



## Influence of employee engagement on motivation among the banking professionals in South India

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**Abstract.** *Purpose.* An engaged employee will become an asset of an organization. This study aims to assess the impact of engagement on employee motivation and was carried out in public and private sector banks in South India. *Study design.* Population of the study contains of employees of public and private sector banking employees of South India. A sample size of 200 was taken from four banks (two each from private and public sector) for the study. Nature of work, interpersonal relationship, pay allowances, pleasant working environment, redressal of grievances, personal growth and career development, training and development, loyalty towards job, and personal factors as the elements of employee engagement and motivation as dependent variable were considered. Correlation and regression tests were applied for analysis. *Findings.* The Cronbach's alpha for the scales have confirmed the reliability of the study. Also, the correlation values between the factors and the variables were significant at  $p < 0.05$ , the regression analysis have clearly shown a positive impact of engagement on employee motivation. *Value of the results.* The study provides thought provoking managerial ideas in order to increase motivation levels by improvising employee engagement in the organizations.

**Keywords:** banking industry, employee engagement, motivation, training and development.

### Introduction

The term “employee engagement” has been widely used in Human Resource Management now a days as a key to motivate and retain employee to produce higher productivity. Organizations today use engaged employees as a tool for strategic partner in the business. The concept of employee engagement has now gained even more importance, since many drivers have been identified, which impact employee motivation (Khan, 1990). Some researchers defined engagement as a psychological state that has a cognitive and an affective component (thinking and feeling). The cognitive and affective emphasis are captured here by the following two facets of engagement absorption (being absorbed by one's work), which is more cognitive in nature, and energy (drawing energy from work, feeling energized), which has a stronger affective side (Kahn, 1990; Schaufeli et al., 2010). Another scholar defined employee engagement as an employee putting forth extra discretionary effort, as well as the likelihood of the employee being loyal and remaining with the organization over the long haul

(Saks, 2006). Research shows that engaged employees: perform better, put in extra efforts to help get the job done, show a strong level of commitment to the organization, and are more motivated and optimistic about their work goals. Employers with engaged employees tend to experience low employee turnover and more impressive business outcomes.

Motivation is emotional state like emotions and attitudes (Shaheen et al., 2022), that only the individual can control where managers can create a work environment that helps employees to satisfy their psychological needs as well as the need for income, set goals for employee performance, encourage their good performance through rewards and recognitions, maintain open communication with all employees (Parker, Ohly 2008).

Employee engagement is more than just the current HR buzzword, it is essential. For organizations to meet organizational objectives, employees must be engaged. Research has proven that engaged employees exhibit higher self-motivation (Nwachukwu et al., 2022), confidence to express new ideas, higher productivity, and higher levels of customer approval and service quality, reliability, organizational loyalty; less employee turnover (Kurian, Rajini, Reddy, 2021), lower absenteeism. This paper aims at examining the factors of employee engagement and the impact of these factors on motivation.

Employee engagement is a matter of concern for leaders and managers in organizations across the globe, they recognize it as a vital element affecting organizational effectiveness, innovation, and competitiveness. The purpose of this study is to know how Employees feel engaged when they find motivation and personal satisfaction in their work, get positive attitude held by the employees towards the organization and how it maximizes the workforce productivity in banking sector.

## Review of literature

### Employee engagement

In the last few years, organizations have adopted the phrase “employee engagement” to capture the kind of motivation required in today’s workplace. Its popularity far exceeds its conceptual development; its definition varies across studies, and its distinction from job satisfaction, organizational commitment and other variables is unclear. Employee engagement is state of motivation, wherein one is psychologically present and psycho-physiologically aroused, is focused on and aligned with the goals of the job and organization and channels his or her emotional and cognitive self to transform work into meaningful and purposeful accomplishment.

Engagement is more than just motivation because one can be motivated in a direction that fails to support the organization’s goals be directed with manipulative or purely instrumental intent or be motivated without skill and thus counterproductive. Employee engagement is motivation focused on meeting organizational goals. It is a key to ensure that an organization is the one that wins the customer loyalty. Raising engagement levels and maintaining them, takes time, effort, commitment, and investment (Jnaneswar, Ranjit, 2022; Kosyva et al., 2022). Engagement is a two-way process: organizations must work to engage the employee, who in turn has a choice about the level of engagement to offer the employer. Employee engagement is personified by the passion and energy employees must give of their best to the organization to serve the customer (Reddy, Anjali, 2017).

According to W. B. Schaufeli and A. B. Bakker, engagement is a “positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli, Bakker, 2004). There are some definitions of employee engagement that provide more stress on identification with either organization or a job. N. Kress defined engagement as the “employee willingness and ability to contribute to company success, through putting extra time, brainpower and energy to their

work” (Kress, 2005). Employee engagement is “an individual employee’s cognitive, emotional, and behavioral state directed toward desired organizational; outcomes” (Shuck, Wollard, 2010)., In the book “The Engagement Equation” engagement is defined as “full employee engagement represents an alignment of maximum satisfaction for the individual with maximum contribution for the organization” (Recently, Rice, Marlow, Masarech, 2012).

### **Employee motivation**

Motivation is a process that starts with a physiological or psychological need that activates a behaviour or a drive that is aimed at a goal. Every employee is expected to show increased and qualitative productivity by the manager. To achieve this the behaviour of the employee is very important. The behaviour of the employees is influenced by the environment in which they find themselves. Finally, an employee’s behaviour will be a function of that employee’s innate drives or felt needs and the opportunities he or she has to satisfy those drives or needs in the workplace (Reddy, Mehta, 2019).

Motivation can be used to engage employees in their work. Employees are the key components of all organizations, whether private or government (Ugaddan, Park, 2017). Motivation means to be moved to do something. Therefore, someone is energized or acted towards an end is considered motivated, whereas a person who feels no inspiration to act thus considered as unmotivated (Deci, Ryan, 2000). It is also defined as producing “engagement in and persistence with the learning task” (Crookes, Schmidt, 1991). Although, there are different opinions about definition of motivation, but all researchers almost agree that it is the force that compel human to start an activity and complete it with putting all their efforts to fulfil their desires.

R. L. Dipboye in his research have confirmed that work motivation as one of the major elements impacting performance of an individual. He opined that work motivation is composed with the goals and goal characteristics, employee efforts to accomplish the defined goals, also the consequences of these efforts towards achievement of goals, perception on management valuing these efforts in a fair and unbiased manner, and finally a well created work environment which motivates employees both intrinsic and extrinsic (Dipboye, 2018). Motivation is thereby connected to every function of life, and it could be found in different working behaviors.

### **Elements of employee engagement**

#### ***Nature of work***

P. Gowri and M. Mariammal have opined that organizations have to give their employees the freedom to make their work exciting and an environment having an engaged work life. Employees are the assets of the organization and if they are not given a space whereby, they can make a perfect blend of both work and fun, the optimum performance from them may be difficult (Gowri, Mariammal, 2012).

#### ***Interpersonal relationship***

The work engagement literature advocate that high quality interpersonal relationships encourage work engagement. Together, work engagement and interpersonal relationships may promote proactive work behaviors associated with improved organizational performance. The model of work engagement purports the effect of job resources and job demands on the development of work engagement in employees (Schaufeli, Bakker, 2004; Bakker, Demerouti, 2008).

#### ***Pay allowances***

Pay otherwise termed as reward; defined as intrinsic or extrinsic compensation on completion of a project or meeting performance objectives. Intrinsic reward often includes praise, while extrinsic reward is tangible and can be in the shape of direct or indirect compensation. Former includes base pay and variable pay; and later can comprise of life insurance, medical insurance, and retirement

pension. For quite some time, employee's thinking of reward and its equity was considered as one of the key factors influencing degree of job involvement (Che Ahmat et al., 2019).

### ***Pleasant working environment***

The ability of employees of an organization to share knowledge throughout the system depends on the conditions of their work environment. However, the survey revealed that many organizations do not fully leverage their physical work environment to enable increase collaboration, innovation and improve work effectiveness (Schaufeli, Bakker, 2004).

### ***Redressal of grievances***

Research show that employee engagement can be a catalyst for change, even in a recession, the process is not pain free and the report indicates that the firms involved saw a net increase of instances of employee grievances. Although this was offset by the implementation of better procedures for dealing with the grievances, which saved management time, giving employees a voice does not guarantee a comfortable ride (Chaudhury, Banerjee, 2004). From the above discussion it can be confirmed that grievance system is deemed to be significant in employee engagement.

### ***Personal growth and career development***

B. Bakker and E. Demerouti have explained that there are at least four reasons why workers perform better than non-engaged workers. Engaged employees often experience positive emotions, including happiness, joy and enthusiasm; experience better health; create their own job and personal resources; and transfer their engagement to others. A goal-directed behavior is facilitated when people are engaged in their work because they have the energy and the motivation to undertake action. This helps them not only achieve better performance but also increase their chances for a better career development (Bakker, Demerouti, 2008).

### ***Training and development***

The word "training" is used to explain the effort by an organization to promote learning among the employees (Snell, Bohlander, Vohra, 2010). Experts generally agree that "training" is more related to immediate and short-term performance needs; and "development" is more inclined towards improving an individual's skills for future assignments (Snell et al., 2010).

### ***Loyalty towards job***

A. Preko and J. Adjetey divide the term loyalty into two parts. "The first piece is having the employer's best interests at heart. The second piece is when an employee remains with the same employer rather than moving on." Employee loyalty is an organizational citizenship behaviour that reflects allegiance to the organization through the promotion of its interests and image to outsiders (Preko, Adjetey, 2013).

### ***Relationship between motivation and employee engagement***

Based on the elements of employee engagement and motivation the study explored the relationship between the employee engagement and its impact on employee motivation. One of the main reasons of this interest is that motivation and its types, not only affect employee productivity but it has also enormous impact on organization and employee performance. A relationship between psychology of workers motivation (Ghosh et al., 2020) and monetary rewards has been developed recently. Literature on workers psychology and monetary rewards recommend that, good wages are suitable to maintaining personnel motivation in organization. The existing research and empirical evidence on employee engagement is relatively limited as compared to other subjects. Evidence at academic and practitioner level propose that employee engagement can make a difference to the performance of individual, teams and organization. These evidences suggest that, it is an emerging

concept and there is a need for further research on this subject. Previous studies investigated these relationships separately with different variables. In this part we will try to make a link between motivation and employee engagement and develop hypothesis for the study.

After thoroughly reviewing the previous literature, we did not find any study on a direct relationship between intrinsic motivation and employee engagement, extrinsic motivation and employee engagement. Previous studies investigated these relationships separately with different variables. In this part we will try to make a link between motivation and employee engagement and develop hypothesis for the study. Models of engagement argue that people need both self-expression and self-employment in their working lives (Kahn, 1990; Kamal et al., 2004). Moreover, they identified three psychological conditions for engagement i.e., psychological meaningfulness, safety, and availability. M. Welch explained self-determination theory and related its three psychological desires of human behavior i.e., autonomy, competences, and relatedness with employee engagement (Welch, 2011). When these three desires are accomplished, employee considers themselves self-determined motivated. Furthermore, these desires keep employees in job role as happy employee (Rai, 2018). When these desires are not accomplished, their motivation is called non self-determined (Rich et al., 2010). Model of engagement shows some relationship with self-determination theory. Both explains psychological conditions, if fulfill can work as motivation (through autonomy, competences and relatedness) and employee engagement (through psychological meaningfulness, safety and availability). W. H. Macey and B. Schneider associated burnout to both positive and negative responses to the job. The positive responses are in the form of engagement (motivation) and negatives are in the form of job dissatisfaction, absenteeism, intention to leave the job, turnover, stress. They also identify few factors that can show the way towards employee engagement i.e., reward and recognition etcetera (Macey, Schneider, 2008). These factors can be used to motivate employees and results in employee positive responses (engagement).

### **Hypothesis of the study**

*H1: There is a meaningful relationship between employee engagement and employee motivation.*

*H2: Employee engagement has a positive impact on employee motivation.*

## **Research design**

The study has planned to use the primary data; a structured questionnaire has been designed and used for the purpose of collecting the data. For the analysis of the data suitable statistical techniques have been used. Population of the study contains of employees of public and private sector banking employees of South India. A sample size of 200 was taken from four banks (two each from private and public sector) for the study. Stratified random sampling technique has been used as only four banks have been surveyed for limitation of time and resources. The sample size is of 200 respondents which are useful for the survey. Data for this study was collected using a self-administered questionnaire that was distributed to respondents directly through questionnaire and enough time was given to respondents to fill the questionnaire to reduce sampling error. Questionnaire is constructed in a communicable language.

In order to fulfil the research purpose, quantitative study was adopted. Questionnaires were designed using primary data and secondary data. The data is collected through questioner given to the employees at different job varieties. The secondary data has been taken from the research articles. A well-structured questionnaire was distributed to Employees during their operations in organization. Later on, SPSS 26.0 version was used to perform the required test of descriptive statistics, reliability analysis, bivariate correlation, ANOVA test and multiple regression analysis.



### **Employee engagement scale**

The researcher identified the following dimensions of the employee engagement practices from W. B. Schaufeli and A. B. Bakker's scale. The variables framed as *Nature of work* (NW), *Interpersonal relationship* (IR) by "My supervisor treats me fairly" and "My supervisor tells me when my work needs improvement," *Pay allowances* (PA) by "My pay is fair for the work I perform" and "Overall, I'm satisfied with this organization's benefits package" (Schaufeli, Bakker, 2004). *Pleasant working environment* (PWE) by "My physical working conditions are good" and "I feel physically safe in my work environment," *Redressal of grievances* (RG), *Personal growth and career development* (PGCD) by "Got recognition for good work", *Training and development* (T&D) by "This organization provides enough information, equipment and resources I need to do my job well," *Loyalty towards job* (LJ) by "I am proud of the work that I do" and *Personal factors* (PF) by "When I get up in the morning, I feel like going to work" for *Employee engagement* (EE) have been tested by 49-items questionnaire.

### **Motivation scale**

The researcher identified the following dimensions of motivation from scales by Rahman et al., (2012). The motivation scale examines 10 dimensions comprising of 26 items scoring on a five-point scale: "1" — "Highly dissatisfied" to "5" — "Highly satisfied". The Cronbach's Alpha for the scale was 0.91 which shows a high consistency of the elements to describe the variability of the elements for the study. The researcher adopted 10 items for the study like "satisfied with available opportunities", "motivated to do work", and "flexibility in working hours." The mean scores were calculated for each item as well as for the entire motivational factors instrument.

The survey questionnaire has three parts. First part is on demographics with questions about gender, age, education, marital and position. Second part of the questionnaire focus on nine independent variables comprising of 49 items on a Likert Scale of one to five, with strongly disagree as one, and strongly agree rated as five. Whereas the third part of questionnaire consists of questions on a Likert Scale of one to five, with strongly disagree as one and strongly agree as five for employee motivation.

## **Results and analysis**

The main purpose of this section is to test the hypotheses and answer the research question. This chapter is divided into two parts; in the first part few tests will be applied on data with the help of SPSS while in the second part we will discuss the results of these tests. Furthermore, these empirical results will also be linked with conceptual framework of the study.

### **Reliability test**

The reliability of scale shows that how free the data is from random error. Therefore, it is always advisable to select that scale that is reliable. Cronbach's coefficient alpha value lies between 0 and 1 (Table 1). According to D. George and P. Mallery if the value of Cronbach's coefficient alpha is greater than 0.9 it propose an outstanding internal reliability, if this value is greater than 0.8 than it is consider Good, 0.7 is satisfactory, 0.5 is consider poor and less than 0.5 is unacceptable (George, Mallery, 2003).

Table 1. Reliability statistics for employee engagement

Variable	Cronbach's Alpha	N of Items
Employee engagement	.784	49
Motivation	.619	10

### Bivariate correlation analysis

Correlation analysis is normally used to describe the strength and direction of the linear relationship between two variables. SPSS provides number of statistics to find relationship between variables, according to our study and variables we will use only bivariate correlation (also known as zero-order correlation) (Pallant, 2005). Bivariate correlation is used to find relationship between two variables, i.e. relationship between employee motivation and employee engagement (Table 2).

Table 2. Correlation between factors of employee engagement

Variables (factors)	NW	IR	PA	PWE	RG	PGCD	T&D	LJ	PF	M
NW	1									
IR	.383**	1								
PA	.236**	.373**	1							
PWE	.294**	.352**	.455**	1						
RG	.322**	.344**	.362**	.422**	1					
PGCD	.261**	.242**	.199*	.302**	.498**	1				
T&D	.625**	.738**	.685**	.740**	.682**	.424**	1			
LJ	.231**	.262**	.249*	.355**	.528**	.463**	.512**	1		
PF	.652**	.781**	.851**	.745*	.822**	.624**	.654**	.701	1	
M	.621**	.492**	.801*	.702**	.598**	.641**	.711**	.652**	.522**	1

Note: \* —  $p < 0.05$ , \*\* —  $p < 0.01$ , \*\*\* —  $p < 0.001$ .

From the Table 2, it is observed that the significance value of nature of work (NW), and motivation (M) is 0.001 ( $p < 0.01$ ) are positively correlated with high relation at 0.621 Person correlation so we can say there is a significant correlation between NW and M. It is observed that the significance value of Interpersonal relationship (IR), and motivation (M) is 0.003 ( $p < 0.01$ ) are positively correlated with moderate relation at 0.492 Person correlation so we can say there is a significant correlation between IR and M. It is observed that the correlation value between pay allowances (PA), and motivation (M) stands at 0.801 which is a high value at  $p = 0.015$ . Similarly, pleasant working environment (PWE), and motivation stands at 0.702 which is termed as highly correlated among each other at 0.00 confidence level. Redressal of grievances (RG), and motivation shows a moderate positive correlation with a value of 0.598 at 0.00 level of confidence.

Whereas, personal growth and career development (PGCD), and motivation (M) shows a moderately high correlation with 0.641 at 0.01 level of significance. Also training and development (T&D), with motivation (M) stands at 0.711 which is termed as highly correlated at 0.00 level of significance. Loyalty towards job (LJ) and motivation stood at 0.652 moderate correlation level at  $p = 0.011$  and personal factors (PF) and motivation (M) positively correlated with a value of 0.522 at 0.02 level of confidence. So, there is a high significant correlation between motivation and element of employee engagement among the employees of public and private sector banks of South India.

#### Multiple regression analysis

Multiple regression analysis was used to explore the relationship between one dependent variable and a number of independent variables. Multiple regression also tells that how much of the variance in dependent variable can be explained by independent variables. It also determines the statistical significance of the results, both in terms of model and the individual independent variables. One of the purposes of our study is to find the impact of employee engagement on motivation.

ANOVA analysis is normally used to compare the mean scores of more than two groups or variables. It is also called analysis of variance because it compares the variance between groups. The F-ratio or F- statistic represents the variance. If the F-ratio is large and probability is less than

0.05 then it is termed statistically significant. A significant F-test indicates that we can reject the null hypothesis and accept alternate hypothesis, stating that the population means are equal.

From the above ANOVA table it can be seen that F ratio is 10.548 and the significance level is less than .05 (Tab. 3). The decision rule is that we reject the null hypothesis ( $H_0$ ) if the significance level is less than 0.05 or 5% then the alternate hypothesis can be accepted ( $H_1$ ). The large value of F-ratio and less value of significance level [ $F = 10.548, p < .05$ ] indicates that we have to reject the null hypothesis and accept alternate hypothesis i.e. there is a significant relationship between employee engagement and employee motivation

Table 3. ANOVA Table for employee engagement factors and motivation

Model	Sum of squares	df	Mean square	F	Sig.
Regression	13.571	5	2.714	10.55	.000a
Residual	37.053	194	.257		
Total	50.624	199			

Note: a. Predictors: (Constant), NW, IR, PA, PWE, RG, PGCD, T&D, LJ, PF. b. Dependent Variable: M.

The data collected from the employees of public and private sector banks of South India it was observed that the significance values for Interpersonal relationship (IR), Redressal of grievances (RG), Training and development (T&D), more than 0.05 which indicates that organization needs to improve in these areas, and it is also observed that Pay and allowances show a more significant value of 1.248 at 0.000 level of significance on employee motivation whereas personal growth and career development (PGCD) are comparatively having positive impact on motivation.

Table 4. Regression coefficients

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	$\beta$		
(Constant)	.872	.449		1.941	.054
NW	.108	.098	.028	3.103	.027
IR	.037	.076	.21	.482	.311
PA	1.248	.012	.001	5.124	.000
RG	.097	.085	.018	.138	.251
PWE	.284	.021	.041	3.211	.001
PGDC	1.114	.111	.064	2.912	.036
T&D	.044	.102	.36	.433	.451
LJ	.124	.021	.041	3.01	.001
PF	.533	.103	.428	5.156	.000

Note: Dependent variable — M.

From the above ANOVA table it can be seen that F ratio is 32.406 and the significance level is less than .05. The decision rule is that we reject the null hypothesis ( $H_0$ ) if the significance level is less than 0.05 or 5% and accept the alternate hypothesis ( $H_1$ ).

Table 5. ANOVA table for employee engagement and motivation

Model	Sum of squares	df	Mean square	F	Sig.
Regression	9.093	1	9.093	32.406	.000a
<sup>1</sup> Residual	41.531	148	.281		
Total	50.624	149			

Note: a. Predictors: (Constant), EE. b. Dependent Variable: M.



The large value of F ratio and less value of significance level [ $F = 32.406, p < .05$ ] indicates that we have to reject the null hypothesis and accept alternate hypothesis i.e. There employee engagement has impact on employee motivation.

Table 6. Model summary\*

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	.424a	.18	.174	.52973

Note: \* — Predictors: (Constant), EE.

Table 7. Coefficients\*

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. error	β		
1 (Constant)	1.038	0.45		2.306	0.022
EE	0.668	0.117	0.424	5.693	.000

Note: \* — Dependent variable: M.

The variability of influence on dependent variable(motivation) is 18% of independent variable (employee engagement) i.e 18% of variability phenomenon is observed between EE and M.

Equation for Linear Regression is  $Y = A + BX$  (1)  
 The regression model of the study is:  $M = 1.038 + 0.668(EE)$

From the above ANOVA the coefficients values of employee motivation is 1.038 and employee engagement is .668. For every one unit increase in EE there is an impact of 0.668 times on employee motivation.

A Scatter plot shows the relationship between the EE (employee engagement) and M (motivation). The values of EE appear on the horizontal axis, and the values of the MM appear on the vertical axis.

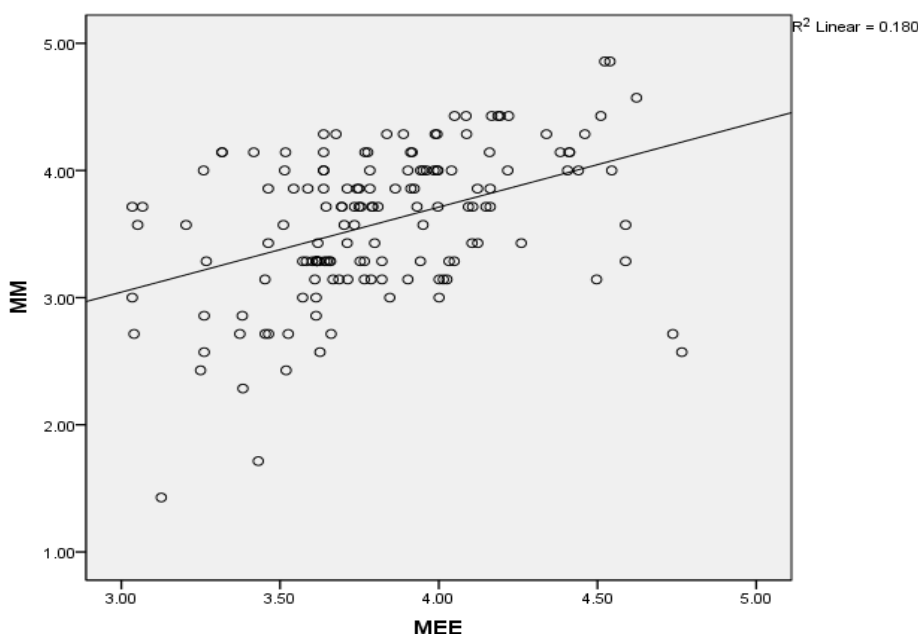


Figure 1. Scatter plot for employee engagement and employee motivation

The two variables EE and M have positive association with each other it means that EE have relationship with motivation (M) in a positive manner. A relation is linear is one variable increases by approximately the same rate as the other variables change by one unit. Therefore, we can conclude

that EE has a positive impact on Motivation among the employees of public and private sector banks of South India.

### **Findings of the study**

From the study, it was observed that 126 members are male respondents, and 74 members are female respondents as it is a power sector. Motivation and the elements of employee engagement namely pay and allowances, training and development, and pleasant working environment are with high correlation ( $> 0.7$ ) motivation and the elements of employee engagement namely nature of work, personal growth and career development and loyalty towards job are moderately correlated ( $> 0.6$ ) motivation and the elements of employee engagement namely interpersonal relationships, redressal of grievances and personal factors show a weak positive relation ( $< 0.6$ ). For every one unit increase in employee engagement there is an increase of 0.668 units on employee motivation.

### **Recommendations**

Pay and allowances (PA) and motivation (M) are positively and moderately correlated, shows that rewards by the top management to the employees should be given properly when needed according to their performance rates, and supervisors should maintain a good and friendly relation with employees, if not it will lead to disengaged of employees towards their job. This is also confirmed by the study of employee engagement and its impact on employee motivation. Lower employee motivation will also lower their engagement level. Therefore, the results proved that to engage employees in their job, management must provide motivation. More specifically management must consider interesting work, rewards and recognitions, job security and job appreciation, satisfaction and stress in consideration while making any compensation plan for their employees. According to the results most of employees wants to find their work interesting, a friendly work environment most of them wants to be appreciated for their work, and most of them wants to be satisfied working for Banking sector Stress was considered the big de-motivator and it is increased when employees face heavy work load and long working hours (Reddy, Kamesh, 2020). Therefore, management needs to consider these factors to engage their employees in their work.

### **Conclusion**

Employee motivation has its importance in any organization settings, that's why every organization goes for different kind of motivation strategies to engage their employees for better outcomes. We also used engagement factors in our study to find its relationship with employee motivation. The data was collected from the employees working in public and private sector banks in the form of questionnaire. Questions were designed on the basis of literature used for dependent (employee motivation) and independent (employee engagement) variables in literature chapter. The results of the findings suggested that employees of public and private sector banks prefer motivation for their engagement. The hypotheses were tested using statistical tests (ANOVA); both hypotheses were accepted, i.e. there is significant relationship between employee engagement and employee motivation. Another statistical test was carried out (multi regression) to find the impact of employee engagement on employee motivation.

The results of the tests proved that employee engagement had 18% impact on employee motivation. Therefore, management of banks should concentrate on the factors which show low value while considering employee engagement. Employees should be engaged in their job and committed

towards their organizational goals and values, supervisors should maintain friendly relationship with employees, and they should be motivated to contribute organizational success. In short, this study contributes a roadmap for creating returns, increase performance, reduce employee turnover and maximizing loyalty among employees (Reddy, Anjali, 2013).

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# Вклад вовлечённости в трудовую мотивацию банковских специалистов в Южной Индии

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**Аннотация.** *Цель.* Вовлечённый сотрудник станет активом организации. Это исследование направлено на оценку влияния вовлечённости на мотивацию сотрудников и проводилось в государственных и частных банках Южной Индии. Дизайн исследования. Генеральная совокупность исследования состоит из сотрудников государственного и частного банковского сектора Южной Индии. Для исследования была взята выборка в 200 человек из четырёх банков (по два из частного и государственного сектора). Учитывались характер работы, межличностные отношения, размер заработной платы, приятная рабочая среда, рассмотрение жалоб, личный и карьерный рост, обучение и развитие, лояльность к работе, а также личностные факторы как элементы вовлечённости сотрудников и трудовая мотивация — как зависимая переменная. Для анализа были применены корреляционный и регрессионный анализ. *Выводы.* Значение  $\alpha$  Кронбаха по шкалам подтвердило надёжность инструментария исследования. Кроме того, значения корреляции между факторами и переменными были значимыми при  $p < 0.05$ , регрессионный анализ ясно показал положительный вклад вовлечённости в трудовую мотивацию сотрудников. *Ценность результатов.* В исследовании представлены заставляющие задуматься управленческие идеи, направленные на повышение уровня мотивации путём импровизации вовлечённости сотрудников в организации.

**Ключевые слова:** банковская отрасль, вовлечённость сотрудников, мотивация, обучение и развитие.