

## **EMPLOYEE ENGAGEMENT: COMPARISON BETWEEN PUBLIC SECTOR AND PRIVATE SECTOR BANKS**

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### **ABSTRACT**

**Purpose:** The article compares employees' engagement levels and ascertains the effects of engagement in public-sector and Private-Sector Banks.

**Research Methodology:** The researcher drafted a questionnaire and got it filled out by managers, officers, and clerks of Public Sector Banks and Private Sector Banks. It involves Bankers of all age groups and career levels. This paper includes four Commercial Banks, two from the Public Sector Namely State Bank of India and Punjab National Bank, and two from the Private Sector, ICICI Bank and HDFC Bank. One hundred thirty-two employees of Banks of Rohtak, Gurugram, Hisar, and Faridabad have been approached to collect their engagement-related thoughts.

**Findings:** The findings highlighted no significant difference in engagement of employees belonging to public sector and private sector banks regarding relations with co-workers, employee empowerment, supervision, performance appraisal, nature of the job, employee participation, and career development.

**Implications:** Employee Engagement is a valuable instrument for assessing a staff's consistency and an integral mechanism allowing personnel to convey the growth requirements more freely. It is extremely relevant to the service industry, such as banks. The single biggest source of input for the banking sector is human labor. The degree of productivity and efficiency of this input is reflected in the final growth, profitability, and quality of service that banks provide to their clients. To attain employee engagement, the

banking industry must first clearly define the engagement objective in practical terms. Second, have one-on-one conversations regarding engagement with team members. Thirdly, give team members the authority to run meetings for team engagement. Fourth, the experiences must be combined to determine what motivates and demotivates workers. Then, combine the issues and shared experiences to create employee engagement plans that address these issues. Ultimately, holding talks free from bias may be a great way to bring up a variety of topics and pinpoint the primary concerns inside the company.

**KEYWORDS:** Bank Employees, Engagement Aspects, Employee Engagement, Engagement Level, Private Sector Bank, Public Sector Bank.

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## I. INTRODUCTION

The paper focuses on the banking industry that indulges motion in India's financial system. They are responsible for the growth of the economy which rapidly globalizing every Indian Bank that needs to ensure their practices which must be matched with the best banks in the world. Banks pose a lot of challenges for developing economies as well as for developed economies. Every economic activity revolves around an effective and efficient banking system. Banks mediate between surplus funds and required funds. The credit facility offered by the banks helps the producer to boost production. Banks provide several facilities like the safety of funds and valuable assets, insurance, and investment facilities. Banks can construct borrowing and lending facilities to boost the process of production, distribution, and exchange of activities which is responsible for the growth of banks in an economy.

Banks can utilize the resources in the best manner as they can easily mobilize the savings of people for investment purposes. Failure of banks to provide any kind of facility, then the persons residing in the economy remain idle. So banking is needed for industries, agriculture, and economic development. A banking company can easily carry the principal business, and accept money deposits and withdrawals by cheques or by draft. Banking means accepting, lending, or investing deposits from the general public, repayable on demand, and withdrawn when needed (Banking Companies Regulation Act of India, 1949). The core task of banks nowadays is to mobilize savings and create and spread banking habits to mobilize the country's resources by effectively and efficiently utilizing human resources. The bank faces many challenges if the engagement of employees does not exist there or when they do not complete their tasks on time

thrown by private and public sector banks that provide customer-related services. This study compares the engagement in public and private sector banks.

## **A. Public Sector Banks**

These banks have the bulk of their shares held by Government agencies such as the Central Bank.

## **B. Private Sector Banks**

In this private corporations or people own the bulk of the bank's shares.

## **C. Employee Engagement**

An engaged employee is unquestionably a benefit in the rapidly evolving environment since he is mentally and emotionally invested in the organization's aims and values. An engaged employee is more inclined to go above and beyond the requirements of the job and demonstrate his value, especially during times of crisis.

"Employee engagement is the art and science of engaging people in authentic and recognized connections to strategies, roles, performance, community, organization, customers, energy, development and happiness to leverage, sustain and transform work into results."- David Zinger.

In the literature on human resources, "employee engagement" is in the starting stage and just recently became more well-known after 2000. 74% of the 1,000 human resource experts surveyed in a 2005 survey by "Melcrum Publishing" said they had started focusing on the issue since 2000. According to a review by Rafferty et al. (2005), employee engagement comes from the consultancies and surveys hosted. According to Rafferty et al. (2005), the foundation of the employee engagement concept is corporate civic behavior and employee dedication.

According to Woodruff (2006), management literature provided the foundation for employee engagement. It is an important subject in human resource management since it mostly affects how productive the company is. These workers are entirely engaged in their work, creative in their approach, and capable of carrying out their duties. These employees' main goal is to turn the full assignment into labor that generates income. They were given jobs depending on their talents and interests. According to Scarlett (2010), "Employee Engagement" is a quantitative measure of an employee's excitement for any activity, partner, and affiliation that affects their capacity to learn and perform at work.

An engaged employee is one who fully participates in all organizational activities and who consistently demonstrates curiosity and enthusiasm for their job, both of which help them to benefit from their affiliation. When workers are engaged in or obsessed with their work, motivation levels are raised, productivity is increased, and employee turnover is reduced. This might increase their company's dependability and credibility. Organizations of various sizes and shapes encourage workforce engagement and employee dedication. The strategies used in this approach can be successfully applied by corporations and groups. Due to the association's requirement for more staff to maintain its specialized and knowledgeable attitude given the dynamic and always changing nature of technology, they face additional issues. The employees want prestige, work fulfillment, and operational autonomy. Employee responsibility for actions performed while performing their job is included.

It is the method employed by employees to remain concentrated and give their duties their all. If they want to develop effective workforces, then employees have to be more engaged in any organization. If the personnel are not involved, output will suffer and there will be an unbreakable connection because of the staff's dedication, motivation, and capacity for taking initiative qualities that can only be attained with the help of top-notch workforce management. Instilling a sense of purpose and faith in the organization's employees helped them adopt a positive attitude and discover answers to their problems which will be only possible by young generation leaders. The 10Cs- cooperate, connect, confident, credible, congratulate, control, contribution, clarity, career, and convey are essential for any business. The employee's commitment and enthusiasm for their work is called employee engagement. These firms must inspire each employee and build a love for their work. Employee associations and employee engagement are closely connected.

#### **D. Components of Employee Engagement**

- a. Behavior Engagement:** Employee involvement in learning is visible behavior. It describes an employee's involvement in activities and attempts to complete duties.
- b. Cognition Engagement:** It is described as the level by which workers are prepared and ready to handle the current learning assignment.
- c. Affective or Emotional Engagement:** It alludes to the feelings connected to task involvement. Affective engagement is inversely correlated with employee interest, positivity, and sense of belonging.

**d. Physical Engagement:** Employee participation in any activity, attitude towards their work, and the amount of physical and mental level which they spend when they work in any kind of organization. These actions reflect their dedication to their work.

## E. Factors that Foster Employee Engagement

**a. Achievements:** The vast majority of CEOs want to accomplish something important and worthwhile at work. People want to improve and progress, but they also want to be rewarded and acknowledged for their efforts.

**b. Camaraderie:** We are social animals. Building solid relationships and working successfully together is something that employees like. How managers engage with their workers is crucial in motivating executives to go above and beyond.

**c. Equity Executives:** They want to be treated fairly and openly when it comes to their compensation and benefits, everyday behavior, and the security of their minds and bodies.

## II. REVIEW OF LITERATURE

This provides a quick overview of pertinent published research material from recognized academics, professionals, business people, and authors that is currently accessible on the study's aims. A review of prior research suggests certain gaps that the researcher tries to fill by that study. This also become feasible to get some tips on techniques and applications from published or recognized research sources. The comparison of findings from magazines, journals, publications, papers delivered at conferences, books, websites, reports, and other sources that were thoroughly studied to obtain background data for this study and it is shown in Table 1.

**Table 1: Literature Reviews**

Author's Name and Year	Title	Objective	Research Methodology	Findings	Cited By
Narwal (2007)	CSR Initiatives of the Indian Banking Industry	The paper aimed to investigate the CSR initiatives undertaken by the Indian banking industry, and also find out the	The primary study was conducted by using a questionnaire and data was collected by 33 public-private sector	The result concluded that banks mainly concentrated on CSR activities like education, balanced growth, health,	149

		impact of CSR on the performance of the Indian banking industry.	banks in Northern Haryana and Chandigarh. Descriptive statistics and factor analysis were applied.	environmental marketing, and customer satisfaction.	
Mellacheru vu and Krishnama charyulu (2008)	Challenges of Human Resource Management in Public Sector Banks	The goal of this paper focused on the hurdles seen by the employees of Public sector banks.	A Secondary study was done by properly reviewing several papers.	The various challenges like Recruitment and Selection, Training and development, Performance appraisal, Promotion, Compensation, and Work Culture if managed properly then automatically improve employee productivity.	6
Poornima and Sharmila (2011)	Recent HR practices of selected banks in India	This paper reviewed that with the emergence of competition, there was an opening of new private and foreign banks in India that got started with the help of liberalization in which HR practices were used in a very significant manner.	The study involved a qualitative analysis of HR practices in Indian banks. Data was collected from secondary sources, including official publications, industry reports, and academic literature. The study employs a comparative approach to evaluate HR strategies across public and private sector banks,	The paper concluded that RBI faces significant HR implications due to changes in the environment, globalization and liberalization, and technological advancements so to promote efficiency in the banking sector, it is crucial to continuously improve human resource	0

			<p>focusing on areas like recruitment, training, talent retention, IT-driven HR processes, and performance-linked incentives.</p>	<p>management techniques to enhance knowledge and sharpen skills and also establishment of good work culture is also vital.</p>	
<p>Kundu and Malhan (2011)</p>	<p>Competitive HRM practices: A study of Indian and Multinational banks</p>	<p>The paper aimed to assess the human resource management practices practiced in banks (Indian and Multinational) operating in India. Five factors came out by factor analysis like ‘selection, development and performance appraisal’ and ‘job analysis and human resource planning’ were used more in banks. Two factors i.e. ‘contemporary HR practices’ and ‘competitive compensation and flexible work systems’, were used comparatively less.</p>	<p>Primary data based on 312 observations from 29 branches of 6 banks (4 Indian, and 2 Multinational) were used to analyze HR practices in banks. Correlations, standard deviations, factor analysis, mean scores and ANOVA were used for these percentages.</p>	<p>The results from ANOVA were that Multinational banks provide competitive compensation (pay for performance, benefits) and flexible work system (like flexible work hours). In the case of ‘selection, development, and performance appraisal’. The gender effect is also very significant.</p>	<p>2</p>



Devi and Suneja (2013)	Job Satisfaction Among Bank Employees: A Comparative Study of Public Sector And Private Sector Banks	The study considered the level of satisfaction in employees of Public Sector and Private Sector Bank jobs. The study included four Banks in all, taking two from the Public Sector namely State Bank of India and Canara Bank, and two from the Private Sector, HDFC and Axis Bank.	One hundred ten employees of selected Banks located at various places in Kurukshetra have been used.	The article implied that there lies a difference in job satisfaction, pay, and fringe benefits, supervision, training, and development in the employees of Public Sector and Private Sector Banks.	48
Bharti (2015)	Impact of E-HRM Systems on Organizational Performance: A Case Study on Banking Sector	This paper traced the emergence and impact of the E-HRM System on organizational performance.	The article targeted 150 employees of public and private-sector banks in Delhi. The tools used were the Chi-Square Test, Percentage. It was descriptive cum exploratory study and also used a diagnostic study to examine the cause-and-effect relationship.	The findings showed that (E-HRM) and its components shared a significant positive relation with performance.	12
Nidhi (2015)	A comparative study of	The researcher focused on various factors and also analyzed the	The Stratified sampling method was used in collecting the data	This paper concluded that bank employees from the public and private sectors have	5



	<p>Compensation &amp; Benefits packages satisfaction of Indian public versus private banks employees</p>	<p>comparison that exists in compensation and benefits packages of public and private bank employees.</p>	<p>from Delhi &amp; NCR only.</p>	<p>different employees and employees working for offerings for their different ownership have relatively different reasons to be in their current jobs.</p>	
<p>Maharjan and Sekiguchi (2017)</p>	<p>Human Resource Management Practices of Japanese Companies in India: Dealing with the Transfer – Adaptation Dichotomy</p>	<p>The paper highlighted the core features of HR practices that Japanese companies follow in India.</p>	<p>This study used qualitative methodology. A qualitative study with 10 Japanese subsidiaries was conducted based on 17 semi-structured interviews in March 2014. The target companies were located in Delhi and Haryana.</p>	<p>The researcher concluded that at the time of transfer and adjustment institutional factors affect various HRM Practices like recruitment and selection, training and development, and compensation but the cultural factors affect the rest of the factors like performance appraisal.</p>	<p>8</p>

Reddy and Suresh (2017)	Effect of HRM Practices on Organizational Commitment: A Review on Banking Sector	The researcher took the banking sector and analyzed the effect of HRM Practices on employee commitment.	The study focuses on analyzing the relationship between selected HRM practices and organizational commitment. The sample consists of 260 respondents from various banks, selected using convenience sampling. Data was analyzed using statistical tools such as Cronbach's Alpha for reliability testing and correlation analysis, conducted with SPSS software.	The author concluded that banking organizations have initiated various HRM practices to address various issues in the spheres of selection, training & development, performance appraisal systems, job security, promotion & rewards policies and technological advances have had a positive impact on employees' commitment levels.	122
Singh and Kumar (2017)	Job Satisfaction among Employees of Private Banks: A Study of Ambala District	This paper aimed at Job Satisfaction in private banks of Ambala.	A sample of 50 was taken from the private bank of Ambala was taken to fill out the questionnaire.	The article concluded that job satisfaction was affected by various HRM Practices like job security, salary, and career development programs.	0
Vashistha and	Role of Perform	The paper analyzed the role of	This includes 150 employees of public	The results showed a positive relation	5

Devdutt (2018)	ance Appraisal in Motivation of Bank Employees	performance appraisal in the motivational level of public and private sector banks“ employees and also investigated the benefits of performance appraisal to employees. The study examined how employees in the banks react to performance appraisals in relation to their motivation levels.	and private sector banks and convenience sampling was used on them. The variables like performance appraisal and motivation were identified by questionnaire.	between both variables.	
Kishan (2019)	Human Resource Management Practices and Impact with special reference to Bank Employee	The influence of HRM practices on the job performance of employees has been encompassed in this study.	Primary data is collected through structured questionnaires targeting employees across various roles in banks, focusing on HRM practices such as recruitment, training, performance appraisal, compensation, and career development.	The researcher concluded that employee performance was very much affected by HRM practices.	1
Nawaz <i>et al.</i> (2020)	Impact of HRM	This paper targeted private banks of	400 questionnaires were distributed and	The results highlighted that	5

	Practice s Towards Employ ee Engage ment in Private Banks	Chennai by analyzing the Impact of HRM practices on employee engagement.	out of them, 361 responses were used.	HRM Practices in private banks have been affected by various factors of performance appraisal.	
Maken and Aggarwal (2021)	Work- Life Balance: A Study of Selected National ized Banks in Ambala District (Haryan a)	The paper encompasses all three levels i.e. top, middle, and lower levels of PNB and SBI while analyzing the Work-Life Balance.	The study includes a five-point Likert Scale questionnaire that was filed by the 60 employees of selected nationalized banks in the Ambala District.	The paper reached on conclusion that Occupational stress has a negative relation to the employee's work-life balance in the selected banks in Ambala District.	0
Sabir <i>et al.</i> (2021)	HRM Practice s a way of improvi ng the Skills and Commit ment of the Employ	This study inquired about the correlation between HRM practices and employee commitment. Furthermore, the study addressed the employee's attitudes and sensitivity toward various HR practices i.e.	In this, approximately 18 private banks were targeted and a case study approach was used.	The researcher concluded that in increasing the commitment and performance of employees HRM practices played a very important role.	5

	ees in Organiz ation (A Case study of the Banking sector in Pakistan )	selection, training, job definition, career planning, and employee participation.			
Ayari <i>et al.</i> (2021)	The effective ness of E-HRM adoption in the banking industry of Bahrain during the pandemi c	The research aimed at evaluating the effectiveness of the E-HR management system.	For data collection, a mixture of the quantitative and qualitative methods i.e. triangulation was applied by conducting an online survey and distributing it to HR executives and HR employees from multiple banks in Bahrain. It involved different surveys and statistical data collection.	Findings showed adaptation of E- HRM has been approved to be implemented and improved in the Bahrain banks. Hence, the HRM practice that was mostly approached was Training and Development, while Compensation was the least. But the top management support was the most influential and funding was the least influenced.	0

**Source: Compiled by Author**

### III. OBJECTIVES OF THE STUDY

- A. To measure the extent of employee Engagement in Public Sector and Private Sector Banks.
- B. To compare the difference in Engagement between the employees of Public Sector Banks and Private Sector Banks.

### IV. HYPOTHESIS OF THE STUDY

- A. **H0:** There is no significant difference between the employees of Public Sector Banks and Private Sector Banks regarding various aspects of Engagement.

### V. RESEARCH METHODOLOGY

This paper examined the employees' engagement in Public Sector and Private Sector Banks. The paper is inferential and quantitative. Data is gathered by a questionnaire and one hundred thirty-two respondents of different age groups, and education levels from Rohtak, Hisar, Gurugram, and Faridabad filled it. The type of sampling is simple random sampling. Several variables related to employee engagement were collected by a standardized questionnaire. Five-point Likert scale is used for obtaining responses on each question: **Strongly Disagree = SD, Disagree= D, Neutral = N, Agree = A, Strongly Agree = SA** where **1** represents **Strongly Disagree** and **5** represents **Strongly Agree**. The questionnaire includes the following aspects: relation with co-workers, employee empowerment, supervision, performance appraisal, nature of the job, employee participation, and career development which were adopted with the help of an extensive literature review (Saks, 2006), (George, 2001).

### VI. DATA ANALYSIS AND INTERPRETATION

This paper used various tools like mean score, standard deviation, and t-test in analyzing several aspects of employee engagement from the questionnaire. The employees working in Public Sector Banks (PSBs) and Private Sector Banks (PVSBS) their level of engagement has been analyzed regarding co-workers, employee empowerment, supervision, performance appraisal, nature of the job, employee participation, and career development. The sample profile of bank employees is shown in table 2.

**Table 2: Engagement level among the Bank Employees**

	<b>Public and Private</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error Mean</b>
Engagement Level	Public	73	85.48	18.564	2.173
	Private	59	87.80	20.767	2.704

**Source: Compiled by Author Using SPSS**

**Table 3: t-test for the Engagement Level**

		<b>Levine's Test for Equality of Variances</b>		<b>t-test for Equality of Means</b>						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Engagement Level	Equal variances assumed	.254	.615	-.676	130	.500	-2.317	3.427	-9.098	4.463
	Equal variances not assumed			-.668	117.596	.505	-2.317	3.468	-9.186	4.552

**Source: Compiled by Author Using SPSS**

The employee's impression of the engagement level is shown in Table 3. The noteworthy value of t is 615, which is higher than .050 (5% significance level) indicates no significant disparity exists on this criterion. The employees of banks of both segments perceived their institutions to be more engaged. The mean value of publicly-owned banks is 85.48, while the mean value of privately owned segment banks is 87.80, as shown in the table 2. Employee involvement at both banks establishes a unique relationship between evaluation and production, distributing benefits equitably and fairly and fostering opportunities for career growth.



**Table 4: Relations with Coworkers in Banks Affect Engagement Level**

	Public and Private	N	Mean	Std. Deviation	Std. Error Mean
Relation with coworkers	Public	73	3.6027	1.10855	.12975
	Private	59	3.6949	1.05870	.13783

Source: Compiled by Author Using SPSS

**Table 5: t-test for Relation with Coworkers**

		Levine's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Relation with coworkers	Equal variances assumed	.026	.871	-.485	130	.629	-.09218	.19022	-.46851	.28416
	Equal variances not assumed			-.487	126.388	.627	-.09218	.18929	-.46677	.28242

Source: Compiled by Author Using SPSS

Table 4 portrays the relationship with coworkers by bank employees. The mean value of public sector banks is 3.6027 and 3.6949 of private sector banks. The significant value of t is .871 which is more than .050 (5% significance level) as shown in the table 5, which implies that there is no critical contrast on this criterion of relationship. It signifies that both area banks have made a strong bond and level of mutual trust and decision-making to comply with. This design contributes to the authenticity of assessments.

**Table 6: Empowerment helps in Enhancing Engagement**

	Public and Private	N	Mean	Std. Deviation	Std. Error Mean
Empowerment	Public	73	3.4795	.96223	.11262
	Private	59	3.4237	1.04649	.13624

Source: Compiled by Author Using SPSS

**Table 7: t-test for Empowerment**

		Levine's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Empowerment	Equal variances assumed	.432	.512	.318	130	.751	.05572	.17519	-.29086	.40231
	Equal variances not assumed			.315	119.426	.753	.05572	.17676	-.29427	.40572

Source: Compiled by Author Using SPSS

Table 6 portrayed high ratings being given by the bank employees to their association vis-à-vis empowerment aids in enhancing engagement. The mean value of publicly-owned banks is 3.4795 and 3.4237 of privately owned banks. The noteworthy value of t is .512 which is more than .050 (5% significance level) as shown in the table 7, so there exists no substantial variance on this criterion of empowerment and employees of both segments banks are acknowledging that improvement in report results in enhancing the engagement. It illustrates that both segment banks will value their personnel efforts, and encourage them to strive towards institutional objectives.

**Table 8: Supervision helps in Enhancing Engagement**

	Public and Private	N	Mean	Std. Deviation	Std. Error Mean
Supervision	Public	73	3.5753	.92839	.10866
	Private	59	3.5424	1.09317	.14232

Source: Compiled by Author Using SPSS

**Table 9: t-test for Supervision**

		Levine's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Supervision	Equal variances assumed	1.783	.184	.187	130	.852	.03297	.17598	-.31519	.38113
	Equal variances not assumed			.184	114.097	.854	.03297	.17906	-.32174	.38768

Source: Compiled by Author Using SPSS

Table 8 which have portrayed high ratings being given by the bank employees to their association vis-à-vis supervision aids in enhancing engagement. The mean value of publicly-owned banks is 3.5753 and 3.5424 of privately owned banks. The noteworthy value of t is .184 which is more than .050 (5% significance level) as shown in table 9, so there lies no substantial variance on this criterion of supervision and employees of both segments banks.

**Table 10: The Performance Evaluation Method Offers a Chance for Performance**

**Appraisal by Being Actively Engaged**

	<b>Public and Private</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error Mean</b>
Performance	Public	73	3.4795	.85569	.10015
	Private	59	3.5000	1.02554	.13351

Source: Compiled by Author Using SPSS

**Table 11: t-test for Performance**

		<b>Levine's Test for Equality of Variances</b>		<b>t-test for Equality of Means</b>						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Performance	Equal variances assumed	1.809	.181	-.125	130	.900	-.02055	.16374	-.34448	.30338
	Equal variances not assumed			-.123	112.852	.902	-.02055	.16690	-.35121	.31012

Source: Compiled by Author Using SPSS

The belief held by banking staff that performance evaluation provides an opportunity for performance rating is seen in Table 10. The mean value for publicly owned banks is 3.4795, while the mean value for privately owned banks is 3.5000. In table 11 the value of t test can be seen, it is .181; over the 5% significance level therefore there is no significant variance in this performance evaluation criterion. This shows that performance reviews provide employees with an accurate picture of their productivity and help them employees in judging their strengths and weaknesses.

**Table 12: Nature of Job Results Affects the Engagement Level**

	Public and Private	N	Mean	Std. Deviation	Std. Error Mean
Nature of Job	Public	73	3.5534	.72458	.08481
	Private	59	3.6305	.75641	.09848

Source: Compiled by Author Using SPSS

**Table 13: t-test for Nature of Job**

		Levine's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Nature of job	Equal variances assumed	.340	.561	-.596	130	.552	-.07708	.12936	-.33302	.17885
	Equal variances not assumed			-.593	121.914	.554	-.07708	.12996	-.33435	.18019

Source: Compiled by Author Using SPSS

Table 12 demonstrates that the mean value of publicly-owned banks is 3.5534 and 3.6305 of privately-owned banks and the table 13 shows substantial value of t, which is .561 which is more than .050 (5% significance level) which signifies that there is no weighty difference on this criterion of nature of job and personnel of both banking sectors are gratified with the contemporary system of engagement level. The impression of reasonableness towards the engagement level is weighty for accomplishing the representative's gratification.

**Table 14: Participation results in increasing engagement**

	Public and Private	N	Mean	Std. Deviation	Std. Error Mean
Participation	Public	73	3.7534	.87670	.10261
	Private	59	3.4407	1.03657	.13495

Source: Compiled by Author Using SPSS

**Table 15: t-test for Nature of Job**

		Levine's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Participation	Equal variances assumed	.980	.324	1.878	130	.063	.31275	.16655	-.01675	.64224
	Equal variances not assumed			1.845	113.807	.068	.31275	.16953	-.02310	.64859

Source: Compiled by Author Using SPSS

Table 14 demonstrates the mean value of publicly-owned banks is 3.7534 and 3.4407 of privately-owned banks and the substantial value of t is .324 as shown in table 15 which is more than .050 (5% significance level) which signifies that there is no weighty difference on this criterion of participation and personnel of both banking sectors are gratified with the contemporary system of level of engagement.

**Table 16: Career Development Increases the Engagement**

	Public and Private	N	Mean	Std. Deviation	Std. Error Mean
Career Development	Public	73	2.9623	.56928	.06663
	Private	59	3.1398	.53593	.06977

Source: Compiled by Author Using SPSS

**Table 17: t-test for Career Development**

		Levine's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Career Development	Equal variances assumed	.228	.634	-1.828	130	.070	-.17750	.09710	-.36960	.01460
	Equal variances not assumed			-1.840	126.963	.068	-.17750	.09648	-.36841	.01341

Source: Compiled by Author Using SPSS

Table 16 demonstrates that the mean value of publicly-owned banks is 2.9623 and 3.1398 of privately-owned banks and the substantial value of t is .634 as shown in table 17 which is more than .050 (5% significance level) which signifies that there is no weighty difference on this criterion of career development and personnel of both banking sectors are gratified with the contemporary system of engagement.

**Table 18: Hypothesis Testing**

S.No.	Statement	P value (5% Significance Level)	Hypothetically Accepted/ Rejected



1.	Engagement level among the Bank Employees	.615	Accepted
2.	Relations with Coworkers in banks affect engagement level	.871	Accepted
3.	Empowerment helps enhance engagement	.512	Accepted
4.	Supervision helps enhance engagement	.184	Accepted
5.	The performance evaluation method offers a chance for performance appraisal	.181	Accepted
6.	Nature of Job results affects the engagement level	.561	Accepted
7.	Participation results in increased engagement	.324	Accepted
8.	Career Development increases engagement	.634	Accepted

**Source: Compiled by Author**

## VII. DISCUSSION AND FINDINGS

The study finds that concluded that there lies no difference exists between employees of Public sector banks (PSBs) and Private Sector Banks (PVSBs) in assessing their engagement. Employees of both PSBs and PVSBs have the same engagement related to relations with co-workers in the company so there exists no difference found between them. The findings suggest that various aspects of employee empowerment cause no difference in employees of Public sector banks (PSBs) and Private Sector Banks (PVSBs). No difference exists between employees of Public sector banks (PSBs) and Private Sector Banks (PVSBs) which conclude that if employees are supervised then they feel more engaged. The results show a very clear picture that the various aspects of “Performance Appraisal” and “Nature of Job” have no difference in the mean score between the PSBs and PVSBs employees. So employees are more engaged in their organization. The mean score was the same regarding various aspects of employee participation, which shows that PSBs and PVSb employees have the same engagement in their organization as no significant

difference was found. The aspects of career development indicate that employees of both PSBs and PVSBS have the same level of engagement in their organization as there is no difference found.

## VIII. CONCLUSION

This research examines the engagement of employees in Haryana's public and private sector banks that encompasses various HRM methods. Bankers currently believe that HRM practices are strategically important for organizational transformation and progress. To address a range of challenges in relationships with coworkers, employee empowerment, supervision, performance appraisal, nature of the job, employee participation, and career development, banking organizations have used various HRM techniques. The findings of this article encompass that there exists no statistical difference in certain HRM practices between employees of PSBs and PVBs. This study indicates that worker's attitudes regarding working in Public sector or Private sector banks are unaffected.

## IX. LIMITATIONS AND FUTURE SCOPE

In this current study, the researcher took only 2 Public sector banks and 2 Private sector banks of Haryana State. Due to time constraints, the researcher took various variables from the existing literature i.e. Relation with Co-workers, Employee Empowerment, Supervision, Performance Appraisal, Nature of Job, Employee Participation, and Career Development. In this, the responses collected were from only 132 respondents and their engagement level has been checked in Public and Private sector banks. Furthermore, this study targets managers, officers, and clerks of the Haryana banking sector. Using non-probability sampling, more studies should look at general employees in various industries. Additionally, they provide comparisons between those various industries to deepen our understanding of HRM practices in Haryana. Secondly, there are vast domains in HRM techniques and employee engagement. Although the seven fundamental components of HRM practices have been chosen, more dimensions maybe picked to analyze and look at their responsibilities. Additionally, additional research ought to take into account a few results of employee engagement, including deviation, individual performance, and organizational citizenship behavior.

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