed to be appropriate according to current education levels, specifically for people who are highly educated, in order to avoid a situation where skills are left unused which might lead to disengagement. HR practitioners could also treat marital status as a retention factor, and provide more family friendly policies, insurance coverage, and wellness programs to increase organizational commitment. Despite its heavy statistical power, the study is geographically confined to five cities in Haryana and a sample of merely four big banks; thus limiting any generalization of the findings. The study can be built on further by including rural and semi-urban banking regions, while comparisons can be made across other states of India. Further, longitudinal research may help to understand the development of employee engagement and retention over time, also as a consequence of digitalisation and post-pandemic workplace adjustments. Qualitative input from interviews or focus groups would also serve for revealing the underlying behaviors and engagement drivers. Finally, mediating and/or moderating variables (e.g., organizational culture, leadership style, psychological capital) could be investigated in the future to enhance the understanding of the engagement-retention linkage in various organizational settings.

## CONFLICT OF INTERESTS

None.

## ACKNOWLEDGMENTS

None.

## REFERENCES

- Agarwal, U. A., Datta, S., & Bhargava, S. (2007). The relationship between human resource practices, psychological contract and employee engagement: Implications for managing talent. *IIMB Management Review*.
- Akund, A., & Shamsul, A. (2017). The effects of employee engagement on organizational commitment: A survey on junior executives working in private sector Bangladesh. *Management Development*, 31(1).
- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of Management Perspectives*, 24(2), 48–63.
- Anand, V., Banu, C., Badrinath, V., Renganathan, V., Sivasbramanian, R., & Sivasathya, J. (2017). A study of employee engagement with special reference to banking sector. *International Economic Research Journal*, 14(7).
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323.
- Anand, V., & Banu, C. (2016). Employee engagement – A study with special reference to bank employees in rural areas. *Indian Journal of Science and Technology*, 9(27).
- Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. ILR Press.

- Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior*, 29(2), 147–154.
- Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia - Social and Behavioral Sciences*, 133, 106–115.
- Brandstätter, V., Job, V., & Schulze, B. (2016). Motivational incongruence and well-being at the workplace: Person–job fit, job burnout, and physical symptoms. *Frontiers in Psychology*, 7, 1153.
- Cartwright, S., & Holmes, N. (2006). The meaning of work: The challenge of regaining employee engagement and reducing cynicism. *Human Resource Management Review*, 16(2), 199–208.
- Center for Leader Development. (2006). Leader-member exchange theory. <http://wiki.centerforleaderdevelopment.com>
- Cohen, A. (1993). Age and tenure in relation to organizational commitment: A meta-analysis. *Basic and Applied Social Psychology*, 14(2), 143–161.
- Collins Badu Agyemang, & Ofei, S. B. (2013). Employee work engagement and organizational commitment: A comparative study of private and public sector organizations in Ghana. *European Business and Innovation Research Journal*, 1(4), 20–33.
- Dai, K., & Qin, X. (2016). Perceived organizational support and employee engagement. *Open Journal of Social Sciences*, 4, 46–57.
- Dernovsek, D. (2008). Creating highly engaged and committed employees starts at the top and ends at the bottom line. *Credit Union Magazine*, 5.
- Detert, J. R., Schroeder, R. G., & Mauriel, J. J. (2000). A framework for linking culture and improvement initiatives in organizations. *Academy of Management Review*, 25(4), 850–863.
- Dixit, S. (2016). A study of current talent management strategies for employee engagement of public sector bank in Rajasthan (Doctoral dissertation).
- Edwards, J. R., & Cable, D. M. (2009). The value of value congruence. *Journal of Applied Psychology*, 94(3), 654–677.
- Emma, K., Amanda, B., Johnston, K., & Lings, I. (2014). Optimizing employee engagement with internal communication: A social exchange perspective. *Journal of Communication Management*, 7(2), 329–353.
- Gallup. (2006). Gallup study: Engaged employees inspire company innovation. *The Gallup Management Journal*.
- Gurumani, V. S. (2010). Invaluable tools for talent retention. *Human Capital*, 14, 54–55.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279.
- Jain, S., Sharma, S., & Jain, R. (2012). Job satisfaction in banking: A study of private and public sector banks. *International Journal of Science & Technology*, 2(1).
- Jain, M., & Pratibha. (2006). Demographic antecedents of organizational commitment and job satisfaction: A study on engineers. *Psychological Researches*, 50(1), 34–40.
- Jamal, J. A. B. (2011). Factors influencing employee engagement: A study among employees of a printing company (Master's thesis). Universiti Utara Malaysia.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Kahn, W. A. (1992). To be fully there: Psychological presence at work. *Human Relations*, 45(4), 321–349.
- Konrad, A. M. (2006). Engaging employees through high-involvement work practices. *Ivey Business Journal*, 70(4), 1–6.
- Laura, C., Bastista, T., Sofia, B., Michael, B., & Cinthya, C. (2009). Role of leadership in employee engagement. Retrieved from <https://digitalcommons.fiu.edu>
- Malavika, D., Bishakha, M., & Prabhu, G. P. (2010). A study on employee engagement in two Indian businesses. *Management Research Journal*, 81–87.
- Mittal, E. (2016). Employee engagement practices: A comparative study of public and private sector banks (Doctoral dissertation).
- Nagesh, P., Kulenur, S., & Shetty, P. (2019). The study on factors affecting employee engagement. *International Journal of Engineering Research & Technology*, 8(6).
- Nangoy, R., & Hamsal, M. (2018). Role of self-efficacy, value congruence, work well-being on employee commitment: An empirical study on millennial generation in Indonesia. *Journal of Social Science Research*, 2(312), 312–319. [https://arpgweb.com/journal/journal/7/special\\_issue](https://arpgweb.com/journal/journal/7/special_issue)
- Nohria, N., Groysberg, B., & Lee, L. (2008). Employee motivation: A powerful new model. *Harvard Business Review*, 86, 78–84.

- Khan, N. (2013). Employee engagement drivers for organizational success. *Global Journal of Management and Business Studies*, 3(6), 675–680.
- Lai, P. Y., Lee, J. S., Lim, Y. X., Yeoh, R. G., & Mohsin, F. H. (2015). The linkage between training and development and co-worker support towards employee engagement in hotel industry. *International Journal of Scientific and Research Publications*, 5(5).
- Baumruk, R. (2006). Why managers are crucial to increasing engagement. *Strategic HR Review*, 5(2), 24–27.
- Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement (Report 408). Institute for Employment Studies. <http://www.employmentstudies.co.uk>
- Sarangi, S. (2012). Impact of organizational culture and communication on employee engagement: An investigation of Indian private banks. *South Asian Journal of Management*.
- Schaufeli, W. B. (2013). What is engagement? In *Employee engagement in theory and practice* (pp. 15–35). Routledge.
- Sihag, P., & Sarikwal, S. (2014). Impact of psychological capital on employee engagement: A study of IT professionals in Indian context. *MSES Journal*, 1(2), 127–139.
- Smith, N. P. (2016). How to increase employee commitment? Retrieved from <https://www.effectory.com/knowledge/themes/how-to-increaseemployee-commitment>
- Smith, T. (2020). What is employee engagement and its strategies. Retrieved from <https://www.investopedia.com>
- Srivastava, A., & Purang, P. (2009). Employee perceptions of job satisfaction: A comparative study on Indian banks. *Asian Academy of Management Journal*, 14(2), 65–78.
- Stuti, P., Nijhawan, D., & Nijhawan, P. (2014). New key to employee retention – Intrinsic motivation: A study of private banking sector of India. *Indian Research Journal*, 2(1).
- Swarnalatha, K. (2013). Human resource strategies towards employee's engagement practice and involvement – A study of ICICI bank. *IOSR Journal of Business and Management*, 14(3), 43–48.