

An Analysis of Demographic Differences in Employee Engagement among Public Sector Bank Employees

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Abstract

Employee engagement has become a critical determinant of organisational effectiveness, particularly in service-oriented industries where employee behaviour directly influences customer experience and institutional performance. The banking sector represents one such context where employees play a vital role in delivering financial services and maintaining customer relationships. This study examines employee engagement among employees working in public sector banks and analyses the demographic characteristics of the workforce. Data were collected from 900 employees across five major public sector banks operating in the coastal districts of Andhra Pradesh. Employee engagement was measured using the Utrecht Work Engagement Scale. Exploratory factor analysis confirmed the three-dimensional structure of engagement consisting of vigor, dedication, and absorption. Descriptive statistics indicate relatively high engagement levels among employees across all

banks. The study contributes to the growing body of literature on employee engagement in the public sector banking context and provides insights for human resource management practices aimed at strengthening employee commitment and organisational effectiveness.

Keywords: Employee engagement, public sector banks, demographic profile, vigor, dedication, absorption.

1. Introduction

Employee engagement has gained significant attention in contemporary organisational research because of its strong association with employee performance, job satisfaction, and organisational commitment. In service-based sectors such as banking, employees represent the organisation in every interaction with customers, making their engagement essential for delivering quality services.

Public sector banks in India play a crucial role in promoting financial inclusion and supporting national economic development. Despite their strategic importance, these institutions often operate within structured administrative systems characterised by formal procedures and hierarchical management structures. Such organisational settings can influence employee attitudes toward their work and organisation.

Employee engagement refers to the extent to which employees invest their physical, cognitive, and emotional energies in their work roles. High levels of engagement enable employees to demonstrate greater dedication, enthusiasm, and persistence in their work activities. Understanding engagement patterns within the banking sector can therefore provide valuable insights for improving organisational effectiveness.

This study investigates employee engagement among public sector bank employees and explores workforce demographic characteristics to better understand engagement patterns within the sector.

2. Literature Review

Employee Engagement

The concept of employee engagement was first introduced by William A. Kahn, who defined engagement as the psychological involvement of employees in their work roles. According to Kahn, engaged employees express themselves physically, cognitively, and emotionally while performing their work tasks.

Later research conceptualised engagement as a positive and fulfilling work-related state characterised by vigor, dedication, and absorption. This framework was proposed by Wilmar B. Schaufeli and Arnold B. Bakker, who developed the Utrecht Work Engagement Scale to measure these dimensions.

Recent studies have emphasised that engaged employees demonstrate higher productivity, lower turnover intentions, and stronger organisational commitment. Research by Alan M. Saks suggests that organisational support and work environment significantly influence engagement levels.

Theoretical Perspectives

Employee engagement has been explained using several theoretical frameworks. One influential model is the **Job Demands–Resources model**, which argues that job resources such as organisational support, autonomy, and professional development opportunities enhance employee motivation and engagement.

Another widely cited framework is **Social Exchange Theory**, developed by Peter M. Blau. According to this perspective, employees reciprocate organisational support with positive attitudes such as increased engagement and commitment.

Recent empirical research has also highlighted the role of organisational climate, leadership support, and workplace wellbeing in shaping employee engagement (Bakker & Albrecht, 2018; Shuck & Herd, 2019).

Demographic Characteristics and Engagement

Demographic variables such as age, gender, education, and work experience can influence employee attitudes and behaviour. Employees at different career stages may experience varying levels of engagement depending on their expectations, career goals, and organisational experiences.

Recent research indicates that younger employees often seek growth opportunities and career advancement, while more experienced employees tend to demonstrate stronger organisational commitment (Kwon & Kim, 2020). Similarly, educational background may influence employees' expectations regarding professional development and job responsibilities.

Understanding demographic patterns can help organisations develop engagement strategies tailored to the needs of specific employee groups.

3. Conceptual Framework

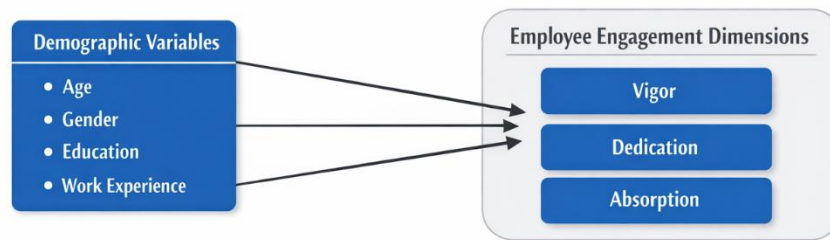
The conceptual framework of this study is based on the three-dimensional structure of employee engagement proposed by Schaufeli and Bakker. Employee engagement is conceptualised as a multidimensional construct comprising:

- Vigor
- Dedication
- Absorption

Collectively, these dimensions represent the psychological connection employees have with their work.

Demographic characteristics, including age, gender, education, and work experience, may influence employee engagement levels. The framework examines engagement through the three UWES dimensions in relation to respondents' demographic profiles.

Demographic Variables and Employee Engagement Model



4. Research Methodology

Sample

The study collected data from **900 employees working in public sector banks** located in the coastal districts of Andhra Pradesh, including Visakhapatnam, Vizianagaram, and Srikakulam.

The banks included in the study were:

- State Bank of India
- Bank of Baroda
- Punjab National Bank
- Union Bank of India
- Canara Bank

Instrument

Employee engagement was measured using the **Utrecht Work Engagement Scale**, consisting of **17 items** representing vigor, dedication, and absorption.

Data Analysis

The data were analysed using SPSS. The statistical procedures included:

- Exploratory factor analysis
- Descriptive statistics
- Demographic analysis

5. Demographic Profile of Respondents

The study collected **900 valid responses** from employees working in selected public sector banks in the coastal districts of Andhra Pradesh. The respondents represented employees across different organisational roles and institutions.

Table: Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Bank	SBI	289	32%
	Union Bank	216	24%
	Canara Bank	180	20%
	PNB	143	16%
	BoB	72	8%
Age	25–30	291	32%
	31–35	275	31%
	36–40	334	37%
Gender	Male	703	78%
	Female	197	22%

The distribution shows that **State Bank of India accounts for the largest proportion of respondents (32%)**, followed by Union Bank of India (24%) and Canara Bank (20%). Punjab National Bank represents 16% of the sample, while Bank of Baroda contributes 8%.

The demographic profile indicates that the sample is well distributed across the selected public sector banks, with State Bank of India contributing the highest proportion of respondents. The age distribution reflects a predominantly mid-career workforce, with the largest group falling within the 36–40 age category. Additionally, the gender composition shows a higher representation of male employees, consistent with workforce patterns observed in public-sector banking institutions.

6. Factor Analysis of Employee Engagement

Exploratory factor analysis was conducted to validate the construct structure of employee engagement.

The **Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy was 0.870**, indicating excellent suitability for factor analysis. Bartlett’s Test of Sphericity was statistically significant ($p < 0.001$), confirming the presence of adequate correlations among the variables. Principal Component Analysis with Varimax rotation extracted **three factors corresponding to vigor, dedication, and absorption, explaining 42.84% of the total variance.**

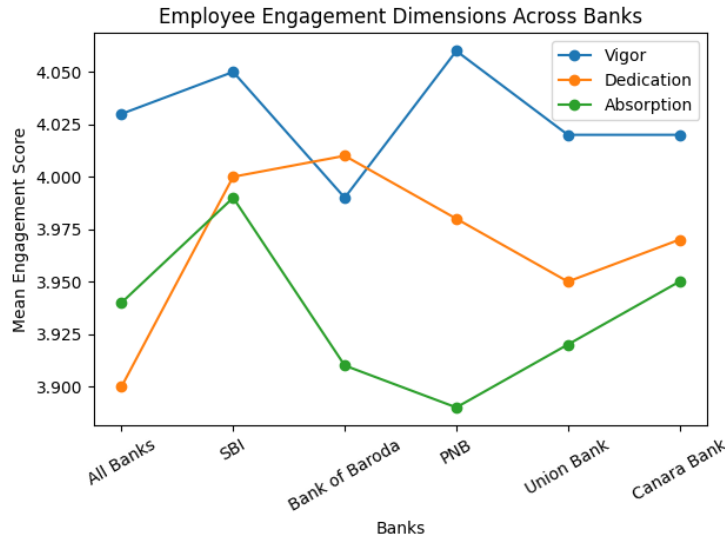
These results confirm the theoretical structure of employee engagement proposed in previous studies.

7. Descriptive Statistics of Employee Engagement

Descriptive statistics were used to examine engagement levels across the selected public sector banks.

Table 6: Descriptive Statistics of Employee Engagement

Bank	Vigor Mean	Dedication Mean	Absorption Mean
All Banks	4.03	3.90	3.94
State Bank of India	4.05	4.00	3.99
Bank of Baroda	3.99	4.01	3.91
Punjab National Bank	4.06	3.98	3.89
Union Bank of India	4.02	3.95	3.92
Canara Bank	4.02	3.97	3.95



The results indicate **moderate to high levels of employee engagement across all banks**. Among the three engagement dimensions, **vigor demonstrates the highest mean score (M = 4.03)**, suggesting that employees exhibit strong levels of energy and persistence in their work roles.

Dedication and absorption also show relatively high mean scores, indicating that employees experience strong emotional involvement and concentration in their work activities.

8. Discussion

The results indicate that public sector bank employees exhibit relatively high engagement levels. Validation of the three-dimensional engagement structure supports the applicability of the Utrecht Work Engagement framework in the banking sector.

The findings show that employees display strong energy, dedication, and immersion in their work roles. These outcomes may be linked to job stability, organisational support, and professional development opportunities prevalent in public sector employment.

9. Managerial Implications

The findings have several implications for human resource management in public sector banks. Organisations should create supportive work environments that foster employee motivation and involvement.

Opportunities for professional development, recognition of employee contributions, and effective leadership support can enhance employee engagement. Understanding workforce demographics enables managers to design policies that address the needs of diverse employee groups.

10. Limitations and Future Research

This study is limited to public sector banks in the coastal districts of Andhra Pradesh. Future research could extend the analysis to private sector banks or other regions.

Further studies could examine additional organisational factors influencing employee engagement, such as leadership style, organisational culture, and workplace wellbeing.

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